

# Statement of non-financial performance

as of December 31, 2019

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## Introduction

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.



# 1. Transdev, a leading group offering sustainable mobility

# Transdev, a leading group offering sustainable mobility

*Mobility is at the core of social, societal and environmental issues. As a partner of local authorities and businesses, the Group's mission is to offer its clients and passengers reliable and innovative mobility and thus contribute to building the sustainable and inclusive local areas of tomorrow.*

## Mobility at the service of people and the common good

Because movement is essential to meet, work... or simply to live, we are proud to transport 11 million passengers daily on 5 continents. Transdev connects and reconnects communities to each other, and rural areas to urban areas, providing responses tailored to the needs of its clients and passengers. We offer seamless, people-centric and innovative mobility and we are actively committed to the energy transition and to bridging the social divide.

We **care** for our teams, clients and passengers and are committed to a process of continuous improvement.

We **share** our experiences and vision of mobility with our stakeholders, employees, shareholders, partners and clients, and create opportunities to contribute to a better society.

We **dare** to meet challenges and step out of our comfort zone in order to always offer the best solutions and innovations in response to the issues of tomorrow.

Our 85,000 employees, who are mobilized under an inclusive approach that promotes diversity, reflect the world in which we operate. **We are a team of people serving people and local areas, and mobility is what we do.**



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

**Thierry Mallet,**  
Chairman and Chief Executive Officer,  
Transdev Group



# Value creation

for the benefit of local areas

## OUR RESOURCES

### HUMAN

**85,000**

employees

**68%**

drivers

- In **18 countries**
- **93%** of permanent contracts
- **58 000** drivers
- **+150** business lines
- **24%** women
- An **ecosystem comprising and structured around innovative initiatives** with over 80 innovation projects and 1,000 start-ups

### NATURAL

- A greater use of sustainable resources in order to reduce the emissions of our vehicles:

**2%**

of vehicles use biodiesel

**6%**

of vehicles use CNG\* and biogas

**6%**

electric vehicles

- Green innovation: use of **hydrogen**
- **Commitments to protect the environment:** reducing our greenhouse gas (GHG) emissions by 30% by 2050

\* Compressed natural gas

### INDUSTRIAL AND COMMERCIAL

**40,272\***

vehicles operated

- **17** modes of transportation
- **45%** clean vehicles
- **€3 billion** product and services purchasing budget

**418**

electric buses and coaches

\* managed scope: 43,000

### FINANCIAL

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

**€1 bn**

of shareholders' equity

**€1.9 bn**

of net financial debt\*

\* Including lease liabilities

## OUR PURPOSE

As a global mobility operator and integrator, we empower freedom to move every day with confidence, thanks to reliable and innovative solutions that serve the common good.



## OUR VALUE CREATION

### FOR OUR PASSENGERS

We are proud to provide **11 million passenger trips** every day.

- An **offer in line with the demands of society** that respects the environment and practices fairness
- A **public transportation offer for all**, which reduces congestion in cities, simplifies the daily lives of citizens and contributes to **providing improved access to local areas**
- **Safety and Security policies** that offer protection to our passengers



### FOR THE PLANET

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

- A **growing alternative fleet:** electric, biogas, hybrid, hydrogen and other vehicles
- Drivers trained in **energy efficient driving**
- A **circular economy approach:** **69%** of waste is recycled
- **Controlling our greenhouse gas (GHG) emissions:** **5%** reduction in our emissions in 2019

**58%**

of entities covered by the Environmental Management System

**12%**

of entities in 10 countries are ISO 14001-certified

### FOR OUR CLIENTS, LOCAL COMMUNITIES AND PUBLIC INSTITUTIONS

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

- **€15.4 million paid in corporate income tax\***
- **More than 95%** of procurement from suppliers in the countries and the areas in which we operate
- In France, **the Transdev Foundation supports 300 local initiatives** that promote the integration of vulnerable people and social mobility, and the Foundation has **bestowed €3 million in grants** since 2002
- **Tailored, integrated and inclusive mobility solutions**
- A **responsible and continuous dialogue** with our ecosystem of stakeholders: clients, communities, national and local institutions

**25,000**

new hires each year

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

### FOR OUR EMPLOYEES

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

- The **drivers@transdev approach** is a tool for attracting a new and diverse workforce
- **88%** Safety Management System compliance rate (rail activities: heavy rail, tram and LRT) and **96%** Safety Management System compliance rate (other modes: buses and coaches, ToD, ferries)

**80%**

of employees received training in 2019

**€4 bn**

payroll

**7**

Key countries have deployed our Group Engagement program

## Our business model

### 1. OUR BUSINESS

Transdev possesses global expertise derived from over **150 business lines**.

Each day, **58,000 drivers** serve our local authorities clients.

Trains, trams, buses, Bus Rapid Transit, ambulances, school transportation, ferries, shuttles, cable cars, carpooling, carsharing, bicycles, parking lots, transportation for people with reduced mobility, electric and autonomous vehicles, etc. – a broad range of everyday transportation modes and systems and infrastructures that we operate

all over the world. Beyond our role as an operator, we are committed to offer all kind of mobility solutions, at the service of our customers, and delivering hassle-free and truly innovative mobility with a strong human dimension.

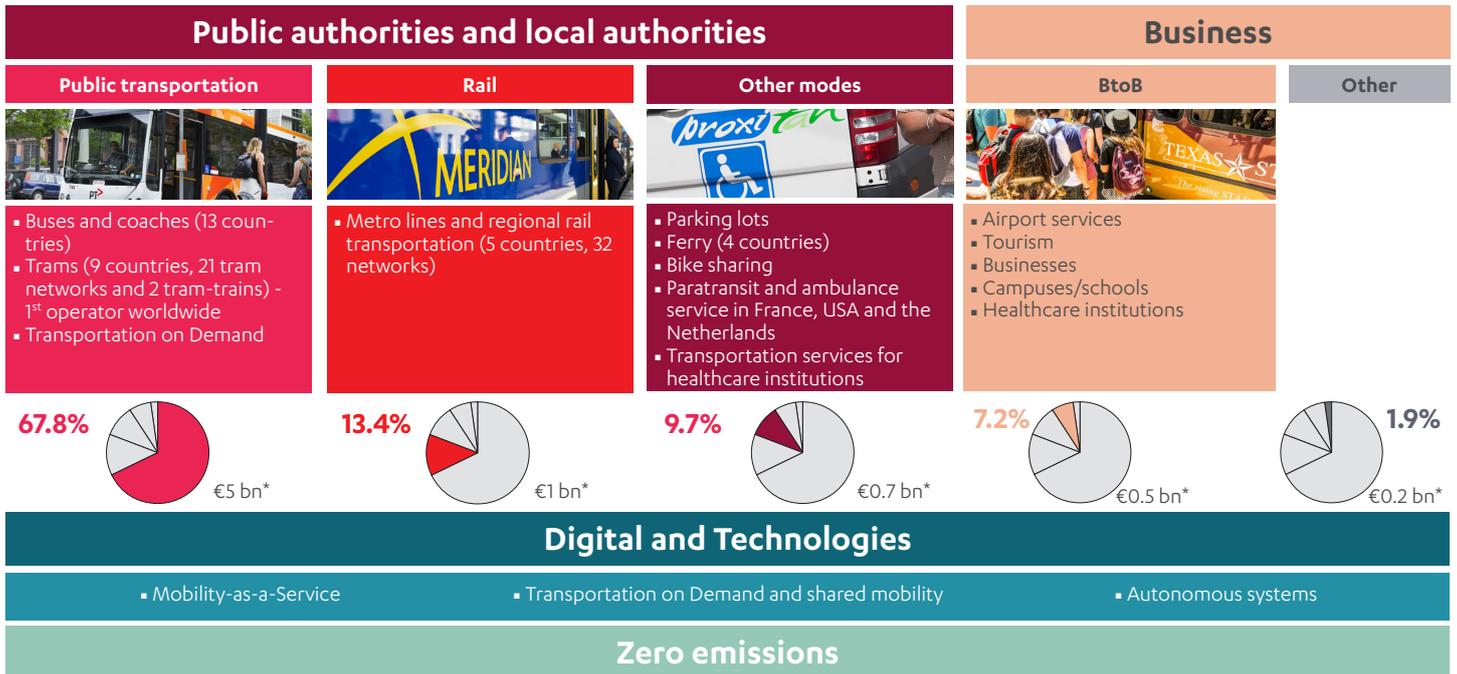
### Transdev in 2019



\* Managed scope: 43,000

\*\* Including lease liabilities

### Our activities



\*2019 ROA

### Our mobility solutions

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

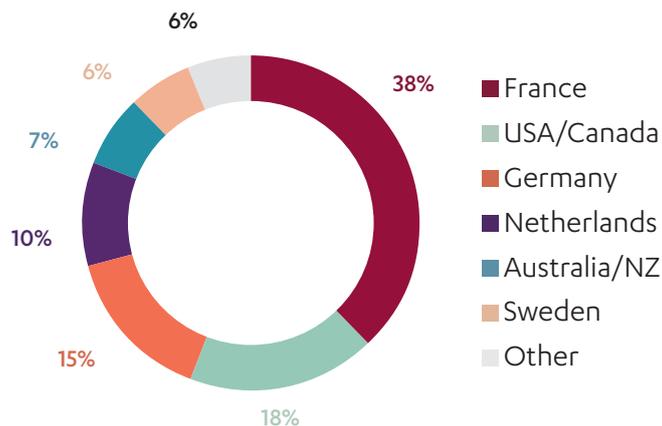
## Our geographical presence

Our teams operate in 18 countries in order to better meet the specific demands of each population and each local area, and to offer solutions closely tailored to the local needs of the communities we serve.



## Our revenue by territory

### Distribution of 2019 ROA by country



## 2. RESPONDING TO LOCAL CHALLENGES AT THE LOWEST COST

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

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

If a market is open to competition, access thereto is usually decided through a competitive bidding procedure. When the bid documents are prepared, the mobility authority (the client) will determine the specific needs to be met. The bidder whose bid best meets these requirements in terms of understanding local specificities and that offers the most favorable price will be awarded the contract. Therefore, each contract is a unique response to a local demand in terms of transportation modes, and also takes into account the number of vehicles involved (see the section entitled "Financing the vehicle fleet"), the frequency of

service, pricing and the commitments the bidder may make on future developments in the use of the transportation system.

## Compensation

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

- **Gross contracts:** the mobility 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 mobility 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 receive a grant from the mobility authority in an amount agreed upon when the contract is signed. All or part of the profits generated from passenger revenue accrue to Transdev (directly, or indirectly under a bonus/penalty system), which assumes the risks in connection with revenue and cost management. The grant is intended to cover the difference between projected revenue and projected costs.

Overall, our business is equally divided between these two types of contracts, although this allocation may vary significantly by country and activity.

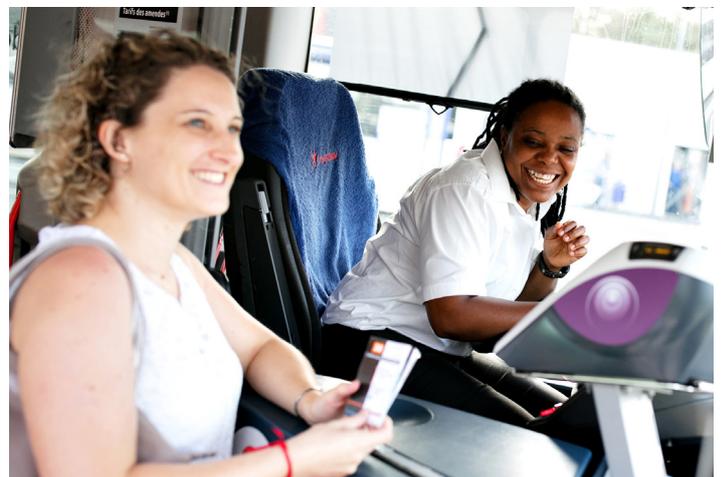
We create value in all our activities by:

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

## Cost control

Our most significant cost items are:

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



## Transdev, a leading group offering sustainable mobility

### Financing the vehicle fleet

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

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

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

### Employee payroll

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

### Energy and fuel costs

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

### Financial resources

We rely on a combination of financing, such as:

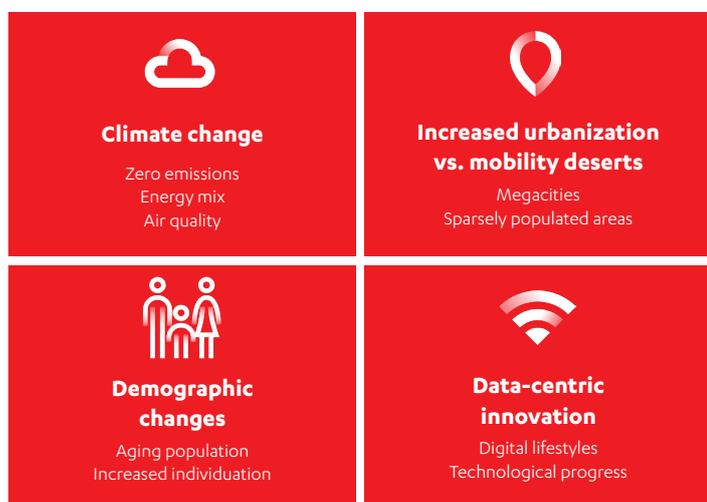
- our capital: Transdev's parent company, Transdev Group, is jointly owned by Caisse des Dépôts (66%) and by Rethmann France (34%);
- bonds;
- bank loans and a Schuldschein placement;
- asset financing consisting primarily of operating leases;
- resources generated by operating working capital;
- profits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

### Innovation and attention paid to clients and passengers

Our aim is to be a trusted partner of our clients, mobility authorities and private actors, a partner able to implement safe, efficient and innovative mobility solutions that meet evolving expectations in a constantly changing environment.

## Ensuring our growth over the long term and for future generations

### 1. TRANSFORMATION AT THE CORE OF THE EVOLUTION OF OUR MODEL



### Climate and environmental challenges

In 50 years, the sea level has risen by 10 centimeters.

Severe weather phenomena (cyclones, hurricanes, droughts, heat waves, etc.) are on the rise, with often dramatic consequences (fires, floods, extinction of species, climate refugees, etc.). The UN predicts that 280 million people will be displaced worldwide by 2050. This situation considerably increases citizens' expectations of companies: in France, 95% of citizens expect major companies to make concrete commitments. 52% of them consider the environment and climate to be a priority. This leads us to design cleaner solutions and to contribute actively to reducing the greenhouse gas emissions of our industry.

### Increased density, greater urbanization and territorial divides

Some 70% of the world's population is expected to live in cities by 2040. By 2030, there will be 43 "megacities" with over 10 million inhabitants, compared to 31 today.

Many countries will face challenges in meeting the needs of their growing urban populations, including housing, transportation, energy systems and other infrastructure, as well as employment and basic services. This rapid growth of cities creates major challenges to improve access to more rural areas, as well as new issues surrounding peri-urban areas and how to connect them to city centers. This requires developing new mobility solutions that satisfy all segments of the population.

### Aging population

Between 2000 and 2050, the share of the world's population over the age of 60 will double from about 11% to 22%. Seniors need specific adapted services because they are more likely not to own a vehicle (unable to drive), but may also suffer from physical pathologies related to ageing or may feel insecure (due to crowds, getting on and off transit vehicles, etc.), which discourages them from using public transportation.

