



Statement of non-financial performance

as of December 31th, 2023

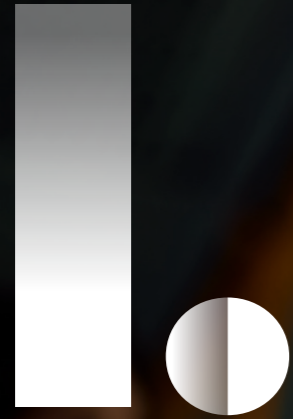
Summary

I. Transdev, a fast-growing global group at the heart of mobility challenges	4
Value creation	8
Business model	10
II. Transdev, a committed player	20
Transdev Group's CSR approach	22
Transdev's Group CSR ambitions	26
III. Transdev, a responsible employer	28
Attracting, engaging and retaining talents	30
Promote Diversity, Equity and Inclusion	36
IV. Transdev, Transdev, commits to safe mobility	42
Protecting everyone's safety	44
Ensuring everyone's security	49
V. Transdev, a sustainable mobility player	54
Acting for the environment and climate	56
Climate change adaptation plan	62
VI. Transdev, partner of communities	69
Contributing to the development of communities	71
Promoting long-term supplier relationships	77
VII. Transdev's ethics and compliance approach	81
VIII. Monitoring non-financial performance	87
Methodological note	89
Monitoring of our non-financial performance	92
2023 results	94
Contribution to the United Nations Sustainable Development Goals	95
Taxonomy appendix	97
Rapport de l'organisme tiers indépendant	106
Vigilance plan	110

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.

Editorial and graphic design: Patte Blanche, Transdev Group
Photo credits: Transdev Group, Sandra Viklund, Julien Lutt / Capa Pictures, Freepik, Bart Van Leersum, Drazen Zigic, Shutterstock, Adobe Stock, Lukasz Bera, Fredrik Ohlander.



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



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



Thierry Mallet,
Chairman and CEO

Mobility is a vital necessity. Being able to move around on a daily basis is essential for studying, working, getting healthcare, seeing family and friends, accessing culture... It's a factor of social cohesion and economic development. Facilitating, encouraging, but also decarbonizing mobility is at the heart of Transdev's business.

We need to respond to three challenges: firstly, we need to offer mobility for all, for all communities, adapted to local needs. Then there's the challenge of decarbonization, with solutions that help reducing our carbon footprint, protect our environment and our communities. Finally, it's the challenge of recruiting and caring for our employees. They are our strengths in the field, enabling us to deliver the right service wherever we do business.

In fact, all the Group's employees - over 100,000 on four continents - embrace the same purpose: "Empowering freedom to move everyday thanks to safe, reliable and innovative solutions that serve the common good".

To this we add our core values: care, share and dare. Diversity, equity and inclusion are also at the heart of the Group's priorities: we are people serving people's mobility.

This common foundation gives Transdev the assets it needs to meet the challenges of a changing world. The Group has set itself targets for reducing greenhouse gas emissions and has adopted the "Moving Green" environmental strategy to achieve them.

The Group, in all its organizations, is committed to adapting to climate change. We offer mobility solutions tailored to the needs of each region, drawing on the great diversity of our achievements around the world. Since the end of

2023, the Group has been operating 2,900 electric vehicles*. At the same time, the energy mix we offer to our customers is gradually moving away from fossil fuels, with the increasing deployment of a fleet of vehicles powered by renewable biogas or biofuels, while continuing to use

electric, battery-powered or hydrogen-powered vehicles.

But it's not just a question of technology. The aim is to give as many people as possible access to public and shared transportation, increasing the range of services wherever possible. Transdev has thus become one of the most "multimodal" companies, able to offer all transportation modes on land (train, metro, light-rail, bus, coach, bicycle, transport on demand...) or on water (river and sea shuttles and ferries).

Transdev knows how to serve urban centers as well as low-density outlying areas. Every day, we serve nearly 12 million passengers in 19 countries, with the aim of making their

daily journeys easier, more efficient, and more sustainable. This is the meaning we give to our business, today and tomorrow: bringing people and regions closer together.

We offer mobility solutions tailored to the needs of each region, drawing on the diversity of our achievements around the world

*operating scope including First Transit

Our business is essential to the success of the ecological transition

In 2023, the environmental scope does not include data from First Transit United States entities. They will be progressively integrated in 2024. The zero-emission fleet includes electric and hydrogen-powered buses and coaches with zero carbon dioxide tailpipe emissions (cf. annex 1 of the Taxonomy regulation's delegated acts).