This requires designing solutions that create a feeling of security and are better adapted to an aging population.

### Increased individuation and autonomy needs

Individuation should not be confused with individualism. It is a reflection of a culture of choice, not necessarily of the self. It is a reaffirmation of individual freedom, of the right of each individual to choose their lifestyle. This highlights the importance of offering customised/tailored solutions, which the proper use of data makes it easier to design and deliver.

### Data-centric innovation

Technological advances in telecommunications networks and the spread of smartphones enable everyone to choose the mobility solution that suits them best, at the last minute and on the basis of real-time data. This convenience has created new expectations and new travel choices (immediate, simple, unified, personalized, sustainable, etc.).

The growth of the sharing economy and consumption that focuses on use is already a reality in the transportation sector with the emergence of on-demand services (carpooling, carsharing, etc.), mobility platforms and a new vision of customer relations.

A new intermodal landscape is taking shape, gradually erasing the boundaries between public mass transit and on-demand and customized transportation solutions.



## Transdev, a leading group offering sustainable mobility

### Moving You: our strategic plan

The 5 guiding principles of the Moving You strategic plan:



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

We believe that collaborative and engaged **Teams** achieve high standards

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

We are engaged in **Performance** to master all mobilities and deliver at best cost

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

The *Moving You* strategic plan, which the Executive Committee initiated in 2017, established the 5 guiding principles for the Group's new strategy, which were supplemented in 2019 by 8 priority programs designed to accelerate the Group's transformation.

In line with the changes in society and focused on new customer needs, the strategic plan enables our teams to better assist passengers, communities and businesses in a better and more sustainable way.

### Our contribution to dealing with sustainable development challenges

Transdev is a partner and a signatory of the United Nations Global Compact initiative since 2003. Based on the *Communication on Progress* (CoP), which is published in connection with this commitment, we have been classified as "GC Advanced" since 2015, the highest Global Compact differentiation level.

In addition to this commitment, our actions and policies are a component of our contribution to the Sustainable Development Goals (SDGs) and are at the service of economic, social and environmental development.

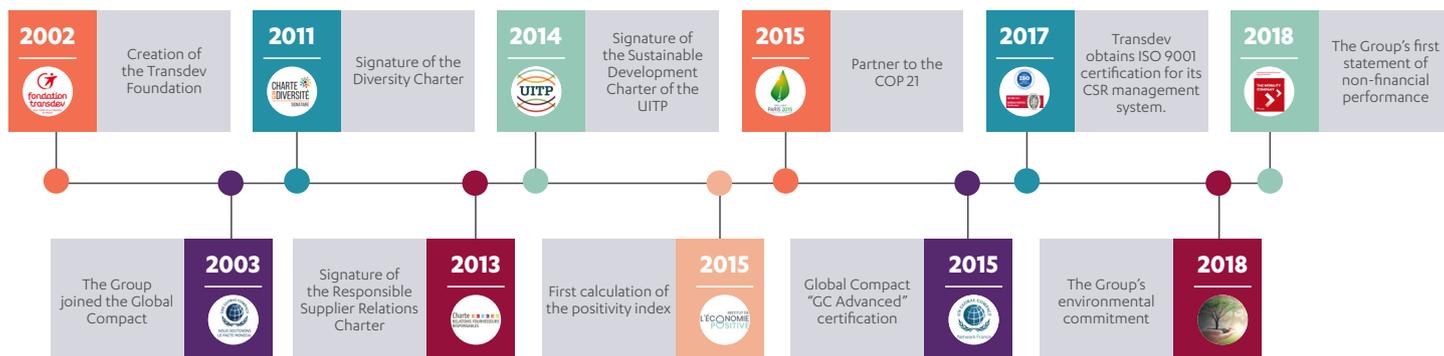




**2. Transdev,  
a group that actively  
fulfills its social  
responsibilities**

# Transdev, a group that actively fulfills its social responsibilities

## A longstanding CSR commitment



At Transdev, we are fully committed in favor of the planet, society and future generations.

We accept the **sustainable mobility** challenge by offering our customers mobility solutions for today and tomorrow: "green" and low-carbon solutions designed to reduce our environmental impact, reduce local pollution and accelerate the energy and ecological transition.

With our clients and the players in our ecosystem, we share the responsibility for implementing **inclusive and resilient mobility** by

together developing efficient and attractive transportation solutions to serve communities: solutions that are adapted to the needs of all, including the most vulnerable.

As an employer and local economic player, we assist our customers by operating **people-centric and safe mobility solutions** in a responsible and inclusive manner for our employees, partners and suppliers.

## A CSR approach in line with the Group's strategic plan and the UN's Sustainable Development Goals

### 1. MOVING YOU, AT THE HEART OF OUR CSR APPROACH



Transdev's primary responsibility is to deliver a **service** and a customer experience that meet the needs of its passengers, in order to promote the use of public transportation.



Transdev is **committed to sustainable performance** and deploys robust management systems in all its operations in order to guarantee the health and safety of its teams, passengers and third parties, as well as to control our impact on the environment.



Our responsibility to our passengers is inseparable from our responsibility as an employer to our **employees**, whom we want to be engaged and actively involved in a company that is attractive, inclusive, safe and fair, as well as a learning company.



The Group develops and promotes **new mobility solutions** to assist local areas in their ecological and energy transition.

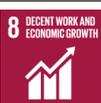


As a major employer in the local areas where we **operate**, Transdev invests in the social and economic inclusion of the inhabitants and, as an **economic player**, contributes to the vitality of the local fabric through local purchases and partnerships.

## Transdev, a group that actively fulfills its social responsibilities

### 2. OUR CONTRIBUTION TO THE UN SUSTAINABLE DEVELOPMENT GOALS (SDGS)

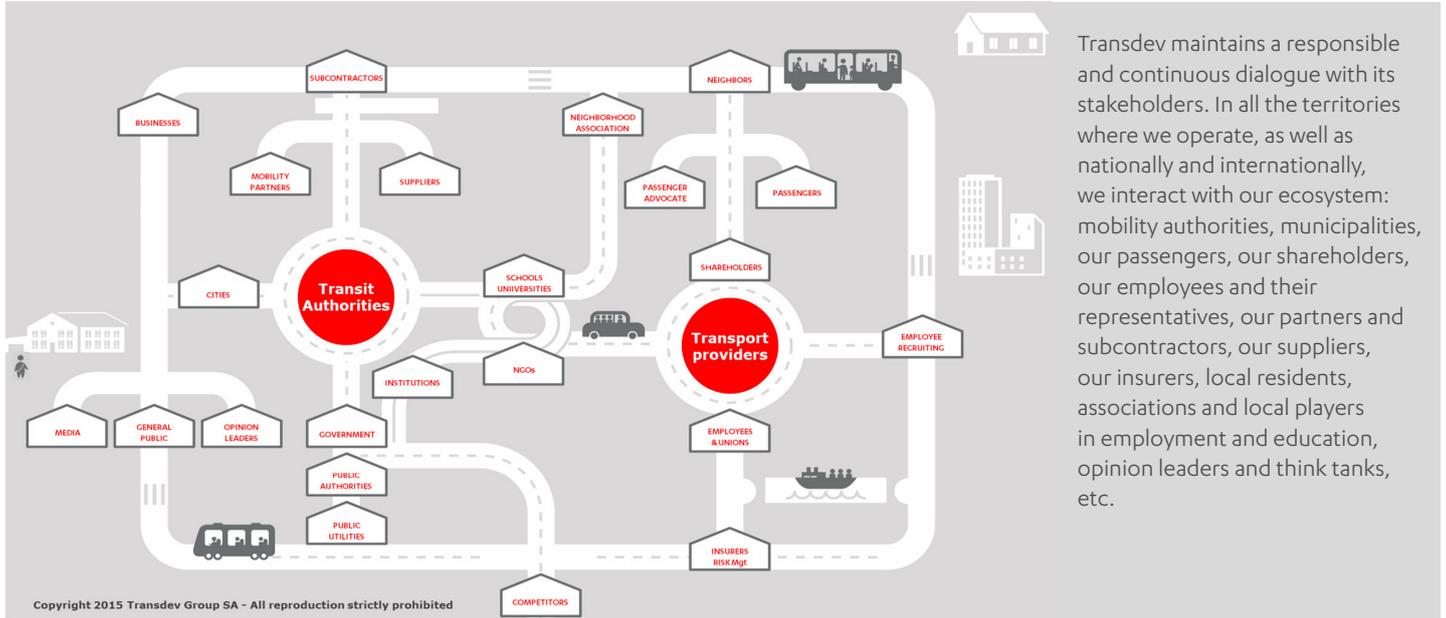
Through our commitments and our CSR approach, we contribute to 12 of the 17 Sustainable Development Goals.

SDG	Initiatives/Commitments undertaken by Transdev	SDG	Initiatives/Commitments undertaken by Transdev
 <p><b>1 NO POVERTY</b></p>	<ul style="list-style-type: none"> <li>Transdev hires 25,000 people each year in all the local areas it serves and promotes the inclusion of people having difficulty finding work .</li> <li>Transdev is committed to initiatives that encourage social inclusion and reduce inequalities in access to transportation.</li> </ul> <p>(Target 1.4)</p>	 <p><b>11 SUSTAINABLE CITIES AND COMMUNITIES</b></p>	<ul style="list-style-type: none"> <li>Transdev deploys an Environmental policy and a Security policy.</li> <li>Transdev deploys clean, autonomous and electric mobility solutions.</li> <li>Transdev provides efficient and shared on-demand solutions.</li> <li>Transdev deploys a Sustainable Procurement policy.</li> </ul> <p>(Target 11.2, Target 11.6, Target 11.7)</p>
 <p><b>3 GOOD HEALTH AND WELL-BEING</b></p>	<ul style="list-style-type: none"> <li>Transdev deploys a Safety policy and a Security policy in all countries where it operates.</li> </ul> <p>(Target 3.4, Target 3.5, Target 3.6, Target 3.9)</p>	 <p><b>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</b></p>	<ul style="list-style-type: none"> <li>Transdev deploys an Environmental policy and a Sustainable Procurement policy.</li> </ul> <p>(Target 12.2, Target 12.4, Target 12.5, Target 12.6)</p>
 <p><b>5 GENDER EQUALITY</b></p>	<ul style="list-style-type: none"> <li>Transdev deploys a policy to promote respect for Fundamental Rights.</li> <li>Transdev is committed to diversity and inclusion through its Group Diversity and Inclusion Program.</li> </ul> <p>(Target 5.1, Target 5.5)</p>	 <p><b>13 CLIMATE ACTION</b></p>	<ul style="list-style-type: none"> <li>Transdev deploys an Environmental policy and is committed to a more ecological and cleaner mobility.</li> </ul> <p>(Target 13.2)</p>
 <p><b>7 AFFORDABLE AND CLEAN ENERGY</b></p>	<ul style="list-style-type: none"> <li>Transdev deploys an Environmental policy and a Sustainable Procurement policy.</li> <li>Transdev develops clean mobility solutions in collaboration with local authorities using green energies (natural gas for vehicles (NGV), hybrid, electric or hydrogen-powered buses).</li> <li>Transdev develops solutions to facilitate Mobility as a Service (MaaS) intermodal exchanges.</li> </ul> <p>(Target 7.2, Target 7.3, Target 7.a)</p>	 <p><b>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</b></p>	<ul style="list-style-type: none"> <li>Transdev deploys an Ethics and Compliance Management System and a policy to promote respect for fundamental rights.</li> </ul> <p>(Target 16.5, Target 16.6, Target 16.7)</p>
 <p><b>8 DECENT WORK AND ECONOMIC GROWTH</b></p>	<ul style="list-style-type: none"> <li>Transdev deploys a Safety policy and a Security policy.</li> <li>Transdev deploys a policy to promote respect for fundamental rights and a vigilance plan.</li> <li>Transdev promotes social and economic inclusion by working with local actors.</li> <li>Transdev deploys an Ethics and Compliance Management System.</li> <li>Transdev deploys a Sustainable Procurement policy.</li> </ul> <p>(Target 8.4, Target 8.5, Target 8.6, Target 8.7, Target 8.8, Target 8b)</p>	 <p><b>17 PARTNERSHIPS FOR THE GOALS</b></p>	<ul style="list-style-type: none"> <li>Transdev promotes social ties through the Transdev Foundation and develops local partnerships in the local areas it serves.</li> </ul> <p>(Target 17.17)</p>
 <p><b>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</b></p>	<ul style="list-style-type: none"> <li>Transdev deploys an Environmental Management System.</li> <li>Transdev develops clean, autonomous and electric mobility solutions.</li> </ul> <p>(Target 9.4)</p>		
 <p><b>10 REDUCED INEQUALITIES</b></p>	<ul style="list-style-type: none"> <li>Transdev develops integrated and inclusive mobility solutions.</li> <li>Transdev promotes social ties through the Transdev Foundation.</li> <li>Transdev develops <i>Learning</i> programs to train its employees.</li> <li>Transdev deploys a Diversity and Inclusion Program.</li> <li>Transdev deploys an Ethics and Compliance Management System and a policy to promote respect for fundamental rights.</li> </ul> <p>(Target 10.2, Target 10.3)</p>		

The targets are described in greater detail in Section 10 of the non-financial performance statement entitled “Our contribution to 12 UN sustainable development goals - the targets in detail”.

# Risk management at the core of the issues we face

## 1. OUR LOCAL AND NATIONAL STAKEHOLDERS

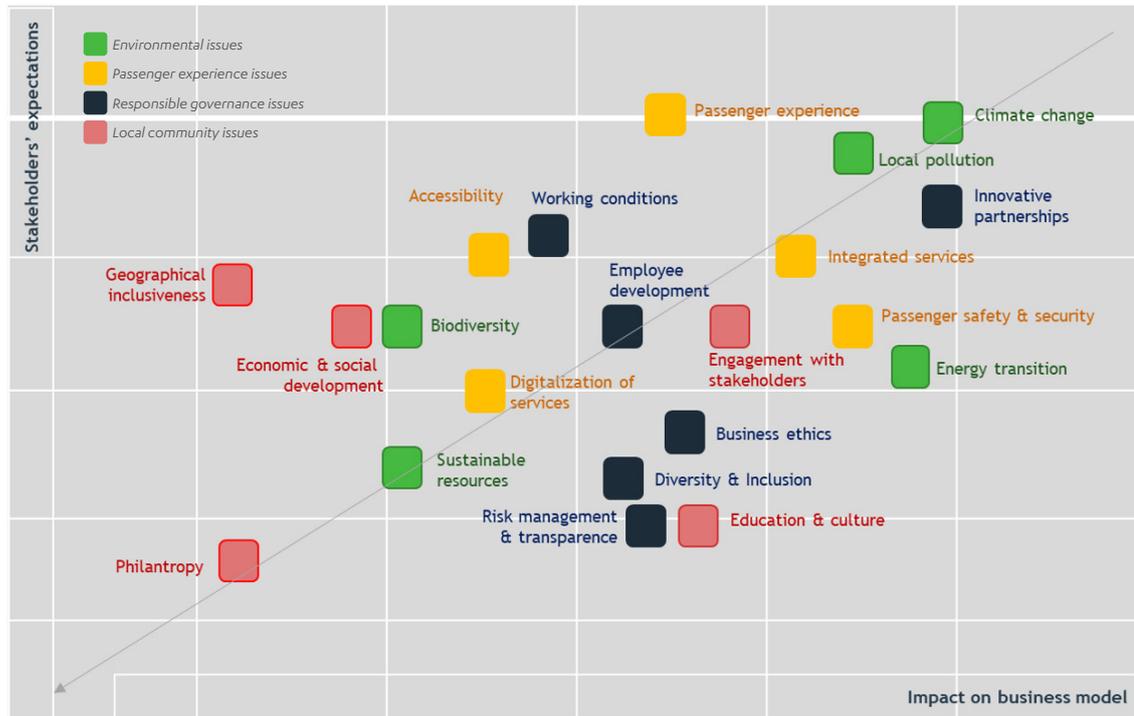


Transdev maintains a responsible and continuous dialogue with its stakeholders. In all the territories where we operate, as well as nationally and internationally, we interact with our ecosystem: mobility authorities, municipalities, our passengers, our shareholders, our employees and their representatives, our partners and subcontractors, our suppliers, our insurers, local residents, associations and local players in employment and education, opinion leaders and think tanks, etc.

## 2. THE ISSUES WE FACE: THE GROUP'S MATERIALITY MATRIX

The materiality analysis has helped us mapping the challenges that we face in light of our various stakeholders' expectations. All of these challenges are at the core of our business, our mission and our daily operations. They enable us to reflect on our ability to deliver attractive

and integrated mobility services, which are designed and operated in consultation with local stakeholders and employees and are environmentally friendly.



As part of our mission, we have a duty to take greater account of the environmental issues and adapt our services to the needs and expectations of the passengers; now more than ever, our company shall demonstrate ethical, fair and inclusive behaviour in order to earn the trust of our employees as well as all stakeholders in the long term; as a mobility operator, we shall make a long-lasting contribution to the socio-economic development and territorial cohesion of the areas in which we operate.

In 2018, Transdev carried out a materiality analysis based on a series of interviews with representatives of its stakeholders (mobility authority clients, players in the mobility sector, employees and passengers) in four countries where the Group does business (France, USA, Germany and Australia).

## Transdev, a group that actively fulfills its social responsibilities

### 3. OUR NON-FINANCIAL RISKS ARE AT THE CORE OF THE ISSUES WE FACE

We have identified the operational risks that require policies, actions and programs to be implemented and deployed throughout our organization and coordinated at the highest level on the basis of defined indicators.

This risk identification operation involved all of the Group's teams: operational and functional teams, the head office and country teams

(see methodological note on risk management: identification, assessment, etc.).

The table below lists the risks and the issues to which they relate, the policies adopted to control them and the associated performance indicators.

#### Environmental risks

Main risks	Related issues	Our risk control policies and action plans	Our key performance indicators
Accidental ground pollution	Local pollution	Environmental policy + Our actions and programs in support of the energy and ecological transition and to fight against climate change	Rate of entities that experienced accidental pollution during the financial year
Gradual ground pollution			Pollutant emissions g/100 km traveled
Contractual non-compliance in environmental matters			Low-emission fleet rate*
Gradual air pollution	Energy transition and climate change		GHG emissions kg/100km traveled

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

#### Safety and security risks

Main risks	Related issues	Our risk control policies and action plans	Our key performance indicators
Serious train accidents	Safety and security of passengers, employees and third parties	Safety policy	Major accidents rate
Serious bus accidents			Workplace accident frequency rate
Workplace accidents			Workplace accident severity rate
Assaults on employees or passengers		Security policy*	Workplace accident frequency rate due to assault
			Workplace accident severity rate due to assault
		Number of physical assaults on passengers per million km**	
Terrorist attack	Share of countries covered by a national security manager/total number of countries where the company is located*		

\* This policy is being deployed \*\* This indicator is being deployed and will be calculated on a full-year basis starting in 2020

#### Social risks

Main risks	Related issues	Our risk control policies and action plans	Our key performance indicators
Absenteeism	Working conditions	Engagement policy + Talents approach and Learning approach Group Diversity and Inclusion Program	Absenteeism rate
Low employee engagement (including psychosocial risks)	Employee development		Employee turnover rate
			Engagement policy deployment rate
Poor skills planning			Percentage of employees who received at least one training course during the year
		Percentage of employees who had an annual interview*	

\*KPI deployed starting in 2019

Societal risks

Main risks	Related issues	Our risk control policies and action plans	Our key performance indicators
CSR claims against a Supplier	Sustainable resources	Sustainable Procurement policy	Percentage of master contracts > €100,000 that incorporate the Suppliers' Charter (France)

Ethics and fundamental rights risks

Main risks	Related issues	Our risk control policies and action plans	Our key performance indicators
Active bribery of a public official or a regulatory authority and passive bribery of private individuals	Collaboration with local actors and innovative partnerships + business ethics	Ethics and Compliance policy	Percentage of managers trained in anti-corruption measures every 3 years
Influence peddling			
Inappropriate sponsorships			
Failure to respect human rights in the supply chain (forced labor and child labor)	Diversity and equal opportunities	Fundamental Rights policy + Group Diversity and Inclusion Program	Annual percentage of projects approved by the Group Engagement Committees for which fundamental rights risks have been assessed and reduced to an acceptable level*
Failure to respect freedom of association			
Discrimination and diversity			
Harassment			

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

All key performance indicators are audited except the following:

- Engagement policy deployment rate



**3. Transdev,  
a group committed to  
combating global warming  
and in support of the energy  
transition**

# Transdev, a group committed to combating global warming and in support of the energy transition



In 2019, transportation accounted for nearly 30% of the European Union's total CO<sub>2</sub> emissions, of which 72% were due to road transportation.<sup>1</sup> We believe that our core business offers an opportunity to significantly reduce this impact by enabling passengers to switch to the most efficient public or shared transportation options.

The composition of our vehicle fleet also has a direct impact on the amount of CO<sub>2</sub> we produce. Its replacement with low-emission vehicles (hybrid, LPG, biogas) or very low-emission vehicles (electric, hydrogen) reduces our carbon footprint and local pollutants.

The greening of our vehicle fleet, by reducing our consumption of carbon energy, is a major challenge that we share with the mobility authorities. We have actively positioned ourselves in this challenge for several years by investing in a fleet that is ever more respectful of the environment.

## Our commitments and tools for meeting climate challenges

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

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

Transdev strives to **offer its clients tailor made solutions** connected to local areas in which we operate in order to increase public transportation use. Our activity enables us to reduce our global carbon footprint, but also to **reduce road traffic** and the massive emissions it generates:

- by improving the customer experience in order to accelerate the shift from private cars to alternative solutions:
  - efficient travel: multimodal options;
  - comfortable conditions (quality impact of energy efficient driving).
- by adapting our offer to passengers' needs:
  - increasingly flexible solutions for the first and last kilometer (Transportation on Demand);
  - we adjust our capacities in real time to daily changes in customer needs (Flowly).
- by developing a new mobility paradigm through MaaS:
  - customer-centric offers;
  - promoting green mobility.
- by reducing the environmental impacts of all our activities.

### 2. OUR COMMITMENT ALONGSIDE LOCAL AUTHORITIES IN SUPPORT OF THE ENERGY TRANSITION

As a mobility operator, we support the mobility authorities to **green the fleet of vehicles we operate** by: replacing internal combustion vehicles with electric vehicles, or by experimenting new solutions. Therefore, we launched a hydrogen experimentation in the network of the city of Lens in France, in conjunction with the local mobility authority, Syndicat Mixte des Transports Artois-Gohelle (SMTAG).

In order to reduce urban congestion and air pollution, we also encourage and support **adapting public infrastructure** to public transportation (reserved lanes, priority at traffic lights).

In addition to carbon impact, pollutants emitted by combustion engines are a source of public health problems. Our commitment to a greener fleet aims to reduce these emissions in the cities where we operate.

Therefore, in accordance with the European law on the energy and ecological transition for green growth (Renewable Energy Directive), we have set a definition for the "Low Emission Fleet" by meeting low emission standards (European Euro VI emission standards), using alternative fuels (LPG, CNG, biogas, etc.) and seeking new solutions for our vehicle fleet, which we apply in all the Group's countries.

*(Change in the low-emission fleet rate)*

### 3. OUR EMPLOYEES' INVOLVEMENT IN MORE RESPONSIBLE TRANSPORT

Apart from our Group objectives, our own method of operations is a factor in our environmental improvement. Energy efficient driving, which is promoted internally, helps to reduce energy consumption and, therefore, emissions through **Eco-driving**. Today, using on-board tools designed by Transdev, over 5,000 vehicles (road and water) receive complete data in real time. This information helps our drivers to adapt their driving and limit their energy consumption. Results are encouraging: energy efficient driving can reduce pollutant emissions by up to 6%. Therefore, in order to remain at the cutting edge of the most efficient driving techniques, we train our drivers every five years.

*"We are trained to maximize the benefits of our vehicles, which are more and more cutting-edge. Driving responsibly of course means reducing our emissions, but it also means ensuring the safety of everyone on board. Fortunately, these priorities are complementary. Responsible driving makes me a better driver."*

**A Transdev driver**

<sup>1</sup> Source: European Parliament, infographies, published April 2019  
<https://www.europarl.europa.eu/news/fr/headlines/society/20190313STO31218/emissions-de-co2-des-voitures-faits-et-chiffres-infographie>

#### 4. GREATER ACCOUNTABILITY OF OUR FUTURE LEADERS

In 2019, we added an environmental component to the *On the Launch Pad* program that brings together our future leaders. 191 countries have committed to reducing air emissions by optimizing travel options. Each of the countries in which we do business participates in this global commitment. At our level, our objective is therefore to create an innovative and tailor-made project for Transdev aimed at offsetting the carbon footprint caused by each employee's business travel. Participants in the program are supervised by the Group's environmental team through follow-up and support every six months. This program will be set up and in effect in the second half of 2020.

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

**We are committed to reducing our greenhouse gas (GHG) emissions by 30% by 2050.**

Controlling our environmental impacts requires analyzing the significant risks inherent to our compliance with the French Duty of Vigilance law and with Directive 2014/95/EU of the European Parliament. The result of this in-depth study highlighted our main environmental risks:

- Gradual air pollutions: climate and air quality issues;
- Gradual and accidental ground pollutions in the areas where we operate;
- Compliance with our contractual obligations.

How do we reduce these risks? We have adopted an approach that aims to preserve ecosystems in a sustainable way by focusing on the following main areas:

- **Minimizing environmental impacts thanks to our EMS policy:** by implementing its Environmental Management System (EMS), Transdev is committed to continuous improvement. The implementation of our policy and compliance with our commitments are monitored and controlled annually;  
*(number of entities in compliance with Transdev's EMS criteria, rate of the environmental policy deployed in each country, rate ISO 14001 certified sites)*
- **Ensuring compliance:** we strive to improve environmentally friendly practices in order to meet or exceed all regulatory requirements so as to provide mobility with significantly reduced air pollution based on experiments and pilot initiatives;  
*(number of instances of non-compliance/number of contracts)*
- **Disseminating best environmental practices throughout the Group using effective communication channels:** we promote the highest level of environmental excellence and sustainable development through dedicated communication, both internally (eco-driving, urban optimization, etc.) and externally (providing an efficient and attractive offer to encourage modal shift actions, in particular through multimodal information systems that provide passengers with all the information they need.  
*(Change in the GHG emissions kg/100km traveled)*

## Our achievements for greener, cleaner and more integrated mobility

### 1. ACCELERATED MIGRATION TO ELECTROMOBILITY

#### In the field of electromobility

Transdev has the largest electric bus fleet in Europe, with 418 buses and coaches in operation in 2019, equipped with different charging solutions, more than 60% of which can be recharged at night (by means of a plug) and 52 trolleybuses. This electrification of our fleet should enable us to meet our commitment to **reduce our CO<sub>2</sub> emissions**.

For example, an electric bus network like the one in Amsterdam, which operates 100 articulated vehicles, each of which covers 350 km per day, represents a reduction in emissions of over 21,000 tons of CO<sub>2</sub> per year.

In addition, the 100 electric buses that continuously serve Amsterdam Schiphol Airport run on 100% renewable energy, mainly from wind power. The depots are also equipped with solar panels. And because driving an electric bus requires particular skills, the network's 500 drivers have received "ZE" (zero emission) training that enables them to master all aspects and provide efficient and safe transportation.

#### In the field of electrification aid tools

To reduce the impact of our batteries as much as possible, in conjunction with IFSTTAR (French Transportation, Development and Networks Science and Technology Institute) we have initiated a **research program on smart charging** aimed at anticipating and optimizing the deployment and operation of our electric bus fleets. Because the life cycle of batteries has become a crucial issue and recycling remains the suppliers' responsibility, this program focuses on **extending battery life** beyond the term of manufacturers' warranties and on developing a smart charging algorithm.

Deploying a complete electrical fleet compared to launching and experimentation brings a lot of challenges in terms of operation, organization, management and skills. In fact, before an electrification strategy that ensures the most efficient transition possible can be adopted, the bus network and the workshop must be carefully analyzed. Anticipation is therefore a key factor in the success of these changes.

### 2. STIMULATING INNOVATION FOR CLEANER MOBILITY

#### The i-Cristal autonomous electric shuttle

At the SPRING 2019 innovation meeting held in May 2019, the goal of the "Paris-Saclay Autonomous Lab" was to invent and experiment various new services for more smart, autonomous, electric, public and private mobility, in addition to the transportation options already on offer in the Paris-Saclay area, in order to test the operation conditions for an autonomous mobility service on a larger scale.

The Group contributed its cutting-edge expertise to the project on shared and autonomous operation traces on the i-Cristal autonomous electric shuttle. For Transdev, the project offered a new opportunity for the development of sustainable local areas.

## Transdev, a group committed to combating global warming and in support of the energy transition

### Our pioneering innovation: in November 2019, France's first hydrogen fuel cell bus line was launched in the Pas-de-Calais region.

To implement the Group's energy transition strategy, Transdev supported the local mobility authority, Syndicat Mixte des Transports Artois-Gohelle (SMTAG), in commissioning, on 4 November 2019, the first Bus Rapid Transit hydrogen line initiated in France. This 13.4 km long line with six buses links the towns of Auchel and Bruay-la-Buissière (62). It reduces CO<sub>2</sub> emissions by over 530 tons per year.

*"In connection with its Ecomobility Plan, the Essonne Department aims to promote new forms of mobility that are more environmentally friendly, more inclusive and conducive to improving the transportation offer and travel conditions for all Essonne residents. The development of autonomous and shared vehicles is a component of this plan."*

**François Durovray**  
President of the Essonne Departmental Council

### Other hydrogen fuel cell bus projects

Transdev is also providing assistance in the Netherlands on two hydrogen bus projects: the HWGO project (4 buses) and a project in Eindhoven (2 buses).

In France, following the first hydrogen-powered buses put into circulation in Lens on the TADAO network, these bus experiments are being extended to Auxerre and the Toulouse airport.

*"The prospect of adding hydrogen to the TADAO network, which is operated by Transdev, was the product of a bold choice to introduce genuine innovation. This fuel may well be the fuel of the future for public transportation..."*

**Laurent Duporge**  
Chairman Artois-Gohelle Transit Authority

## 3. PROVIDING EFFICIENT AND SHARED ON-DEMAND SOLUTIONS

### The launch of a MaaS system in the Saint-Etienne metropolitan area

Mobility as a Service (MaaS) is an integrated mobility service that aims to reduce the number of individual vehicles by offering faster, cheaper and more efficient solutions for more environmentally friendly mobility. This system covers all public and private transportation modes that are essential for local and daily mobility: carpooling, bicycles, park-and-ride facilities, public transportation, etc.