Value creation

Our resources

Committed teams throughout the world

102,027
employees

26 %
women
in the Group

+150
job categories and
320 in-house experts,
19 countries

A business model that contributes to respecting resources

Environmental

18.1%*
alternative
fleet**

1,622*
zero-emission
bus and coaches

Financial

€773 M
in shareholders' equity
and a committed
long-term shareholder

€9.3 bn
in revenue

99.2 % of revenue
(excl. First Transit) is eligible
under the climate change
mitigation objective

€596 M
EBITDA

An ecosystem of partners

€309 K
donated through the
Transdev Foundation

2,600 suppliers
qualified as
inclusive suppliers***

MOVING YOU, a strategy for serving communities

- Welcoming **new passengers**
- Enhancing our **value proposition** for our customers
- Being the leader in **green innovation**
- Guaranteeing **sustainable performance**
- Building **diverse and cohesive teams**

Transdev's actions

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

CSR APPROACH



DIVERSITY, EQUITY AND INCLUSION



SOCIAL AND ECONOMIC DEVELOPMENT OF THE COMMUNITIES WE SERVE



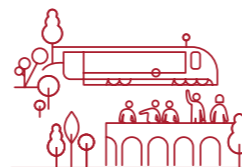
GLOBAL CARBON FOOTPRINT



ATTRACTING, ENGAGING AND RETAINING TALENTS



ETHICS AND COMPLIANCE



GLOBAL SAFETY AND SECURITY

TRANSDEV'S COMMITMENTS FOR 2030

-30 %
greenhouse gas
emissions per 100 km
(base year 2018)

+50 %
alternative
fleet
(base year 2018)

+34 % women
in Top Executive
positions
(base year 2021)

TRANSDEV'S ACTIVITIES

Urban

Interurban

Rail

Light vehicles

Maritime transportation

Support activities

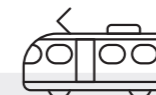
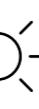
Our value creation

-16 %*
GHG emissions
(in intensity)
between 2018
and 2023

-41 %*
of NOx between 2018
and 2023

38 %*
of entities
certified
ISO 14001

For the planet

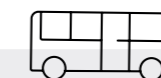


94 %
of employees
on permanent
contracts

98 %
of employees
received
training during the
year

For the employees

+5,000
managers obtained
the Health and Safety
certification



29,426
new hires in
communities

2,500
private
and public
clients assisted

For the local areas

29
projects
founded
by Transdev
Foundation

For the communities

12 M
passengers
each day
worldwide

8 %
of expenditures
made with suppliers
in the inclusive
sector***



€3,8 bn
in average purchases of
products and services
in the 6 key countries

€62 M
in dues and
taxes in France

For the partners



*consolidated scope excluding First Transit United States

**non-diesel road fleet (CNG, biogas, electric, biofuel, hydrogen)

***France scope

Business model

Transdev possesses global expertise derived from over **150 business lines**. Each day, **70,837** drivers serve the Group's local authority customers.

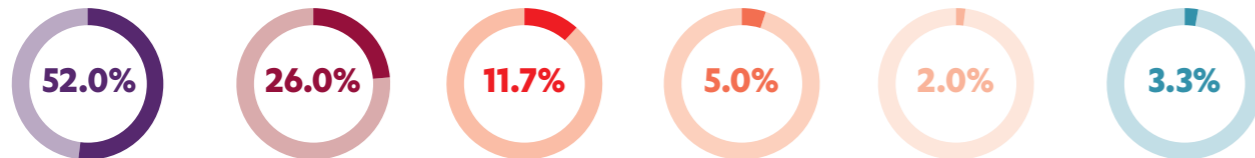
Buses, high-frequency bus services, coaches, solidarity shuttles, trains, metros, trams and tram-trains, ambulances, transportation for people with reduced mobility, on-demand transportation (ODT), autonomous vehicles, bike sharing, funiculars, cable cars, maritime and inland waterway transportation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

A significant milestone was achieved in 2023: Transdev became the leading public transportation operator in North America with the acquisition of First Transit. The Group offers a full range of modes of transportation, including buses and coaches, transportation for people with reduced mobility, shuttle services, and fleet maintenance. The North American public transportation market is a growth market that offers attractive prospects for buses and coaches, school transportation, transportation for people with reduced mobility and shuttle services. With highly complementary business activities and geographical footprints in the United States and Canada, this strategic alliance will benefit both passengers and customers, with an offer enriched by the expertise of both companies' teams.

Transdev activities

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

* project owner assistance



Mobility solutions

Mobility solutions (urban, intercity, rail, maritime) deployed by Transdev:

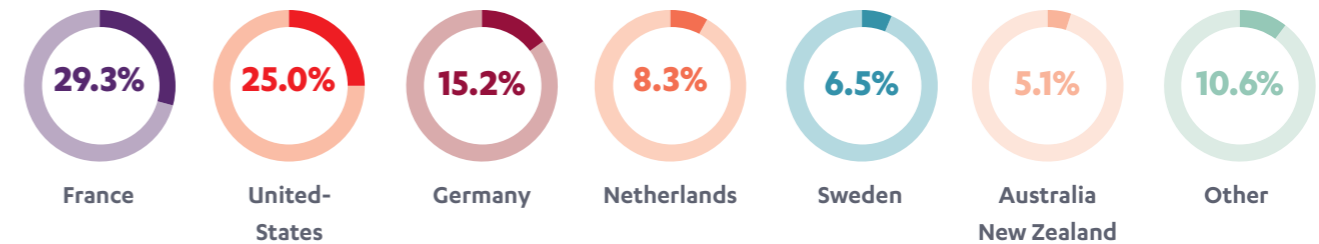
- meet the expectations of its customers, which are public transit authorities at the national, regional and municipal levels, as well as those of its private customers, with respect, transparency and integrity;
- are adapted to the specificities of populations and communities;
- are in line with the demands of society as a whole (ease of use, taking into consideration environmental and health requirements, and fairness).

Geographical presence

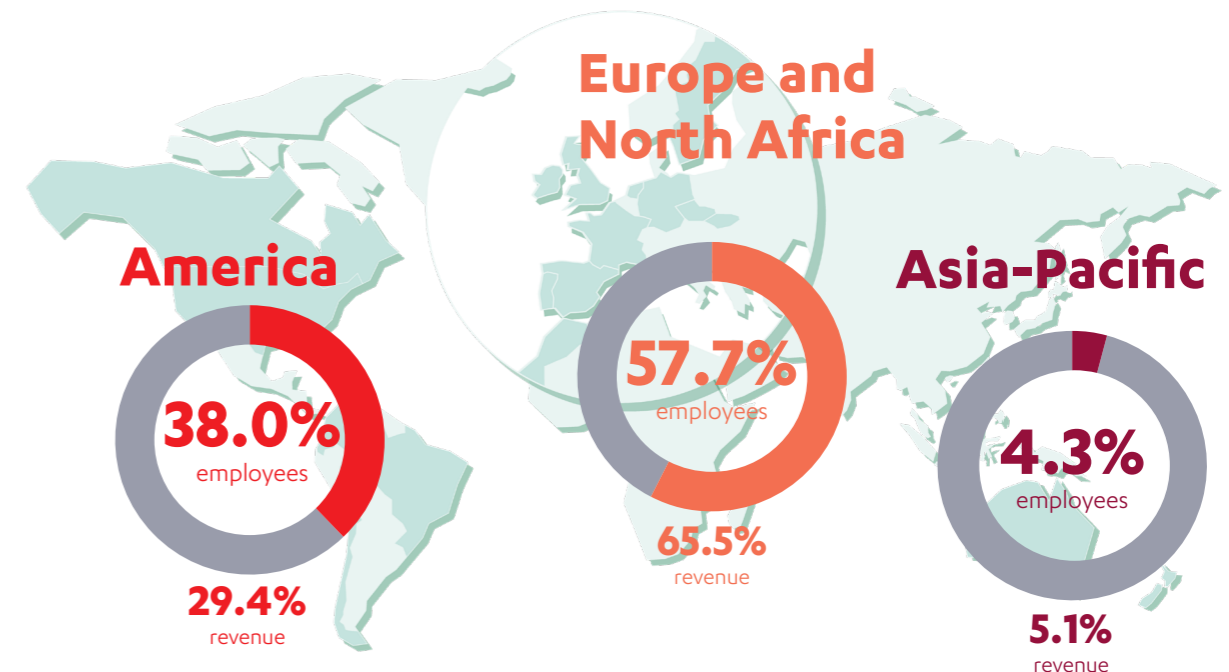
To meet the specific demands of each group and community and to offer solutions tailored to the communities it serves, Transdev teams are locally based in 19 countries on four continents.

Countries where Transdev operate			
AUSTRALIA BRAZIL CANADA CHILE COLOMBIA	CZECH REPUBLIC ECUADOR FRANCE GERMANY IRELAND	MOROCCO NETHERLANDS NEW-ZEALAND PORTUGAL SLOVAKIA	SPAIN SWEDEN UNITED KINGDOM UNITED STATES

Revenue by country



Revenue and workforce by geographical zone



2023 key figures

9.3 billion euros in revenue	595.8 million euros EBITDA	169.1 million euros current operating result	20.1 million euros net income – Group share
21 %** increase in revenue in 2023	1.3 billion euros net financial debt	19 countries	12 million passengers each day
16 modes of transportation	46,801* vehicles operated	1,622* zero emission*** buses and coaches	69% drivers
102,027 employees	94 % of employees on permanent contracts	26 % women	+150 different job categories

*consolidated scope excluding First Transit United States
**including First Transit
***as defined by the Taxonomy

Ecosystem of competitors and partners

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

Traditional competitors are expanding into new geographical areas:

- in Australia, RATP Dev was awarded the contract to operate and maintain the WSA metro line in Sydney;
- in Egypt, Deutsche Bahn was awarded a high-speed rail contract;
- in Saudi Arabia, Alsa and Moventia, two Spanish companies, each won a major intercity bus contract;
- ComfortDelGro joined forces with RATP and was awarded the contract to operate future line 15 of the *Grand Paris* metro network;
- in France, Trenitalia and Renfe entered the high-speed rail market;
- in Central Europe, Renfe acquired 50% of Leo Express and is providing support for its expansion.