With this in mind, in autumn 2019, Transdev, the local mobility authority, Société de Transports de l'Agglomération Stéphanoise (STAS), and the city of Saint-Etienne officially launched the beta test period for the Moovizy 2 app, the MaaS offer for the Saint-Etienne metropolitan area.

### Development of Transportation on Demand (ToD)

From an environmental standpoint, replacing less efficient buses with new vehicles increases ridership and reduces the number of individual vehicles, thereby reducing the carbon footprint. This evolution is an opportunity to digitize the offer by deploying new on-demand services.

Starting in 2018, Transdev proposed integrated digital solutions for Transportation on Demand (ToD). The Group is currently working on the ToD of the future, which will include autonomous vehicles. This system, which has been tested in Rouen, is a European first.

Since 2015, in Sweden and Manchester, the deployment of MaaS has led to a 30% reduction in single-occupant vehicles. Reducing road congestion has not only improved air quality, but also reduced noise pollution and related public health issues.

## 4. A CIRCULAR ECONOMY APPROACH

From a European and international perspective, we promote a circular economy approach that is respectful of resources and society. By the end of 2020, we are committed to ensuring that all WEEE IT waste from our networks in France is recycled and recovered through a partnership that employs persons with disabilities or who have difficulty finding work.

### Our key performance indicators

KPIs	2018	2019	
Rate of entities that experienced accidental pollution during the financial year	1.6%	1.6%	
GHG emissions kg/100 km traveled*	90.5	85.6	
Low-emission fleet** rate*	39.9%	45.2%	
Pollutant emissions*** g/100 km traveled**	CO	74.1	64.0
	NOx	1224.6	1099.1
	MP	8.1	6.9
	HC		19.8

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

\*\* Figures are based on the fleet in operation on December 31, 2019 and 2018

\*\*\* Diesel only. Pollutant emissions in 2018 were recalculated based on the pollutant emission factors used in 2019.

The performance indicators presented above have been sized in line with the significant impacts of our business. As a public transportation operator, we operate a fleet equipped primarily with internal combustion engines, which have two impacts:

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

This is why we monitor these indicators very closely on a per-kilometer basis in order to reduce our impact to the largest extent possible. Transdev, which is committed to the energy transition, has set itself the goal of increasing its low-emission fleet each year, well aware that operating more environmentally friendly vehicles has a direct impact on our carbon footprint, as well as on improving the air quality of the local areas in which we operate. This goal was achieved this year with an increase of over 5% in our fleet, which enabled us to reduce our impact on the planet (GHG figures) and air quality (pollutant figures). In addition, the pollutant emissions indicator decreased between 2018 and 2019, due to the expansion of our low-emission vehicles. The number of accidental pollution incidents has been stable since 2017.



## 4. Transdev, the economic and social partner of local areas

# Transdev, the economic and social partner of local areas



Transdev, a player in everyday mobility, promotes sustainable and responsible mobility, built in conjunction with its ecosystem. Contrasting views and concerted approaches, whether citizen, political, institutional, territorial, environmental, economic, academic, etc... All play an essential part in our ecosystem to implement a successful public mobility policy on the scale of a living area.

## Our societal commitments as a local integrator of everyday mobility

### 1. CHOOSING TO DELIVER AN EXCLUSIVE CUSTOMER EXPERIENCE BASED ON A SUBTLE UNDERSTANDING OF PASSENGERS' NEEDS

Transdev's primary mission is to deliver a customer experience that meets passengers' needs. To this end, Transdev uses digitisation and data as a lever to detect how passengers travel, get information or select an itinerary. Inspired by design thinking, Transdev also uses T.ex, a unique methodology to map customer routes, identify passengers as personae, understand their perspective on the journey throughout their route and identify the most powerful improvements that can be implemented.

Preparing for the mobility of the future means adopting a different mindset to design new services. With this ambition in mind, Transdev has opened a new path in 2016 and together with Steve Martin, a world-renowned behavioural scientist and CEO of Influence at Work, created *Change by Transdev*, the first and only unit in the transport sector entirely dedicated to Behavioural Science and located within a global operator. The *Change by Transdev* program allows for an in depth analysis to identify the possible cognitive levers for changing behaviour.

### 2. PROFESSIONAL AND ATTENTIVE: OPERATING MOBILITY SOLUTIONS AT THE SERVICE OF ALL

Transdev operates mobility solutions in France and around the world. The Group has always been committed to providing accessible mobility to enable each person to move around freely. We study, experiment, support, deploy with committed actors of all types, and act in the local areas to develop modal solutions, always aiming to understand needs, both expressed and emerging.

#### Taking action for mobility at the service of inclusion and supporting of local areas

At the heart of rural and peri-urban areas, Transdev supports the use of innovative and solidarity-based transportation services that rely on local associations and are assisted by a public transportation operator.

In the Netherlands, for example, we are involved in local solidarity initiatives such as the deployment of the Buurt "Neighborhood Bus", a Transportation on Demand system whose buses are driven by volunteers from various associations. We supply and maintain the vehicles. A flexible, economical system, tailored to local needs, that provides a public service offer in low-density areas.

Another example: the "Avesnois Mobilités" collaborative project in France, which experiments with a range of mobility services to facilitate the return to work of persons who have difficulty finding employment:

carpooling, electric bike rental, local transportation, personalized support and coaching, etc. Various players in the integration and mobility fields have worked together and strengthened their links. The experiment was a huge success, and has been spotlighted for its agility and collaborative approach. The solutions have been made permanent.

To the south of Grenoble, in a mountainous area, a 100% digital reservation-based transportation service (Transdev's proprietary Chronopro solution) has been deployed to connect residents to public services and businesses.

Quality of life, respect for the environment, health – each is included in the objectives of the solutions implemented. The development of environmentally friendly and active mobility is an integral component of the offers we build. We provide support for this mobility initiative, in partnership with local players and local authorities. In Niort, France, we operate an electrically-assisted bicycle and scooter service that aims to introduce residents to these modes of travel. In Rambouillet and Arpajon, in connection with the "Action Cœur de Ville" program, we supported the creation of two parking areas to encourage better sharing of the roads and to improve residents' quality of life.

#### Offering mobility connected to the needs of local areas

Our mission as an operator is to support local authorities in deploying their mobility policies.

Therefore, we must anticipate and adapt our solutions to support new uses and encourage better mobility. Meeting the challenges of connecting local areas will require the development of new connected mobility tools. That is why we are developing new solutions to promote intermodality, such as Mobility as a Service (MaaS). This is a multimodal digital service that uses an app to present all travel solutions available in a local area. This service is already in operation in the Saint-Etienne and Mulhouse Alsace metropolitan areas, which have respectively set up *Moovizy* and the *Mobility Account*.

Far from considering MaaS to be simply a digital tool, and aware that access to this type of tool is unequal, Transdev is pushing for the development of a rural MaaS that takes into account populations who are not comfortable using digital technologies or who live in areas with poor mobile phone coverage. The first experimental MaaS that can be described as "rural" was initiated in connection with the "Avesnois Mobilités" project, which provides a digital platform, as well as physical and people-friendly information via a mobility house and mobility coaching workshops.

## Transdev, the economic and social partner of local areas

### 3. INVOLVED AND COMMITTED: DEVELOPING LOCAL PARTNERSHIPS TO FOSTER SOCIAL COHESION IN LOCAL AREAS

#### Through partnerships with local associations

Through various partnerships, the Group invests in community life by supporting several associations in France.

Examples of associations the Group supports in France	
Employment 	Each year, this association, which was created in 1871, offers support to over 37,000 vulnerable or socially excluded persons to help them find work.
Education 	Deployed in more than ten cities in France, this association aims to build a future for the most vulnerable children in underprivileged neighborhoods.
Culture 	This association endeavors to raise awareness of interculturality through collective artistic practice. It develops artistic creation projects through pedagogical initiatives based on oral expression. It is active in schools and at the neighborhood level to promote exchanges and sharing based on cultures, arts and audio and musical heritages.

#### Through partnerships with start-ups and key innovation players

Attentive to the evolution and proliferation of local initiatives and emerging players, Transdev supports numerous innovations that positively interact with its value chain.

In the Melun/Sénart area of the Île-de-France region, “Mon Copilote”, a program supported by Transdev, has launched an experiment to assist vulnerable and disabled persons in their everyday journeys ([www.mon-copilote.com](http://www.mon-copilote.com)). The service has been developed and is continued thanks to financing provided, in particular, by the AG2R La Mondiale and MAIF insurance companies.

In other fields, the Group has developed partnerships with start-ups such as tixiPASS, an app that enables passengers to buy tickets and travel on all public transportation networks, and MyBus, an intelligent mass transit app.

#### Through partnerships with institutes and think tanks

##### *The Positive Economy Institute*

Since 2015, Transdev has been a partner of the Positive Economy Institute and calculates its positivity index. An offshoot of the Positive Planet Foundation, the Institute provides support to companies and local areas to achieve a positive transition and to promote sustainable, responsible and inclusive growth for the benefit of all. Through this partnership, Transdev calculates its positivity index at three levels of its organization and, each year, participates in the Positive Economy Forum in Le Havre. Companies’ positivity index is calculated on the basis of 35 indicators covering 5 areas: environmental footprint, working conditions, positive sharing of the value produced by the company, training and research, and long-term strategic vision. Through this partnership, Transdev reinforces dialogue, sharing and commitment to a positive economy in the local areas it serves.



*“Above all, this is a means to measure things we didn’t measure before, to create a tool to communicate internally, but also a way to compare ourselves to other companies and see how we can improve.”*

**Thierry Mallet,**  
Chairman and Chief Executive Officer,  
Transdev Group

#### *The Inclusive Mobility Laboratory*

Transdev has been a partner of the Inclusive Mobility Laboratory since its creation in 2013. Transdev is its current chair. The Inclusive Mobility Laboratory is a resource and expertise center and a key player in the public debate on social and solidarity-based mobility issues. It supports the development of mobility for all, designed with the contribution of all. It acts to reduce factors that generate inequality in mobility. It brings together the public, private and civil society actors concerned. It produces data and analyses, encourages and supports innovative solutions and promotes access conditions that create a more inclusive mobility.

#### Through partnerships with associations of elected officials

Transdev conducts an ongoing dialogue with local authorities through partnerships with certain national associations of elected officials. Sharing thoughts, contrasting views, analysing current events, exchanging best practices and carrying out common projects are the four vectors that drive these partnerships.

For example, in conjunction with “Régions de France”, Transdev financed a major national study to survey French citizens about their everyday mobility. The unprecedented scale system proposed by the IPSOS survey institute selected for this project provides a national, regional and local view of conduct, needs and expectations that is extremely enlightening in terms of public policies to be implemented and educational actions to be deployed to various segments of the population.

Together with the Association of French Municipalities (AdCF), Transdev has co-developed a guide for the groupings of municipalities that will have to decide whether or not to assume responsibility for mobility by the end of 2020 pursuant to the application of the Mobility Policy Law “Loi d’orientation des mobilités”.

With the “France Urbaine” association, the Group is conducting an exploratory study on mobility issues in priority urban districts.

With the “Villes de France” association, collaborative behaviors and emerging practices have been studied in depth, with a particular focus on third places.

Since its creation, Transdev has also supported “elueslocales.fr,” an association of female elected officials in France, to promote and encourage the drive for gender parity and equality pursuant to joint actions. In 2019, the Group undertook actions, in particular, in the Nouvelle-Aquitaine and Sud regions.

#### 4. A COLLABORATIVE ACTOR: PARTICIPATING IN THE PUBLIC DEBATE ON SUSTAINABLE AND INCLUSIVE EVERYDAY MOBILITY

##### Contribution to the Great National Debate

Between 15 January and 15 March 2019, a great national debate was organized in France at the initiative of the President of the French Republic. Although mobility was not one of the four themes selected, the Transdev Group, which is tasked with local public interest missions to improve everyday mobility in all local areas, thought it important to participate in this debate and submitted a written contribution on the challenges of mobility in sparsely populated areas. The Group was the only public transportation operator to have submitted a contribution, and wished to introduce mobility into the debate as a factor that promotes social and territorial cohesion, as well as social and professional inclusion. This written contribution included concrete examples that we have already implemented (a multi-partner approach, reliance on associations, and assistance to local authorities in setting up tailor-made solutions), and which can be adapted and deployed in many other local areas.

##### Participation in the parliamentary debates on the mobility policy law to make mobility a tool for improving the quality of life and sustainable development of our local areas

As a committed player, since 2017, Transdev has actively participated in the debates of the national mobility conferences. This extensive consultation work led to a draft mobility policy law that was submitted to French Parliament in November 2018 and was adopted in November 2019. The Law "Loi d'orientation des mobilités" aims to have the entire country covered by a mobility authority. Transdev supported the goal of making it easier for rural and peri-urban areas to acquire the expertise they required to assume responsibility for mobility in the manner most suitable to the specificities of each local area.

Through this law, the Group advocated measures to facilitate the coordination of successful intermodality, with appropriate local governance. It is essential to break down administrative borders so that mobility can be decided at the most appropriate scale and in accordance with the practices of each local area.

#### 5. OUR ACTIONS TO FOSTER ECONOMIC INCLUSION

Transdev supports social and economic inclusion projects at a local level that benefit communities. Those projects mainly focus on the integration or reintegration of people who face barriers to entering the job market, first and foremost by offering them a job, training, community-based support and/or mobility skills, as well as other initiatives consistent with the project implemented within the relevant local area.

##### The Transdev Foundation

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

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

##### The Transdev Foundation

- Since the creation of the Foundation in 2002:
  - 300 projects have been supported
  - €3 million in grants has been bestowed
- In 2019:
  - 40 projects have been supported in France
  - €395,000 in grants has been bestowed
- 110 correspondents
- 200 sponsors from all the Group's transit networks committed alongside the associations



#### Our Sustainable Procurement policy

Transdev contributes to the vitality of local areas in its role as an economic actor and through its supplier relations. Through its Procurement policy, which became the Group's Sustainable Procurement policy in 2019, Transdev promotes responsible procurement practices in order to control the risk of CSR claims being made against its suppliers. Transdev is a signatory of the National Procurement Council's Sustainable Procurement Charter and aim to deploy its Sustainable Procurement policy in all countries where the Group does business.

Beyond the mere purchase and supply of goods and services, we endeavor to maintain lasting relationships with our suppliers on the basis of our principal commitments:

- raising awareness among our suppliers and subcontractors to sustainable initiatives,
- ensuring they undertake to comply with our ethical principles,
- taking into account their commitment to responsible business,
- assessing the relationship with our suppliers,
- monitoring implementation of our policy.

Our Sustainable Procurement policy incorporates the Transdev CSR Suppliers' Charter, which is based on the Code of Conduct that suppliers undertake to sign for any contract over €100,000. It defines the scope of the collaboration, regardless of country or area of expertise, and sets out the applicable ethics and sustainable development standards. By accepting the Charter, suppliers undertake to respect the Group's expectations in this area. It reflects our various policies concerning ethics, compliance, human rights, labor, the environment, preventing corruption, money laundering and the financing of terrorism, etc. Its goal is to encourage suppliers to follow these principles when they work with Transdev.

In France, we already implement this Charter to ensure fair business practices for our suppliers. In 2019, the emphasis was placed on systematically incorporating it into all new contracts. The Charter supplements the platform that Transdev SA has set up to combat illegal labor.

Over the next three years, the Group's Sustainable Procurement policy will be adapted to each country. The Group's aim is to deal with suppliers who act in compliance with social principles, safety and security rules and the labor laws, as well as to preserve the planet.

**In France, 96% of master contracts over €100,000 incorporate Transdev's CSR Suppliers' Charter.**

## Transdev, the economic and social partner of local areas

This process involves 4 steps:

1. We communicate and explain our ethical principles to our suppliers and subcontractors;
2. We carefully select our suppliers and subcontractors;
3. We manage a panel of suppliers, assess the potential risks associated therewith and take action when necessary;
4. We conduct our relationships with our suppliers in an ethical manner and in accordance with the Group's policy.

The goals of our Sustainable Procurement policy are to:

1. **Raise awareness about the Suppliers' Charter and circulate it widely;**
2. Incorporate the Suppliers' Charter into contracts with a value over €100,000 managed by the **Procurement Department;**
3. Measure the compliance of suppliers and subcontractors with the **CSR requirements set out in the contracts.**

### Our Key Performance Indicator

KPIs	2018	2019
Percentage of master contracts > €100,000 that incorporate the Suppliers' Charter (France)	77%	96%

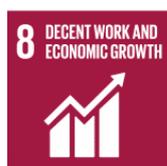
In 2019, the KPI improved by 19 points reflecting the emphasis placed on incorporating our Suppliers' Charter into all contracts in France. This progress has raised awareness in our supplier ecosystem of sustainable procurement practices and our ethical principles.



**5. Our priority:  
the safety and security  
of our passengers and  
employees**



# Our priority: the safety and security of our passengers and employees



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

## Our commitments to ensure the safety of our passengers and employees

Ensuring the safety of our employees and the passengers we serve is our most important duty each day. It must be a constant concern and an absolute priority for all Transdev teams.

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

To achieve excellence in safety we rely on our 10 fundamental safety principles and on a dedicated organization that defines Transdev’s policy and assists in its implementation (the Group Safety Department). We also encourage and promote a culture of continuous improvement in our performance.

Under the impetus and with the support of the Group’s Safety Director, a dynamic community of safety managers works tirelessly in all countries where we do business to deploy the Group’s Safety Policy.

Our Safety Management System (SMS), which is now deployed in all our operations and activities, clearly defines each person’s responsibilities and enables systematic management of all aspects of safety, from identifying risks to measuring performance.

*“Safety first” is also a deep personal commitment of all Transdev employees and of each and every one of us in all our daily actions.*

**Thierry Mallet,**  
Safety Policy

## Our safety policy and actions

The main risks we face are the risks of serious bus and train accidents and workplace accidents involving employees. In order to manage the safety risks we may face and prevent unintentional accidents, we have set up a safety system that is based on:

### 1. 10 SAFETY PRINCIPLES

All Transdev employees and managers are responsible for safety and, each day, must comply with the following 10 safety principles:

1. Lead by example and promote Safety culture ;
2. Respect the zero tolerance alcohol and drug policy ;
3. You are responsible for your own safety and for the others ;
4. Always follow procedures = don't cut corners ;
5. If you see something, say something ;
6. Respect all signals, signs and speed limits ;

7. Always wear your personal protective equipment ;
8. Ensure your workplace is tidy and all equipment well maintained ;
9. Report and investigate all incidents in a timely manner ;
10. Share knowledge and best practices with your colleagues.



### 2. A SAFETY MANAGEMENT SYSTEM (SMS) THAT IDENTIFIES AND CONTROLS THE RISKS IN RELATION WITH OUR ACTIVITIES:

Each of our operations is required to comply with the Group’s Safety Management System, which sets out requirements in the following areas: organization, leadership and commitment, planning (including identification of hazards and risk assessment), communication, documentation and monitoring, measurement, analysis and evaluation of safety performance. The SMS is consistent and compatible with the ISO 45001 standard. We conduct regular internal and external audits to ensure that the SMS is effectively implemented within our various transportation systems.

### 3. A DEDICATED ORGANIZATION: THE GROUP SAFETY DEPARTMENT AND SAFETY PERFORMANCE MONITORING

The Group Safety Department defines our policy, coordinates its implementation, and promotes a culture of safety through training campaigns, *Safety Awards* and initiatives involving all employees. The Group Safety Department manages and coordinates a network of country safety managers. It convenes them periodically to exchange best practices and provide feedback on safety events. At their level, the country safety managers manage and coordinate their own network of safety managers for each activity and act as a link between the local, regional and Group levels.

Each quarter, a consolidated safety report by country is produced, as well as a Group report with key indicators that highlight improvements and deterioration in performance, stating the number of workplace accidents (frequency and severity), the number of serious passenger and third party injuries, and the number of fatal accidents. Safety performance trends are assessed with the country managers and their experts.

# Our actions and best practices in safety matters

## 1. SAFETY AWARDS

Each year, the Group Safety Department holds a safety awards ceremony (*Safety Awards*) to recognize outstanding collective or individual contributions to the safety of our employees and/or customers.

The Safety Awards are presented in 4 categories:

- **Safety – HERO:** rewards a significant act of bravery that protects, secures or reduces the impact of a situation or event on our services, colleagues and/or customers;

*For example, a bus driver who resuscitates a customer on board.*

- **Safety – INNOVATION:** proposing, introducing or implementing a safety innovation that significantly improves our day-to-day operations and protects, secures or reduces the impact of a situation or event on our services, colleagues and/or customers;

*For example, a mechanic who develops a safer way to perform a task and saves company resources.*

- **Safety – COMMITMENT:** a safety commitment that has demonstrated a constant concern for the success of actions aimed at protecting, securing or reducing the impact of a situation or event on our colleagues, services and/or customers;

*For example, an employee who each day (year after year) inspects aspects of track safety with a proven commitment and effectiveness.*

- **Safety – PERFORMANCE:** significant improvement over the previous year in Transdev Group key safety performance indicators.

The winners selection committee comprises all the country safety managers and is chaired by the Group Safety Director. The award ceremony is held in the presence of senior management at the following year's Topex meeting.

## 2. HEALTH AND SAFETY E-LEARNING CERTIFICATION

Ensuring the safety of our employees is one of our company's main concerns. To reinforce this culture, a Safety Policy has been deployed throughout the Group. To ensure that this policy is known, understood and complied with, in 2017, Transdev set up a Health and Safety certification (*e-learning*) for all Group managers.

### Training objectives

The goal of the Health and Safety certification is to enable managers:

- to master the company's key health and safety principles;
- to take ownership of the Group's Safety Policy and to understand each person's roles and responsibilities;
- to conduct safety inspections in the field.

This *e-learning* module is hosted on the "*Transdev Learning*" platform. It covers the following topics:

- general introduction to health and safety and our risk assessment methodology;
- the Safety Policy and the Group's requirements;
- skills and techniques required to conduct safety inspections, actions and positions to take.

A test assesses knowledge acquired on each topic.

## 3. SITE INSPECTIONS, SAFETY WALKS

In 2019, the Group also introduced the **Safety Walks** (safety inspections) initiative. Led by senior managers at various sites within their territories, these *Safety Walks* are intended to create a dialogue with operational staff in the field so as to better understand their safety challenges, affirm our safety commitment and support identified safety initiatives. The goal is to ensure that all Transdev staff are committed to the Group's safety culture.

## 4. PERFECT SAFETY DAY

In 2019, the Safety Department in the United States created the "*Perfect Safety Day*" program.

A new way of thinking:

- To celebrate a day without any accidents or injuries;
- Each day is a new start and a new opportunity to be seized; the counter of accident-free days is not reset;
- This is a part of our corporate culture. It is integrated into each activity and communication – everything we do is to achieve the goal of a perfect safety day.

A "*Perfect Safety Day*" is a day without any:

- preventable motor vehicle accident,
- passenger/pedestrian injury requiring transportation to a hospital,
- employee injuries.

This program is currently being rolled out in Spain and should be extended to all Group countries by 2021.

## 5. SAFETY QUARTER-HOURS IN FRANCE

Held in teams and led by a QSE or HR supervisor, safety officer, trainer or manager, these workshops are intended to analyze the causes of the various risks identified within the transit networks. Employees brainstorm as a group to propose risk prevention actions. At the end of these discussions, a priority action will be chosen for each risk and will be incorporated into the transit networks' roadmaps and the national action plan.

### Safety at Transdev

- The Group's 10 safety principles
- A Safety Management System ("SMS") that is ISO 45001 compatible
- The Group Safety Department and monitoring of safety performance
- Site inspections, *Safety Walks*
- Over 3,500 managers have obtained Health and Safety Certification

## Our Key Performance Indicators

KPIs	2018	2019
Workplace accident frequency rate (Number of workplace accidents with medical leave/total annual hours worked x 1,000,000)	20.37	22.22
Workplace accident severity rate (Number of days lost due to a workplace accident/total annual hours worked x 1,000)	1.35	1.68
Major accidents rate (1 fatality (without suicide/natural death) and/or 3 injured and hospitalized/total annual kms x 1,000,000) Number of major accidents	NA	0.03
	NA	54

Our safety performance is assessed based on three key performance indicators (see above). In 2019, the Group's results in terms of frequency and severity of workplace accidents have been increasingly accurate.

Furthermore, our Safety Policy in line with the Moving You strategy continues to have a positive impact, as shown by Transdev's safety figures which remain at relatively low rates with respect to industry standards. The slight increase between 2018 and 2019 is due to a change in our calculation rule.

## Security commitments

In a security environment that is marked by the threat of terrorism, cybercrime, delinquency and incivility in public transport, mobility operators must strengthen the measures and tools deployed to protect their passengers and employees. Awareness of these risks and the importance of the issues at stake require a comprehensive and truly professional handling of security issues.

Our passengers and employees must travel and work in a secure environment and be protected from any external or internal aggression. Security within Transdev is based on 4 fundamental principles:

**Security must be managed locally**, taking into account the local context and regulations, and in close cooperation with the police forces and the competent local authorities.

Preventing security risks requires **raising awareness among our passengers and training our staff**.

Security actions, conduct, tools and methods must be aligned with the **Group's ethical principles and respect for fundamental rights**.

**Sharing experiences and best practices**, as well as operational synergies, must be developed with local police authorities.

## Our security policy and actions

Transdev attaches fundamental importance to the security of its passengers and employees. Protecting them from any malicious act that, in particular, threatens their physical integrity, and ensuring their sense of security is an essential mission.

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

We have, for example, outsourced security services for several of our transit networks to private companies. In parallel, we have deployed internal security teams in several transit networks.

To increase operational efficiency, we are also expanding circulation of best security practices through our network of "security managers" in all countries where we do business. For example, the guide on how to react in the event of an attack by an armed individual, which was developed by our subsidiary in the United States, is the basis for certain

of the Group's training programs. In addition, we endeavor to pioneer innovative solutions. For example, we were the first to offer on-demand bus stops, which led to the development of a ministerial guide on the subject in France.

In France, starting July 1, 2020, we will equip our ticket inspectors with body worn cameras.

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

In accordance with the security continuum advocated by the Ministry of the Interior in France, we have developed a partnership strategy with the police authorities, which is reflected in enhanced security agreements with the police forces. We have also set up a monitoring system that pays particular attention to progress in security technologies and to the legislative and regulatory framework of mobility security. This allowed us to experiment a **system that transmits video protection images** of circulating buses in real time.

In 2019, several coordination agreements intended to increase the security of our transit networks were entered into, for example in Roanne (STAR network), Saint-Etienne (STAS network) and Toulon (Mistral network). The security of the transit networks in the Greater Paris region has been significantly improved by the **addition of several dozen teams of mobile security agents**.

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

Staff awareness and training in security issues is an essential prerequisite for proper operational handling of this type of incident. For example, in order to effectively address issues of gender harassment in our transit networks, we have launched awareness and information campaigns aimed at our passengers and staff. In addition, **an online training project on incorporating security into the operational management** of our activities is currently being developed. This training tool will reinforce the Group Security Policy.

### 4. A GROUP SECURITY MANAGEMENT SYSTEM (SMSu)

A Group Security Management System (**SMSu**) will be set up to meet our requirements in term of security. This SMSu will enable a better controlled and more standardized management of all particularities of security risk, as well as a more rigorous evaluation of the performance of protection and intervention systems. Backed by a network of country security managers, our SMSu will be the tool used to monitor the Group's security performance. The objective of this management system is to continuously improve the long-term level of security in all our transit networks worldwide.

## Our actions and best practices in security matters

In France, Transdev and the police forces in the Rhône department signed the first "Citizen Participation Mobility" partnership agreement, pursuant to which they have joined forces in a crime prevention program and introduced French *Police de Sécurité du Quotidien* (PSQ - "Everyday Security" Police) on the interurban lines of "Cars du Rhône". On the relevant lines, "citizen officers" have been identified by Transdev, in conjunction with the territorial head of the police, to apply the appropriate procedures to deal with threats or assaults.

In Brisbane, Australia, Transdev drivers have been trained by the police to handle tense and conflict situations. The aim of the training provided is to prepare drivers for conflict situations so that they can avoid violent confrontation. This training arms our drivers with self-control and aggression management techniques.

Since 2009 in Ireland, and since 2017 in New Zealand, Transdev has also equipped its security agents with body worn cameras (*bodycams*) in order to deter assaults against them.

### Our Key Performance Indicators

KPIs	2018	2019
Workplace accident frequency rate due to assault (Number of workplace accidents due to assault/ total annual hours worked x 1,000,000)	2.66	2.27
Workplace accident severity rate due to assault (Number of days lost due to assault/total annual hours worked x 1,000)	0.08	0.06

Our **security** performance is assessed based on two key performance indicators (see above). To ensure that our activities integrate all necessary security requirements, we use the security performance indicators (KPIs) already included in the Security Management System, which in 2019 we supplemented with an indicator on violations of passengers' physical integrity per million kilometers. This indicator was defined in 2019 and will be used in reports starting in January 2020:

- **Number of physical assaults on passengers/million km** (including passengers on board transit vehicles and people on platforms or at bus stops);
- **Calculation rule:** number of passenger assaults reported to the mobility company/1,000,000 km.

The decrease in the number of workplace accidents and the number of days lost reflects a general decline in the frequency and severity of security incidents observed on our transit networks. For instance in France, these results can be explained by the deployment in 2019 of 161 in-house and external security agents, whose presence has significantly improved the feeling of security of our drivers and passengers on our transit networks in the Ile-de-France region. In addition to an increased human presence on our most sensitive networks, we are also modernizing our technical security equipment (video surveillance on buses and in bus stations). These results encourage us to continue our efforts to secure our transit networks in close operational cooperation with local and national security forces and to offer training to our staff.