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

- in Germany, after Keolis and Abellio, Go-Ahead is the latest operator to withdraw from the rail market;
- in the United Kingdom, a new bus franchising model is being developed in major cities, starting with Manchester.

In a number of countries, the shareholder structure of several of our **competitors** has changed after being bought out by investment funds. The most recent example is Arriva, which Deutsche Bahn sold to I Squared Capital.

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

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

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

Start-ups are converting themselves into multimodal mobility platforms with a growing portfolio of activities (passenger transportation, logistics, meal delivery, shopping): Flix Mobility and Blablacar are continuing to raise funds to expand into new geographical areas (United States, United Kingdom, Portugal). Start-ups have also sought to partially withdraw from the autonomous vehicle business to share the burden of R&D investments.

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

For public transportation operators, the current driver shortage is a major issue, which concerns all Group countries. This situation, which is due to a combination of structural and cyclical factors such as aging driver population and the effects of the Covid-19 health crisis, directly impacts operators' ability to provide the expected service and working conditions. In response, Transdev is deploying considerable resources to attract new drivers and create the best possible conditions to retain them.

Against this backdrop, the Group is endeavoring to maintain its value offer by:

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

Contracts, costs and financing

In the course of its business, Transdev commits to imagining, building, organising 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 mode of transportation.

Over 95% of Transdev activities involve contracts to manage transportation services on behalf of local authorities – BtoG activities (cities, metropolitan areas, departments, regions or national governments). The Group also works for other private communities or associations, such as in Canada, where it provides transportation services for several schools, and in France and Chile, with its airport transportation offer. If a market is open to competition, access thereto is usually decided through a competitive bidding procedure. When the specifications are prepared, the public transit authority (the customer) 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 modes of transportation, and also takes into account the number of vehicles involved, the frequency of service, pricing and the commitments the bidder may make on future developments in the use of the transportation system.

Compensation

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

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

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

Transdev creates value in all its activities by:

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

Cost control

The main costs are:

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

Employee payroll

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

Financing the vehicle fleet

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

- by the public transit authority; or
- by Transdev.

In this case, two situations are possible:

- Transdev owns the equipment;
- Transdev leases the equipment from a third party, in which case it is not exposed to residual value risk.

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

Energy and fuel costs

Group vehicles are fueled primarily by diesel, electricity, hydrogen and gas. Most contracts with public transit authorities include indexation clauses that cover mainly energy costs and subsequent employee remuneration. These clauses do not in all cases set off the full amount of price increases as the changes in the indices may not be aligned with costs actually incurred.

Financing for operations

The Group relies on a combination of financing, such as:

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

A sector undergoing transformation

The sector constantly evolves to adapt to changing lifestyles and the urgency of the climate challenge. In response to these challenges, Transdev, as a leading industry player, plays an essential role in offering mobility solutions that help transform communities sustainably.

Changes in mobility habits

Since the health crisis, the sector has had to adapt to changing mobility habits. Alternatives to public transportation, such as electric bicycles or cars, have been encouraged and incorporated into government stimulus plans that confirm enduring changes in mobility habits.

Although transportation networks have regained momentum, behaviors have changed: eight waves of surveys that Transdev carried out in France between 2020 and 2022 track the behavior of public transportation users and detect weak signals. Despite a gradual increase in ridership since the end of the pandemic, the share of pre-Covid users has fallen with each survey. New practices have become established, such as the widespread adoption of teleworking and users' modal shift. However, this drop in the number of former users is offset by higher numbers of new users, due to life transitions such as a new home or a new job. The customer base is changing along with users' preferences.

Ecological transition and community cohesion

In the context of record greenhouse gas concentrations and worrying weather events, governments agreed to advance the goal of global adaptation and resilience for the most vulnerable countries. Resilient transportation infrastructures have become fundamental for the environmental, social and economic viability of communities, as well as a genuine challenge for transport operators, including Transdev an international mobility player.

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

- a role in supporting the energy transition in local areas by offering high-quality mobility solutions that reduce emissions per passenger;
- a role in developing efficient transportation network connectivity, relying in particular on rail transportation, which is one of the most effective methods for meeting climate challenges;
- a role as a development catalyst for populations in peri-urban areas thanks to shared, multimodal and inclusive mobility offers that provide citizens with access to mobility.

Transdev's adapted mobility networks and sound infrastructure management provide it with the means to make a contribution to decarbonizing mobility by:

- committing to the energy transition of its fleet deploying an alternative fleet or retrofitting existing vehicles;
- reducing the environmental impacts of all activities (solarization of depots and buildings);
- focusing on developing rail transportation, which is still the most efficient form of low-emission public transportation, and by promoting suitable urban infrastructure (such as high-frequency bus services);
- improving the customer experience in order to encourage the use of public transportation and thus reduce the use of private cars, including in low-density areas;

- by innovating and designing a new mobility model (Transportation on Demand (TOD), car-sharing).