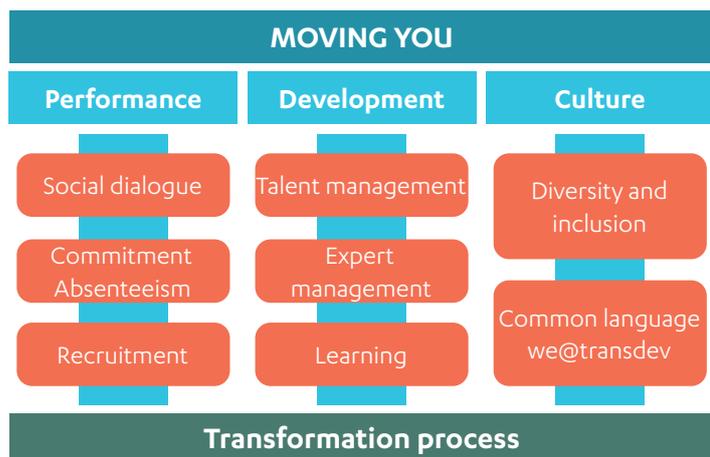


**6. The men and women  
of the Group are at the  
heart of our sustainable  
performance**

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



Each day, the men and women of Transdev, through the quality of the service they provide and the welcome they extend to passengers in the local areas we serve, lay the foundation for a long-term performance and earn the trust of our customers. It is through them that a social bond is forged on a daily basis, that the Group contributes to each person's quality of life, and that we give citizens the freedom to live their lives. It is also through them that customers' experiences are created and transformed to meet new lifestyles and mobility needs. To assist our transformation and implement our vision of mobility, we make human resources a cornerstone of our strategy in order to develop a team of committed men and women who work together to serve our customers. To combat absenteeism, develop employee engagement and control psychosocial risks we identify through our initiatives, we implement an Engagement policy, a Talents approach, a Learning approach and a Group Diversity and Inclusion Program. To implement these programs and actions, Transdev has structured its HR roadmap around three major focuses:



## HR commitments in support of the Group's performance

### 1. SOCIAL DIALOGUE

The success of the Group's business depends on the management of large teams in the field and the diversity of the men and women who make up these teams. To ensure the quality of service to its customers, Transdev has placed social dialogue at the core of its HR strategy. For the Group, social dialogue is an essential factor for economic performance and social progress.

Management, the labor unions, HR and employees, who comprise the key social dialogue players, interact via a number of employee representative bodies and through labor union representation, which has been established at all levels. This approach has led to the conclusion of ambitious Group-wide and company-wide collective bargaining agreements that benefit employees and the company's performance.

### Organization of social dialogue within Transdev

In June 2012, a **European Works Council** was set up to provide the most comprehensive representation possible for the employees of the Transdev companies doing business in the Member States of the European Union. Comprised of employee representatives from the German, Spanish, Portuguese, Finnish, Dutch, British and French subsidiaries, this European Works Council meets approximately three times a year to discuss issues relating to the Group's activities at the European level. It is consulted on transnational issues that have an impact on the Group: the employment situation, organization of the Group, production transfers, investments, etc. It is also consulted annually on the Group's strategic choices, long-term plans and follow-up thereto. Every year, the members receive 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 comprises 22 employee representatives appointed by the labor unions that are representative at Group level, and who are chosen from among their elected representatives to the bodies of the relevant subsidiaries. In particular, this French Group Works Council is informed of the probable development of activities, investment projects, employment trends, the Group's economic, financial and employment situation and the consolidated financial statements of Transdev and its subsidiaries. It is also systematically consulted on the Group's strategic choices, as well as on any transaction that may impact the economic and employment situation or the organization of the Transdev Group.

In France, each subsidiary has **local representative institutions**: Social and Economic Committees, which replaced the former Works Councils, CHSCTs (Health, Safety and Working Conditions Committee) and employee representatives. These committees are a forum for communicating information and for consultation on important subjects, at a level close to the field and local issues.

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

Lastly, in addition to these resources, the Group agreement of February 2019 completed the social dialogue arrangements by setting up a National Social Dialogue Monitoring Committee, which meets twice a year to plan the schedule of labor negotiations at Group level and to provide follow-up with the representative trade union organizations. This agreement also harmonized the framework for setting up **Social and Economic Committees in the subsidiaries**, while providing local entities with negotiating latitude so it can be adapted to local contexts.

Over 40 meetings were held in 2019 with employee representatives at the central level in order to maintain a consistent and high-quality social dialogue.

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

### Group-wide agreements

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

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

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

All these agreements, and their application at the level of the Group's subsidiaries, are intended to improve the health, safety and working conditions of the employees. In addition to its role in the negotiation of collective bargaining agreements, social dialogue is also a tool for identifying and dealing, as early and effectively as possible, with individual difficulties encountered within the companies.

## 2. THE GROUP'S ENGAGEMENT POLICY

Engaged employees contribute their talent and motivation to the company's success, in line with its values and objectives, while finding personal fulfillment in their work. Therefore, employee collaboration and engagement contribute directly to:

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

*"At Transdev, we believe that sustainable performance comes with engaged teams and open dialogue between employees and managers. What matters is for every team member at Transdev to feel a sense of belonging within an inclusive company. We want every employee to feel proud to work for Transdev."*

**Clément de Villepin,  
Transdev Group Head of Human Resources**

Transdev's managers are in charge of their teams on a day-to-day basis. It is in the context of this human relationship that the Engagement program and collaboration, essential for the Group, are established. In late 2019, the Engagement program became a Group policy and its deployment is in progress. The Engagement policy is based on 8 principles:

1. All countries in which the Group operates undertake to conduct an engagement survey.
2. Each country must conduct a survey at least once every two years.
3. These surveys will cover all areas of employee engagement.
4. Ultimately they will target 100% of the Group's employees.
5. They will include four to six questions on engagement issues common to all countries and all employee populations.

6. The surveys will be promoted and supervised in each country by the top management.
7. The results of these surveys will be communicated to the teams and, based thereon, action plans will be developed in conjunction with the teams to encourage engagement.
8. The senior management teams in each country will provide support to line managers.

In 2019, seven countries and over 24% of employees were covered by the policy. Our goal is to cover the entire Group's scope, i.e., 100% of employees, by 2022.

### Reducing absenteeism and controlling psychosocial risks

In addition to being an indicator of engagement, absenteeism may be due to various health and safety factors. Our role is to understand its causes and to act to prevent them; preventing and recognizing psychosocial risks is also part of our responsibilities. Listening to employees, which is essential to implement conditions that encourage performance, is also valuable for identifying difficulties to be addressed as priorities.

## 3. THE RECRUITMENT PROCESS

Attracting the talent that will design and deliver the transportation and service offers of today and tomorrow is a major challenge for the company. That is the essence of our business: we are men and women serving the men and women who live in our local areas.

In addition, we are a company that is both local and international, that meets today's new mobility needs and at the same time prepares the mobility solutions of the future. Joining the Transdev Group also means becoming part of a collective that empowers its teams and promotes collaboration, and that puts employees at the center of its organization.

Transdev recruits over 25,000 people each year. This recruitment is primarily local and relies on our teams in the local areas and on the Group's actions to make Transdev an employer of choice.



In addition to the policy and local measures that implement the necessary conditions for employee engagement, Transdev Group is mobilized in favor of its largest population: drivers, and in 2019 developed a new Drivers@Transdev program.

### Drivers @transdev

The Drivers@transdev program covers three key aspects:

- Attracting candidates, recruiting effectively and retaining our drivers;
- Engaging drivers through the digital transformation of the profession, by making their day-to-day work easier and developing tools to enable them to monitor their own performance;
- Identifying the skills of tomorrow for the driving profession and building the future of the profession, while assisting our drivers in this transformation.

## Employee development

### 1. TALENT MANAGEMENT

At Transdev, this responsibility is shared by the employee, the principal actor in the construction and progression of his/her professional career, the manager and the HR teams.

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

In addition, and at the core of *Talent Management@Transdev*, the *People Review*, coordinated by the HR departments and management, provides a global view of the Group's talent, through a collective and collegial evaluation, as well as of the development potential of employees, their key skills and expertise across all Group functions and countries.

Our objective is to:

- have a pool of talent that enables the Group to meet current and future challenges;
- identify employees with high development potential and the critical positions within the Group;
- define and approve individual development actions;
- define and approve collective development actions in light of current and future business challenges;
- anticipate replacements and create a pool of potential successors using in-house talent.

The Group aims to extend the *People Review* to all its employees. In 2018, we deployed the process in France, and included supervisors in certain regional centers. Starting in 2020, the Group's *People Review* process should cover all Managers, Top Managers and Top Executives worldwide (approximately 3,500 employees).

In 2019 we monitored the rate of annual interviews conducted by the Group's Top Managers and Top Executives (objective of 100%). When the 2019-2020 annual interview campaign was launched, the Human Resources Department made it clear that the exercise should be expanded to all Group employees.

### 2. INTERNATIONAL MOBILITY AND DEVELOPMENT OF OUR EXPERTS

We are faced with a threefold challenge: acquiring the skills our operations require, meeting our customers' expectations and taking into account the aspirations of our employees for a fulfilling career. To meet this challenge, the Group deploys policies and systems with an international outlook, a factor that fosters competitiveness, skills enhancement and employee development.

Aimed at all employees who have the desire, ambition or opportunity to pursue an international career, the approach has three focuses:

#### *Securing our employees' international mobility*

Our international mobility policy, which has been deployed since July 1, 2018, offers network procedures and practices designed to:

- encourage international career paths, thus encouraging employee development;
- ensure the HR community systematically takes into account employees' international mobility wishes and thus manage and anticipate individual international mobility projects;
- provide a high degree of transparency concerning employment opportunities within the Group that are open to international mobility in order to ensure equal opportunities and promote diversity;
- secure our ability to mobilize the talent required by our operations and customers around the world.

#### *Building a pool of young talent with an international dimension*

This policy defines clear and fair rules that offer employees career prospects.

In 2019 the Group launched a *Graduate program* dedicated to talented young employees: **On The Launch Pad**.

Over an 18-month period, this program offers about fifteen talented young individuals from nine different countries, equally divided between men and women, the opportunity to increase their exposure to the Group's international dimension and to acquire a global vision of the mobility sector. It offers *learning expeditions* in various countries (France, Germany, etc.) that address the critical mobility issues, in line with the Group's strategy. It also offers methodological support in formalizing a career project within the Group.

- 47 employees positioned internationally in 2019
- 29 international movements in 2019

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

**e•team@Transdev** is a Group system for mapping our internal experts in 26 identified fields of expertise. Employees can position themselves, declare their expertise and communicate their willingness to take part in specific expert support projects.

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

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 or sector's representative, join the *e-team*, the Group's community of international experts who are mobilized to promote the mobility solutions offered by Transdev. The assignments performed by *e-team* members enable them to experiment with environments, technologies and operating practices that differ from their day-to-day experiences. In this way, they contribute to developing and enriching their careers.

The *e-team@Transdev*, which was launched in July 2018, now includes **185 experts (+85% compared to 2018)** in over **10 countries**.

In 2019, its members carried out nearly **70 support assignments (11 in 2018)**, on site or remotely, representing over **320 man-days (97 in 2018)**. Specific development programs (e-learning, language skills, learning expeditions, etc.) are provided to them, which to date represent over **900 hours of training**.

### C. THE LEARNING APPROACH

The *Learning* approach is linked to *Talent Management*. It is designed to meet the major challenge of fulfilling our employees' training and development needs. It aims to develop skills in the most reactive way possible, to enable the continuous adoption of new behaviors and to strengthen a shared corporate culture.

At the Group and country levels, our *Learning* approach is based on four main principles:

- **Becoming a learning company:** implementing solutions that enable continuous learning within the company, within the business lines themselves, and through an exchange of practices. This goal is a prerequisite for the development of autonomy and agility at all levels.
- **Promoting responsible management:** enabling each employee to have a discussion, at least once a year, with his/her supervisor about his/her skills development needs. In return, each manager must ensure that his/her employees have the necessary skills to perform their jobs.
- **Encouraging independent learning:** simplifying access to training for each employee by providing innovative, digital solutions that are available at all times. Developing training solutions that take into account each employee's learning style for greater efficiency.
- **Ensuring successful integration:** offering training and integration paths that develop the skills needed to practice a profession and succeed in new responsibilities.

*Various programs have been developed at Group level*

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

**In'Pulse:** to facilitate the integration of new managers involved in international projects, *In'Pulse* offers a two-day seminar that provides an overview of the Group's strategic challenges and a unique discussion with its top managers. The program is also an opportunity for participants to begin to build their internal network and prepare for their future development within the Group.

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

**Digital learning:** whether in the form of stand-alone modules or modules combined as part of broader training programs, *e-learning* is increasingly used to provide independent learning opportunities and simplify access to training. It is particularly used in programs focusing on certain key topics: health and safety of persons, combating corruption, language skills, IT security, digital and office application skills.



## The Group's culture: performance, innovation, collaboration

### 1. OUR MANAGEMENT MODEL

**w@Transdev**, our management model, describes the actions expected of all Group managers in 10 areas of expertise. This common and shared model is intended to enable managers to actively participate in the transformation of the company and to implement our strategic plan. It is adaptable to the local specificities of the countries where we do business and is based on three principles:

- performance;
- innovation;
- collaboration.

**w@Transdev** is a key element in developing our management community. It aims to encourage responsibility and individual and collective development, and to unite managers around a shared collaboration model and a common language. It is a pragmatic and business-oriented model, whose skills must be appropriated by all managers for themselves and their teams.

Mobilizing the right people, in the right place and at the right time, for short or long assignments, is both an ambition (to offer professional opportunities that enrich career paths) and a necessity (to ensure that our customers receive a level of service consistent with our commitments).

### 2. OUR COMMITMENT TO GREATER DIVERSITY AND INCLUSION

At Transdev, we are committed to placing diversity and inclusion at the core of our daily operations and strategy. We are committed to promoting diversity, equal opportunities, gender balance and to combating stereotypes and all forms of discrimination. This commitment is in line with our transformation, employee development, talent retention and recruitment challenges. To support and reinforce this commitment and accelerate change, in late 2018 we adopted a Group Diversity and Inclusion program based on a specific governance structure that we are deploying with and in the countries where the Group operates.

*"It is our strong conviction that our ability to increase the diversity of our teams and develop an inclusive management culture is an essential driver of employee commitment and Transdev's attractiveness, as well as an important marker of our Group's ability to transform itself. And we are mobilized around these issues."*

**Thierry Mallet**

**Chairman and Chief Executive Officer, Transdev Group**

#### Accelerating change regarding diversity and inclusion

##### *Inclusive policies for recruitment and employee development*

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

##### *Communication to promote and celebrate diversity and inclusion*

- We have increased our **communication on diversity and inclusion** by highlighting the Group's initiatives and best practices through regular publications via our various communication channels.
- Transdev also works to raise awareness of diversity and inclusion by **coordinating an international community and developing various communication and awareness campaigns**, in particular in connection with international celebrations such as International Women's Day, the International Day of Persons with Disabilities, the World Day for Cultural Diversity and **Pride Month**.

##### *Combating stereotypes*

In order to strengthen our inclusive culture and combat stereotypes, we are consolidating our awareness programs relating to diversity and inclusion. The Executive Committee and all Group top executive managers were trained in 2019.

##### *A commitment in all countries where the Group operates*

We also manifest our commitment to greater diversity and inclusion through numerous initiatives in each country. Our diversity and inclusion goals are determined by each country depending on their respective issues.

**In the Netherlands**, we offer inclusion solutions in close cooperation with certain municipalities to develop our offer for the integration and participation of refugees (refugee status holders and asylum seekers). An online training course for employees that teaches how to deal with passengers with dementia on public transportation has also been developed in partnership with the Dutch government.