The various mobility decarbonization policies promoted by governments are characterized by approaches that, to a greater or lesser extent, favor modal shift from private cars to public transport. Transdev is convinced that public transportation is destined to play a decisive role in the ecological transition, and is committed to supporting public decision-makers in their transition to low-carbon mobility.

Designing mobility in 2030

Forward-looking studies have identified four major trends between now and 2030:

- **climate issues taken into account:** both in terms of public and private actions to combat global warming (energy transition of vehicles, energy savings, private vehicle restrictions in urban centers), and in terms of the efforts required to adapt to the impacts of climate change (assessment and management of risks due to natural disasters, infrastructure adaptation);
- **greater driver shortages:** this global, industry-wide problem, which has become even more acute since the Covid-19 health crisis, is due in part to a demographic imbalance in the driver population and a change in professional aspirations within society.

54 %
of the Group's drivers
are over 50 and will
retire within the next
10 to 15 years.

To attract and retain new employees, transportation operators must work to increase their appeal and improve working conditions;

- **greater use of artificial intelligence (AI) and autonomous mobility:** the development of autonomous and intelligent transportation systems, one of the major upheavals in tomorrow's mobility, is a strategic challenge for the sector. These technological revolutions will improve the company's overall performance at every level. Artificial intelligence is used for predictive fleet maintenance, as well as for employee training.

Another high-profile application is the use of AI to operate self-driving vehicles. Autonomous mobility will take the form of driverless shuttles and robo-taxis, both of which will become increasingly common by 2030: the first will be seen mainly in Europe, whereas robotic cabs will be more prevalent in the USA and Asia;

- **digitalization and on-demand mobility:** innovation to provide improved passenger service will continue to accelerate the digitalization of the customer experience. The concept has moved from a test phase to a stage of widespread acceptance by users. Transportation operators have a key role to play in this movement, particularly in encouraging the emergence of on-demand mobility solutions, where personalized mobility and digitalization intersect.

MOVING YOU, the Transdev Group's strategic plan

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

In this context, and in the service of Transdev's corporate mission – "we empower freedom to move every day thanks to safe, reliable and innovative solutions that serve the common good" – our strategy adapts to current challenges.

The Group will accelerate its transformation, focusing on three strategic priorities:

- Being an employer of choice and an inclusive leader. Transdev welcomes its employees into dynamic teams driven by the common good. In 2022, a manifesto and a charter for a diverse, equitable and inclusive company were rolled out in all Group countries.

Investing selectively – as lockdowns end and passengers return, Transdev is once again seeing pre-crisis mobility trends. Nevertheless, the energy crisis is still negatively impacting Group operations in Europe.

Against this backdrop, investment decisions are analyzed beforehand to ensure the right conditions for delivering services. An important step in the Group's growth was taken in North America with the acquisition of First Transit.

- Developing added value through our contracts – Transdev has focused on contracts with a high social and societal impact such as the Bogotá* cable car operation in Colombia, which has opened up entire neighbourhoods. Innovations closely tailored to meet the demands of the communities and of customers set Transdev apart and position it among the global leaders in inclusive and green mobility.

These common priorities are deployed in the 19 countries where Transdev does business pursuant to the strategic roadmap *Moving You*, which is developed by each management team and validated once a year by the Executive Committee (ExCom). This roadmap now incorporates the Group CSR commitments.

At Transdev, a set of fundamental principles guide all actions:

- Taking care of employees, communities and passengers (*Care*);
- Sharing best practices and grow collectively (*Share*);
- Innovating to invent solutions that meet the climate challenge and the range of changes in passengers' lifestyles (*Dare*).

**operated by Transdev from 2019 to 2023*

MOVING YOU, TRANSDEV MANAGERS MAKE A COMMITMENT

The Group reaffirms its commitments in all communities it serves.

 <p>Welcoming new passengers</p>	 <p>Enhancing value offer for customers</p>	 <p>Being the leader in green innovation</p>	 <p>Guaranteeing sustainable performance</p>	 <p>Building diverse and cohesive teams</p>
<p>A holistic approach to mobility patterns, based on data analysis, to design solutions that will encourage passengers to opt for public transportation.</p>	<p>Promoting Transdev's global expertise in service offers so all its customers can benefit from the best practices and expertise of a global group.</p>	<p>A position as an operator at the heart of the energy transition of fleets and the transformation of its businesses to design services that take environmental constraints.</p>	<p>Responsibly using resources to reduce costs and improve Transdev's impact on the climate.</p>	<p>A commitment by everyone to diversity, equity and inclusion to make Transdev an employer of choice.</p>

Dialogue with stakeholders

Transdev engages in a continuous dialogue with a very dense ecosystem of stakeholders at all levels of the organization. The Group intends to build, maintain and develop long-term relationships of trust with its stakeholders.

This will enable it collectively to meet today's challenges and assist the transitions underway in a spirit of collaboration, cooperation and transparency.

COMMITMENTS AND FORUMS FOR DIALOGUE WITH STAKEHOLDERS	EXAMPLES OF INITIATIVES IN 2023
<p>EMPLOYEES</p> <p>To foster a safe and inclusive working environment and enable its employees to develop the skills needed to progress in the Group's current and future professional ecosystem, Transdev has introduced regular engagement surveys and innovative HR programs and tools (we@transdev managerial model, drivers@transdev program, training offers).</p>	<ul style="list-style-type: none"> • In April 2023, a pilot sociological survey of approximately 2,000 drivers was conducted in France. It gathered information on respondents' sense of belonging, job motivations and lifestyles. • In June and November 2023, 50 managers from 10 countries took part in the 10th and 11th editions of IN'PULSE, the Group's executive integration program, which brings together a variety of job categories and profiles.
<p>PASSENGERS</p> <p>The Group is committed to working actively to develop public transportation solutions adapted to the communities it serves, in order to encourage sustainable local economic growth. Transdev maintains a continuous and regular dialogue with stakeholders in the communities where it operates, through regular surveys and by setting up customer relationship management systems. The Group also contributes to the funding of projects with a significant social impact.</p>	<ul style="list-style-type: none"> • In January 2023, nine Transdev employees of Heathrow Airport Services received facilitation training through the <i>Going for Care</i> program. This Transdev program makes employees aware of the needs of passengers and internal customers, in order to deliver the best possible customer experience. • In 2023, the Transdev Foundation provided €309,200 in funding for 29 new non-profit projects in the fields of culture, education, employment, health and sport.
<p>SUPPLIERS</p> <p>Reliability is at the core of Transdev's approach, which focuses on establishing sustainable and ethical relationships with its suppliers, nourished by regular discussions, working groups and a Supplier Relations Charter that highlights social and environmental responsibility. The Group has also put in place a rigorous assessment process to reinforce this approach and ensure a robust and sustainable supply chain.</p>	<ul style="list-style-type: none"> • In October 2023, Transdev joined the Hydrogen Fuel Cell Bus Council (HFCBC). This group is made up of public transportation agencies, suppliers and manufacturers working together to promote the use of hydrogen-powered buses in the United States and to share best practices. • In 2023, Transdev Rabat-Salé launched a campaign to raise awareness of the SpeakUP whistleblowing platform for the company's employees and suppliers.
<p>REGULATORY AUTHORITIES</p> <p>Motivated by the general interest, Transdev contributes to the promotion of policies that encourage optimal deployment of public transportation. Our ongoing dialogue with key organizations, such as French Association for Public Transport (UTP) in France and American Public Transport Association (APTA) in the USA at the national level, and with International Association for Public Transport (UITP) at the international level, ensures a comprehensive and global approach.</p>	<ul style="list-style-type: none"> • The Transdev Group took part in the 64th UITP Summit held in Barcelona last summer. This year, Transdev Netherlands and its partner Mobyyou, a startup, were rewarded for their "Be In, Be Out" payment solution, which has been deployed on nearly 250 buses in Eindhoven. • During the 2023 edition of the National Public Transportation Trade Fair (RNTP), Transdev took part in the conference organized by the UTP and the French Public Transportation Authorities Association (GART) on the subjects of public transportation accessibility, energy transition and economic models for financing mobility.
<p>SHAREHOLDERS</p> <p>Transdev maintains a close dialogue with its shareholders, Caisse des Dépôts and Rethmann France, which participate in the company's decisions according to the rules of governance.</p>	<ul style="list-style-type: none"> • The Group interacts with its shareholders through multi-year meetings with governance bodies such as the Strategy Committee, the Investment Committee and the Audit Committee. • Since 2022, the CSR Committee of the Board of Directors has met quarterly to discuss the Group's CSR issues.
<p>CLIENTS</p> <p>Transdev seeks to establish lasting relationships with its public transit authority customers by meeting their needs, adapting its services, and listening closely to their expectations. This is done by holding regular meetings offering dedicated programs and providing tools to foster links with public transit authorities.</p>	<ul style="list-style-type: none"> • ARR'IV is a program that embodies Transdev's vision of passenger information at the service of users, teams and public transit authority partners. • In 2023, Transdev published the Passenger Information white paper in France. This paper presents a summary of the vision and strategy for 2027 that is backed by a customer survey and field assessment and is aimed at public transit authorities.
<p>SOCIAL PARTNERS</p> <p>Transdev places particular importance on maintaining a high-quality dialogue with employee representatives. To meet this objective, the Group has set up various forums for discussion with employee representatives, at the local, country and European levels.</p>	<ul style="list-style-type: none"> • In November 2023, a full-day seminar on the digitization of operations was held for Transdev's European Works Council. • In April 2023, Transdev Netherlands signed an agreement to negotiate a new collective labor agreement with the Dutch trade unions.