**In Australia**, since 2017, we have developed a partnership with the Sydney asylum seekers center to provide refugees with a wide range of short- and long-term employment opportunities. This program holds on-site workshops, and provides interview preparation training and job search support. We won the **2019 Workforce Diversity Award** at the **Australasian Rail Industry Awards** and will soon launch a new national campaign, under the slogan *It's Not Okay Today*, to eliminate sexism in the workplace.

**In Ireland**, we conduct an annual campaign against racism in public transportation. During that campaign, the Group celebrates the diversity of Transdev Dublin's teams.

**In France and at the head office**, the Group also carries out actions to promote the employment and integration of disabled persons through the "Handicaps" mission. The aim of the disability program is to develop simple, concrete and progressive actions in order to:

- create direct and indirect jobs for disabled persons;
- raise awareness, train and support actions for HR, Managers and employees in this area;
- concretely assist employees with disabilities in their professional or family life;
- support "Handis-Positive" projects.

**Our we@Transdev management model** incorporates the management of diverse teams, allows building personalized career paths and creates an inclusive workplace. Our managers encourage collaboration, teamwork, the expression of ideas and all employees' contributions to projects.

#### Promoting gender balance: a commitment shared with the countries where the Group operates

- We have set ourselves a **target of 30% female top executive managers by 2020**. To reach this target of 30% female top executives and to promote greater gender balance in two key populations, drivers and operations management, we are working with each country where the Group does business to set clear, appropriate and ambitious gender equality goals.
- Several targets have been set by the countries: Transdev Australasia has made a commitment to gender balance by 2021. Transdev France is committed to this process and has aligned itself with the Group's objectives at all levels of the organization. In 2020, the program will continue to be deployed in all Transdev countries.
- Our commitment to gender balance is supported and directed by the Group Executive Committee, which in 2018 instituted a **mentoring pilot initiative**. Each member of the Group Executive Committee mentors an employee. We are convinced that through mentoring our leadership culture is transforming and becoming more inclusive.

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

### Our governance in favor of greater diversity and inclusion

Transdev's Executive Committee approved the Diversity and Inclusion program in June 2018. Since then, this program has been coordinated by a *steering committee* comprising three Executive Committee members. It determines the objectives to be achieved in the coming years.

### Our Key Performance Indicators

KPIs	2018	2019
Absenteeism rate	6.0%	6.1%
Employee turnover rate	23.1%	20.5%
Percentage of employees who received at least one training course during the year	90.9%	80.2%
Percentage of employees who had an annual interview <i>(Group Topex &amp; Top managers)</i>	NA	83%
Engagement policy deployment rate <i>(Number of countries in which the program has been deployed among all the countries in which the Group operates)</i>	NA	38%

The improvement in the staff turnover indicator is primarily due to actions carried out in the USA which resulted in a significant improvement in staff morale and employee retention rates.

2019 is the first year our Engagement policy have been deployed. Australia, New Zealand, United States, Canada, Sweden, Netherlands and the Group's Head office are included in the program; rolling out will continue in 2020, with the aim of covering all the countries in which the Group operates and all its employees.



**7. Transdev is  
committed to a  
strong ethical process**

# Transdev is committed to a strong ethical process



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

## Our policy to promote respect for fundamental rights

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

- acceptable working conditions,
- acceptable working hours, wages, vacations,
- fair treatment (no harassment or discrimination, respect for privacy),
- freedom of association,
- refusal of forced labor and child labor,
- acceptable impact of our operations on local communities.

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

### Our Key Performance Indicator

KPIs	2018	2019
Annual percentage of projects approved by the Group Engagement Committees for which fundamental rights risks have been assessed and reduced to an acceptable level*	NA	19.5%

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

In 2019, analyses of how "Fundamental Human Rights" were treated in major projects began to be carried out, and 19.5% of the Group's Engagement Committees verified that fundamental rights risks had been reduced to an acceptable level.

These initial figures confirm that the teams have taken the policy into account, but we have not yet reached the objective of 100% that Transdev has set for itself. It is therefore necessary to communicate and explain the approach internally, to facilitate its understanding, and to systematically ensure the existence and results of the analysis before projects are approved.

## Our combat against tax evasion

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

### Our approach for ethical and transparent taxation

#### 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 property taxes, electricity and diesel taxes, and other local taxes.

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

#### Tax transparency

The Group maintains a professional and cooperative relationship of confidence with the tax authorities in the countries where it operates and communicates all relevant information in a transparent manner, in compliance with its legal and tax obligations. For example, in 2019, Transdev in Australia obtained an excellent assessment from the Australian tax authorities in a "Top 1000 Streamlined Assurance Review" of the 2015-2018 financial 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 and payments are made in accordance with the local laws in force. Our tax conduct is consistent with international developments (OECD guidelines, Base Erosion and Profit Shifting (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.

## Ethics and compliance management – combating corruption – whistleblowing

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

The Group addressed corruption risks in a policy adopted in 2016, which has been supplemented by several specific procedures, in particular concerning sales intermediaries, sponsorships and corporate philanthropy. A review of ethical risks and an analysis of how they were dealt with prompted the Group to rework this policy and to implement a global ethics and compliance management system (“ECMS”), which specifically, but not exclusively, addresses the risk of corruption.

This new ECMS was approved by the Audit Committee in July 2019 and is progressively being implemented in all countries. It is applied by a network of ethics and compliance officers, who report functionally to the Group’s Risk, Ethics and Insurance Department, and sets out, for example, the procedures for prior verification of third parties (*KYC – Know Your Counterparties*), as well as the different levels of controls carried out.

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 data breach), 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 system implemented as of January 2020 will enable the Group to take stock of all its ethics and compliance systems and, therefore, to assess its vigilance plan.

The new ECMS is being progressively implemented. An initial self-assessment exercise begun at the end of December is currently underway. It will undergo a records-based audit in 2020.

In 2019, certain Group subsidiaries were investigated by local administrative or judicial authorities. None of these investigations resulted in a conviction. The Transdev Group monitors each of these potential incidents and systematically cooperates with the authorities.

Nevertheless, the Group is regularly restating to its employees its commitment to ethics, integrity and the absolute necessity to combat all forms of corruption.

### Our Key Performance Indicator

KPIs	2018	2019
Percentage of managers trained in anti-corruption measures every 3 years (2018-2019 aggregated figures)	NC	72%
<i>Of which percentage of managers trained during 2019</i>		16%

The anti-corruption training course for Managers was deployed in 2018 over a three-year cycle.

As of December 31, 2019, 72% of the managers were trained, of which 16% were trained in 2019.



## 8. Methodological note

# Methodological note

## Method used to develop the business model

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

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

## Method used to identify the main non-financial risks

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

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

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

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

## The reporting scope

The consolidation scope of non-financial information is the same as that used to prepare the consolidated financial statements.

This non-financial information is then consolidated applying the method used to integrate the company into the Group's consolidation scope:

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

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

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

## Reporting methodology

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

We use two methods to collect and consolidate data:

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

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

For the 2019 Statement of Non-Financial Performance, the GHG emissions reporting protocols were changed from the ADEME protocol to the GHG protocol. In addition, the pollutant reporting protocols no longer rely on business data, but on ADEME data taken from the "Overview and evaluation of various urban bus sectors" study for Euro II to VI engines.

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

The following indicators were developed in 2019 in conjunction with the deployment of Transdev policies:

### **HR**

- Percentage of employees who had an annual interview
- Engagement policy deployment rate
- Percentage of employees who received at least one training course during the year.

### **Fundamental rights**

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

### **Procurement**

- Percentage of master contracts > €100,000 that incorporate the Suppliers' Charter (France).

### **Safety**

- Number of major accidents.

### **Security**

- The indicator regarding the 'Number of physical assaults on passengers per million km' has been set and will be reported for the 2020 financial year;
- The indicator regarding the 'Share of countries covered by a national security manager' has been set and will be reported for the 2020 financial year;.

## **Verifications carried out in our social and environmental reporting systems**

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

The Group focuses on the quality of non-financial information and therefore engages the teams involved in the continuous improvement of data. Optimization initiatives are deployed in all countries by implementing all levers available within the information production line: exhaustive and reliable data sources, modernized collection architectures, processing and retrieving information, and data consistency at the Group level.

## **Combating food waste and food insecurity, and ensuring animal welfare and responsible, equitable and sustainable food production**

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

We strive to ensure responsible, equitable and sustainable food production through our agreements with our service provider Sodexo, 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.



## 9. Monitoring our non-financial performance

# Monitoring our non-financial performance

## Our environmental Key Performance Indicators

KPIs	2018	2019	
Rate of entities that experienced accidental pollution during the financial year	1.6%	1.6%	
GHG emissions kg/100 km traveled*	90.5	85.6	
Low-emission fleet** rate*	39.9%	45.2%	
Pollutant emissions*** g/100 km traveled*	CO	74.1	64.0
	NOx	1224.6	1099.1
	MP	8.1	6.9
	HC		19.8

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

\*\* Figures are based on the fleet in operation on December 31, 2019 and 2018

\*\*\* Diesel only. Pollutant emissions in 2018 were recalculated based on the pollutant emission factors used in 2019.

## Our societal Key Performance Indicator

KPIs	2018	2019
Percentage of master contracts > €100,000 that incorporate the Suppliers' Charter (France)	77%	96%

## Our safety Key Performance Indicators

KPIs	2018	2019
Workplace accident frequency rate (Number of workplace accidents with medical leave/total annual hours worked x 1,000,000)	20.37	22.22
Workplace accident severity rate (Number of days lost due to a workplace accident/total annual hours worked x 1,000)	1.35	1.68
Major accidents rate (1 fatality (without suicide/natural death) and/or 3 injured and hospitalized/total annual kms x 1,000,000)	NA	0.03
	NA	54
Number of major accidents		

## Our security Key Performance Indicators

KPIs	2018	2019
Workplace accident frequency rate due to assault (Number of workplace accidents due to assault/total annual hours worked x 1,000,000)	2.66	2.27
Workplace accident severity rate due to assault (Number of days lost due to assault/total annual hours worked x 1,000)	0.08	0.06

## Our social Key Performance Indicators

KPIs	2018	2019
Absenteeism rate	6.0%	6.1%
Employee turnover rate	23.1%	20.5%
Percentage of employees who received at least one training course during the year	90.9%	80.2%
Percentage of employees who had an annual interview (Group Topex & Top managers)	NA	83%
Engagement policy deployment rate (Number of countries in which the program has been deployed among all the countries in which the Group operates)	NA	38%

## Our fundamental rights Key Performance Indicator

KPIs	2018	2019
Annual percentage of projects approved by the Group Engagement Committees for which fundamental rights risks have been assessed and reduced to an acceptable level*	NA	19.5%

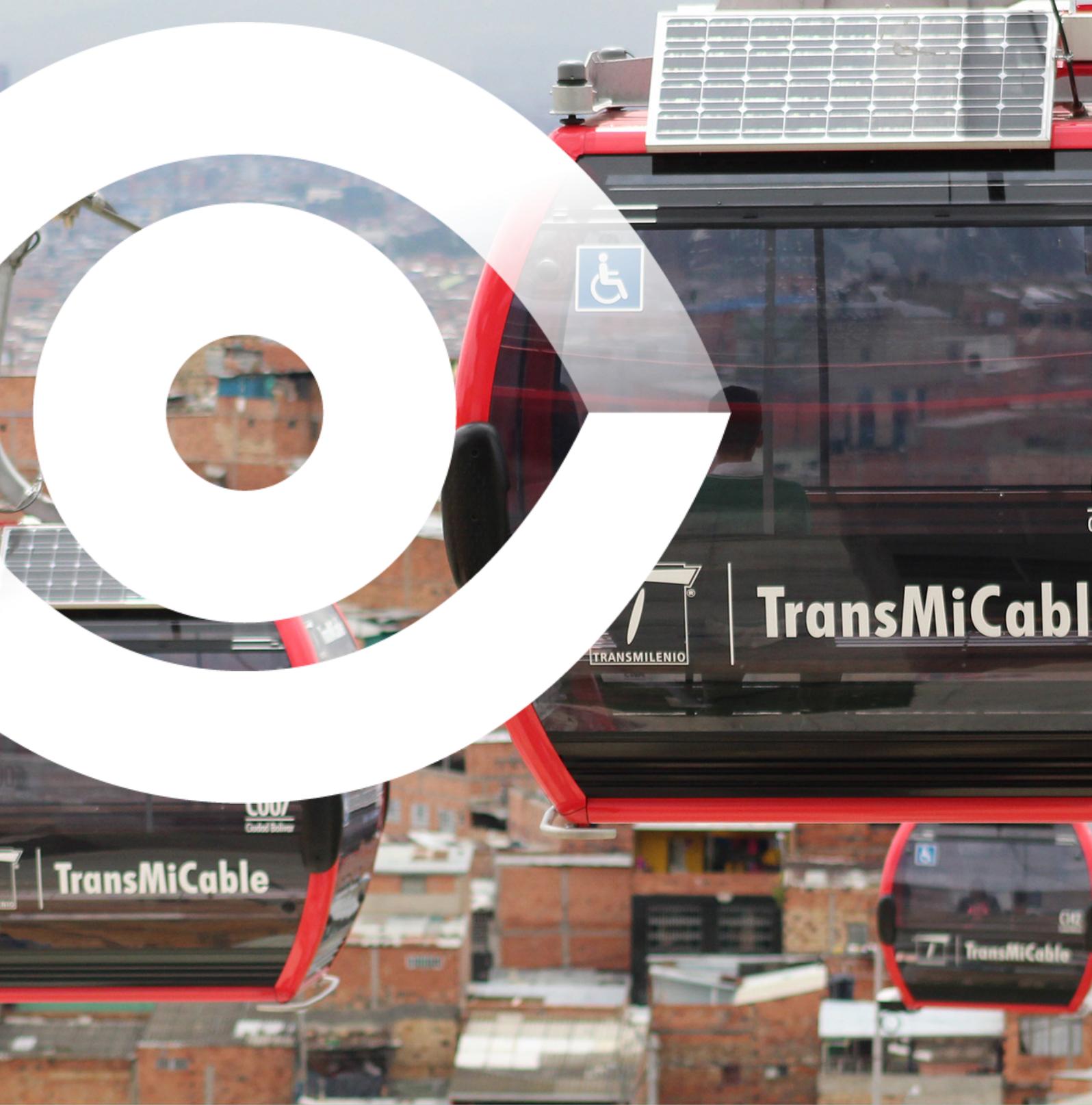
\* Failure to respect human rights in the supply chain (forced labor and child labor), failure to respect freedom of association, discrimination, harassment

## Our ethics Key Performance Indicator

KPIs	2018	2019
Percentage of managers trained in anti-corruption measures every 3 years (2018-2019 aggregated figures)	NC	72%
Of which percentage of managers trained during 2019		16%

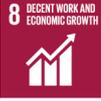
All key performance indicators are audited except the following:

- engagement policy deployment rate.