New environmental solutions



In the Netherlands, Transdev placed the first Ebusco® 3.0 in service

Transdev Netherlands has put the first Ebusco® 3.0 into service. Made of composite materials, it has a long range and consumes on average 30% less energy than the previous model, the Ebusco 2.2, which Transdev had integrated into its fleet.

In Amboise, Transdev, Rétrofleet and ADEME unveil the first retrofitted school bus approved in Europe



The vehicle selected, an Iveco Crossway Euro 6 coach, a model widely deployed in France and Europe, in particular for school transportation, now has a range of 150 kilometers.

This new-generation bus will be assigned to school transportation service at the start of the new school year, an ideal opportunity to demonstrate the long range of electric retrofits. The 150-kilometer range without recharging will be more than enough: on average, the school bus will cover 80 kilometers in the morning. The bus will not operate from 10 a.m. to 4 p.m., giving it plenty of time to recharge, as recharging only takes two hours.

In Germany, the first trials of hydrogen trains



Following the partnership concluded in 2021 between the State of Bavaria, Siemens Mobility and Transdev, the first trials of the Mireo Plus H hydrogen train were carried out this year. The Mireo Plus H is scheduled to enter service in mid-2024. It will carry passengers on the Augsburg-Füssen and Augsburg-Peissenberg lines of the Bayerische Regiobahn rail network, a Transdev Group subsidiary.

In France, 18 articulated electric buses were put into service on the Nice-Menton line



On the flagship line in the Alpes-Maritimes region linking Nice to Menton, Transdev has introduced 18 articulated electric buses powered by inverted pantograph technology. Each bus on the line is equipped with charging rails on the roof, to which the pantograph's "arm" attaches to provide the vehicle with a charge of 300kW. This power allows the bus to cover its route three times, without the need to recharge in between.

In Colombia, Transdev will test Latin America's first hydrogen-powered bus

The bus will use green hydrogen of renewable origin. This eight-year zero-emission experiment will be carried out in Bogotá by Transdev's subsidiary Green Móvil.



Connexion Taxi Services: towards more sustainable transportation

In the Netherlands, Connexion Taxi Services, a Transdev Group subsidiary, took a new step towards more sustainable transportation. No fewer than 168 electric vehicles have been purchased for this purpose. The vehicles are on the road servicing the recently acquired concessions in Breda, Etten-Leur, Zundert and Almelo.

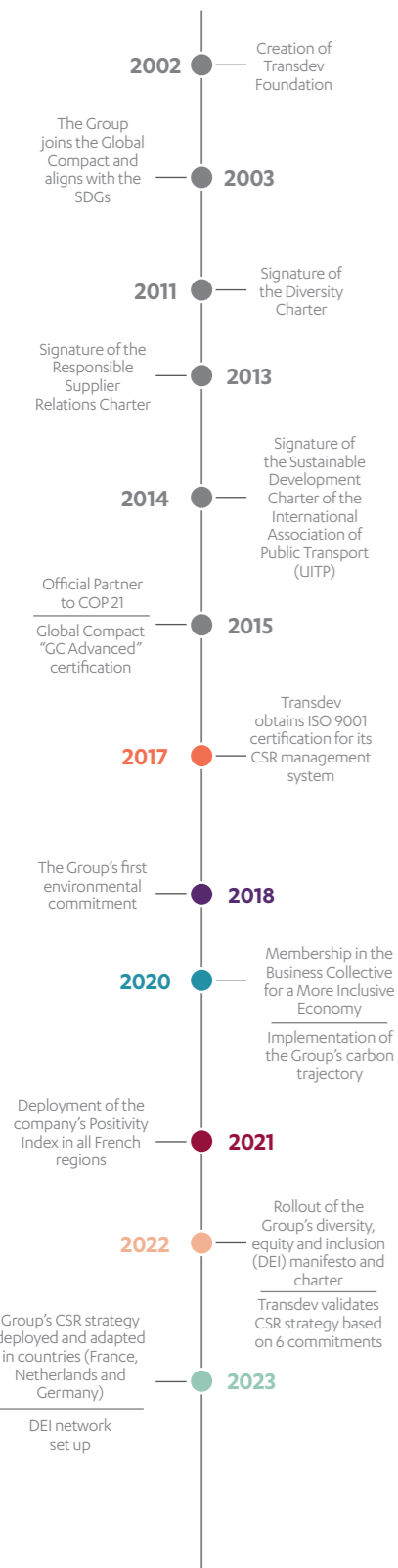




Transdev, a committed player



II. Transdev, a committed player



Transdev Group's CSR approach

More than ever, Transdev's sustainable growth is tied to its social and environmental impact on the communities it serves and its success in positioning itself as an attractive and inclusive company. Corporate Social Responsibility (CSR) is at the heart of the Group's strategy, commitments and trajectory.