## 10. Our contribution to 12 UN Sustainable Development Goals - the targets in detail

# Our contribution to 12 UN Sustainable Development Goals - the targets in detail

SDG	Targets relevant to Transdev	Initiatives/Commitments undertaken by Transdev
 <p><b>1</b> NO POVERTY</p>	<ul style="list-style-type: none"> <li>Ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance (Target 1.4).</li> </ul>	<ul style="list-style-type: none"> <li>Transdev hires 25,000 persons each year in all the local areas it serves and promotes the inclusion of people having difficulty finding work.</li> <li>Transdev is committed to initiatives that encourage social inclusion and reduce inequalities in access to transportation.</li> </ul>
 <p><b>3</b> GOOD HEALTH AND WELL-BEING</p>	<ul style="list-style-type: none"> <li>Promote mental health and well-being (Target 3.4).</li> <li>Strengthen prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol (Target 3.5).</li> <li>Reduce the number of injuries and deaths due to road accidents (Target 3.6).</li> <li>Reduce the number of deaths and illnesses due to air, water, and soil pollution (Target 3.9).</li> </ul>	<ul style="list-style-type: none"> <li>Transdev deploys a Safety policy and a Security policy in all countries where it operates.</li> </ul>
 <p><b>5</b> GENDER EQUALITY</p>	<ul style="list-style-type: none"> <li>End all forms of discrimination against women (Target 5.1).</li> <li>Ensure the effective participation of women in leadership positions (Target 5.5).</li> </ul>	<ul style="list-style-type: none"> <li>Transdev deploys a policy to promote respect for fundamental rights.</li> <li>Transdev is committed to diversity and inclusion thanks to its Group Diversity and Inclusion Program.</li> </ul>
 <p><b>7</b> AFFORDABLE AND CLEAN ENERGY</p>	<ul style="list-style-type: none"> <li>Increase substantially the share of renewable energy in the global energy mix (Target 7.2).</li> <li>Double the global rate of improvement in energy efficiency (Target 7.3).</li> <li>Enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency, and advanced and cleaner fossil fuel technology, and promote investment in energy infrastructure and clean energy technology (Target 7.a).</li> </ul>	<ul style="list-style-type: none"> <li>Transdev deploys an Environmental policy and a Sustainable Procurement policy.</li> <li>Working alongside local authorities, Transdev develops clean mobility solutions using green energies (natural gas for vehicles (NGV), hybrid, electric or hydrogen-powered buses).</li> <li>Transdev develops solutions to facilitate Mobility as a Service (MaaS) intermodal exchanges.</li> </ul>
 <p><b>8</b> DECENT WORK AND ECONOMIC GROWTH</p>	<ul style="list-style-type: none"> <li>Improve progressively global resource efficiency in consumption and production, and endeavor to decouple economic growth from environmental degradation in accordance with the 10-year framework of programs on sustainable consumption and production with developed countries taking the lead (Target 8.4).</li> <li>Ensure the creation of decent work and equal pay for work of equal value (Target 8.5).</li> <li>Reduce the proportion of youth without employment, education or training (Target 8.6).</li> <li>Take measures to eliminate child labor (Target 8.7).</li> <li>Protect workers' rights, promote safe and secure working environments and protect all workers (Target 8.8).</li> <li>Develop a strategy for youth employment and implement the Global Jobs Pact (Target 8b).</li> </ul>	<ul style="list-style-type: none"> <li>Transdev deploys a Safety policy and a Security policy.</li> <li>Transdev deploys a policy to promote respect for fundamental rights and a vigilance plan.</li> <li>Transdev promotes social and economic inclusion by working with local actors.</li> <li>Transdev deploys an Ethics and Compliance Management System.</li> <li>Transdev deploys a Sustainable Procurement policy.</li> </ul>
 <p><b>9</b> INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>	<ul style="list-style-type: none"> <li>Upgrade infrastructure and retrofit industries to make them sustainable, with increased resource use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes (Target 9.4).</li> </ul>	<ul style="list-style-type: none"> <li>Transdev deploys an Environmental Management System.</li> <li>Transdev develops clean, autonomous and electric mobility solutions.</li> </ul>

## Our contribution to 12 UN Sustainable Development Goals - the targets in detail

SDG	Targets relevant to Transdev	Initiatives/Commitments undertaken by Transdev
 <p><b>10</b> REDUCED INEQUALITIES</p>	<ul style="list-style-type: none"> <li>■ Promote the inclusion of all irrespective of age, sex, disability, etc. (Target 10.2).</li> <li>■ Ensure equal opportunity by eliminating discriminatory practices and promoting appropriate policies in this regard (Target 10.3).</li> </ul>	<ul style="list-style-type: none"> <li>■ Transdev develops integrated and inclusive mobility solutions.</li> <li>■ Transdev promotes social ties through the Transdev Foundation.</li> <li>■ Transdev sets up Learning programs for the development of its employees.</li> <li>■ Transdev deploys a Diversity and Inclusion Program.</li> <li>■ Transdev deploys an Ethics and Compliance Management System and a policy to promote respect for fundamental rights.</li> </ul>
 <p><b>11</b> SUSTAINABLE CITIES AND COMMUNITIES</p>	<ul style="list-style-type: none"> <li>■ Provide access to safe, affordable, accessible and sustainable transportation systems for all, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons (Target 11.2).</li> <li>■ Reduce the adverse environmental impact of cities, paying special attention to air quality and waste management (Target 11.6).</li> <li>■ Provide universal access to safe green and public spaces, particularly for women and children, older persons and persons with disabilities (Target 11.7).</li> </ul>	<ul style="list-style-type: none"> <li>■ Transdev deploys an Environmental policy and a Security policy.</li> <li>■ Transdev deploys clean, autonomous and electric mobility solutions.</li> <li>■ Transdev provides efficient and shared on-demand solutions.</li> <li>■ Transdev deploys a Sustainable Procurement policy.</li> </ul>
 <p><b>12</b> RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	<ul style="list-style-type: none"> <li>■ Achieve sustainable management and efficient use of natural resources (Target 12.2).</li> <li>■ Achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release into the air, water and soil in order to minimize their adverse impacts on human health and the environment (Target 12.4).</li> <li>■ Substantially reduce waste generation through prevention, reduction, recycling, and reuse (Target 12.5).</li> <li>■ Adopt sustainable practices in reporting and publish information on sustainability (non-financial reporting) (Target 12.6).</li> </ul>	<ul style="list-style-type: none"> <li>■ Transdev deploys an Environmental policy and a Sustainable Procurement policy.</li> </ul>
 <p><b>13</b> CLIMATE ACTION</p>	<ul style="list-style-type: none"> <li>■ Incorporate climate change measures into corporate policies and strategies (Target 13.2).</li> </ul>	<ul style="list-style-type: none"> <li>■ Transdev deploys an Environmental policy and is committed to a more ecological and cleaner mobility.</li> </ul>
 <p><b>16</b> PEACE, JUSTICE AND STRONG INSTITUTIONS</p>	<ul style="list-style-type: none"> <li>■ Reduce corruption and bribery in all their forms (Target 16.5).</li> <li>■ Develop effective, accountable and transparent institutions at all levels (Target 16.6).</li> <li>■ Ensure responsive, inclusive, participatory and representative decision-making at all levels (Target 16.7).</li> </ul>	<ul style="list-style-type: none"> <li>■ Transdev deploys an Ethics and Compliance Management System and a policy to promote respect for fundamental rights.</li> </ul>
 <p><b>17</b> PARTNERSHIPS FOR THE GOALS</p>	<ul style="list-style-type: none"> <li>■ Promote partnerships, in particular public-private and civil society partnerships (Target 17.17).</li> </ul>	<ul style="list-style-type: none"> <li>■ Transdev promotes social ties through the Transdev Foundation and develops local partnerships in the local areas it serves.</li> </ul>



## 11. 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 environment damage, due to its activities and those of the companies it directly or indirectly controls within the meaning of Article L. 233-16(II), as well as due to the activities of subcontractors or suppliers with whom it maintains an established business relationship, if such activities are related to that relationship.*

This initiative is based on:

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

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

## 1. A process for identifying, analyzing and prioritizing risks

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

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

The mapping methodology used is described in Section 8 of the statement of non-financial performance and additional details are provided in the "Methodological Note" section of the same document.

## 2. Established assessment procedures for risk mapping purposes

### 1. ASSESSMENT OF SUBSIDIARIES

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

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

### 2. ASSESSMENT OF SUBCONTRACTORS AND SUPPLIERS

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

## 3. Appropriate actions to mitigate risks or prevent serious harm

### 1. A FRAMEWORK OF FUNDAMENTAL RULES

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

- The Safety Policy;
- The Group Environmental Policy;
- The Anti-Corruption Policy and 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.

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 that reminds them of their obligation to comply with, and to take reasonable and necessary measures to ensure that their teams are familiar and comply with all aspects of the statutes and regulations on preventing terrorism, organized crime and money laundering, as well as with the procedures, policies and codes adopted by the company, in particular on:

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

It has also adopted a review and decision-making procedure for development and operational projects that is implemented by the Country and Group Engagement Committees, as well as by an Investment Committee, which are responsible for examining these projects and operations based on criteria defined by the Group. This procedure 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 Engagement Committees are managed by the Risks, Ethics and Insurance Department.

## 3. CONCRETE PREVENTION AND MONITORING ACTIONS

In addition to internal regulations and attentive governance, the Group has implemented risk management measures (Security, Safety and Environmental Management Systems, Training, Audits, Investigations), which are described in greater detail in Sections 3 to 7 of the statement of non-financial performance.

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

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

The system, which is managed by the Risk, Ethics and Insurance Department, is on call 24/7.

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

Information is periodically cross-referenced between the Risk Department and the relevant functional departments to ensure that information is consistent and that incidents are handled and monitored.

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

of the environment and biodiversity.

This procedure, which is managed by the Risk, Ethics and Insurance Department, operates in a manner that protects the rights of the relevant persons. Information has been provided within the Group about the existence of the whistleblowing system.

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

### 1. RISKS AND COMPLIANCE

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

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

Specific preparatory work is carried out on issues in relation to ethics and compliance. The information is reviewed with country representatives in order to prepare a report to be submitted to the Ethics and Compliance Committee. That committee's analyses and proposals are included in the semiannual risk report.

Each year, the Audit Committee also examines the risks and compliance review presented by the Risk, Ethics and Insurance Department, the engagement plans of the Internal Audit and Internal 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 2019, the Group made progress on the various components of the vigilance plan, in particular:

- Ensuring the entities in which it invests or with which it is a co-shareholder take ethics and compliance issues into account;
- Knowledge of third parties, by formally adopting a KYC procedure that defines the procedures for ex-ante verification and validation of new business relationships;
- Actually including environment and fundamental rights questionnaires in projects submitted to the Engagement Committees.

These advances have not yet led to a reduction in overall risks, but they do promote greater involvement on the part of managers. The Group's goal in 2020 is to enhance the effective implementation of this policy across the entire scope of its business.

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

FOR THE YEAR ENDED DECEMBER 31<sup>ST</sup> 2019

*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.*

To the shareholders,

In our capacity as independent third party of your company (hereinafter the "entity"), accredited by COFRAC under number 3-1058 (whose scope is available at [www.cofrac.fr](http://www.cofrac.fr)), and member of the Mazars network of one of the TRANSDEV Statutory Auditors, we hereby report to you on the non-financial statement<sup>(1)</sup> for the year ended December 31st 2019 (hereinafter the "Statement"), included in the Group management report pursuant to the requirements of articles L. 225 102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code (*Code de commerce*).

## The entity's responsibility

The Board of Directors is responsible for preparing the Statement, including a presentation of the business model, a description of the principal non financial risks, a presentation of the policies implemented considering those risks and the outcomes of said policies, including key performance indicators. The Statement has been prepared in accordance with the entity's procedures (hereinafter the "Guidelines"), the main elements of which are presented in the Statement and are available on request from the entity's head office).

## Independence and quality control

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

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

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

## Nature and scope of our work

The work described below was performed in accordance with the provisions of articles A. 225-1 et seq. of the French Commercial Code, as well as with the professional guidance of the French Institute of Statutory Auditors ("CNCC") applicable to such engagements, and with ISAE 3000 :

- we obtained an understanding of all the consolidated entities' activities and the description of the principal risks associated;
- we assessed the suitability of the criteria of the Guidelines with respect to their relevance, completeness, reliability, neutrality and understandability, with due consideration of industry best practices, where appropriate;

<sup>(1)</sup> ISA 3000 - Assurance engagements other than audits or reviews of historical financial information (note de bas de page à conserver).

- 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;
- we verified that the Statement presents the business model and a description of principal risks associated with all the consolidated entities' activities, including where relevant and proportionate, the risks associated with its their business relationships, its their products or services, as well as its 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 1; concerning certain risks (poor skills planning, active bribery of a public official or a regulatory authority and passive bribery of private individuals, failure to respect human rights in the supply chain, failure to respect freedom of association, discrimination, diversity and harassment), our work was carried out on the consolidating entity, for the others risks, our work was carried out on Transdev France entity ;
- we verified that the Statement covers the scope of consolidation, i.e. all the consolidated entities in accordance with article L. 233-16 of the French Commercial Code within the limitations set out in the Statement;
- we obtained an understanding of internal control and risk management procedures the entity has put in place and assessed the data collection process to ensure the completeness and fairness of the Information;
- for the key performance indicators and other quantitative outcomes that we considered to be the most important presented in Appendix 1<sup>(2)</sup>, 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 Transdev France entity and covers between 33% and 100% of the consolidated data relating to the key performance indicators and outcomes selected for these tests;
- we assessed the overall consistency of the Statement based on our knowledge of all the consolidated entities.

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

## Means and resources

Our work was carried out by a team of 6 people between November 2019 and December 2020 and took a total of 4 weeks.

We conducted some twenty interviews with the people responsible for preparing the Statement, representing in particular the CSR management, the Human Resources management, the Environment management, the Safety management, the Risk, Ethic and Insurance management.

### Conclusion

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

### Commentaires

Without modifying our conclusion and in accordance with article A. 225-3 of the French Commercial Code, we have the following comments:

- In view of the definition in 2019 of the security policy, the key performance indicators associated will be deployed starting from 2020<sup>(3)</sup>. Similarly, the policy related to sustainable procurement having been deployed at the end of 2019 on the world perimeter, the key performance indicator associated 100,00 that incorporate the Suppliers' Charter) is only deployed on France perimeter representing 38% of the Revenue from Ordinary Activities (ROA).
- The key performance indicators "workplace accident frequency rate due to assault" and "workplace accident severity rate due to assault" have inherent uncertainty due to the nature of the information reported. Indeed, the qualification of a work accident as "aggression" may vary according to the practices of the countries and the processes implemented.

<sup>(2)</sup> Lister les informations quantitatives (indicateurs clés de performance et résultats), en note de bas de page ou en annexe du rapport

<sup>(3)</sup> Number of physical assaults on passengers per million kilometers; Share of countries covered by a national security manager.

## APPENDIX 1

### **Qualitative information (actions and results) that has been considered as most important topics, related to main CSR risks:**

- Sustainable procurement policy
- Security policy
- Ethics and compliance policy

### **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.

### **Safety and security indicators:**

Workplace accident frequency rate; Workplace accident severity rate; Major accidents rate; Workplace accident frequency rate due to assault; workplace accident severity rate due to assault.

### **Environmental indicators:**

Rate of entities that experienced accidental pollution during the financial year; GHG emissions per 100 km traveled; Low-emission fleet rate; Pollutant emissions per 100 km traveled.

### **Sustainable purchasing indicator:**

Percentage of master contracts > €100,000 that incorporate the Suppliers' Charter (France).

### **Ethics indicator:**

Percentage of managers trained in anti-corruption measures every 3 years (2018-2019 aggregated figures).

### **Fundamental rights key performance indicator**

Annual percentage of projects approved by the Group Engagement Committees for which fundamental right risks have been assessed and reduced to an acceptable level.