It drives performance, transformation, growth and commitment. Committing to a CSR approach requires transforming and innovating individually and collectively, with and for the benefit of all the company's stakeholders: employees, employee representatives, customers, passengers, suppliers, shareholders and financial partners.

Transdev's CSR issues

On the basis of a materiality analysis updated end 2021, the Transdev Group identifies the priority environmental, social and economic issues on which it will focus, builds its CSR strategy accordingly, and fosters dialogue with its stakeholders.

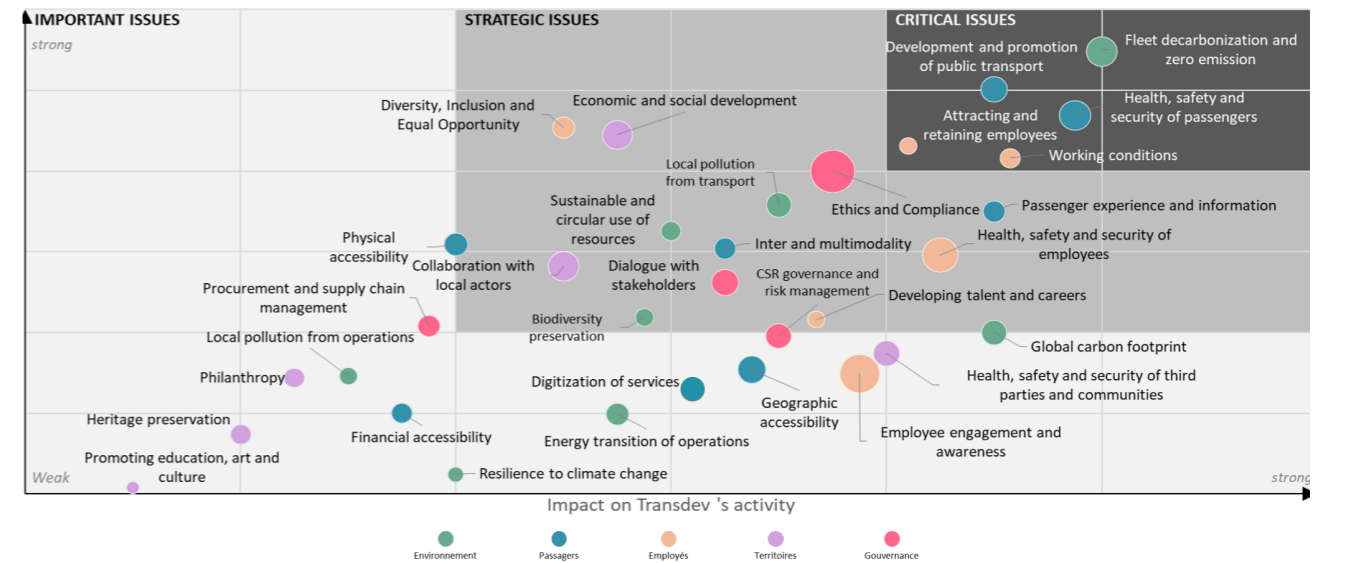
The results of this analysis highlight areas where stakeholder expectations are becoming more demanding:

- Environmental issues: more than ever, Transdev is expected to be an active player in the ecological and energy transition. In the communities it serves, the Group contributes to the ecological transition by decarbonizing its fleet, reducing pollution and using resources sustainably.
- Security and safety: the Group's top priority is and remains offering smooth and peaceful mobility by providing safe services.
- Expanding and promoting public transportation: public transportation is one of the answers to the social challenges facing our societies. Developing a multimodal and accessible offer contributes to meeting the challenges of inclusion and equality in all communities.
- Employment challenges: ensuring the appeal of jobs, recruitment and working conditions are issues that have acquired new prominence as a result of the Covid-19 health crisis. The driver shortage is a global issue. Ensuring good working conditions for employees in the context of the ongoing transformation of the mobility sector is a major challenge.

For the past five years, the materiality analysis has been supplemented by an analysis of non-financial risks, which nourishes the Group's CSR policy. By controlling material risks and developing opportunities, Transdev is able to structure its non-financial policies and objectives and steer its CSR strategy to meet the non-financial performance declaration (NFPD) requirements introduced by the transposition of European Directive 2014/95/EU. The method used to identify and prioritize these CSR risks is described in the methodological note (chapter "Monitoring our non-financial performance"). The Group's most significant non-financial risks did not change in 2023 and are covered by the policies the Group implements.

In 2023, materiality analyses were also performed at country level in order to supplement the Group's trajectory and define complementary CSR commitments adapted to local specificities. For example, in the Netherlands the deployment of the Group's CSR trajectory is enhanced by the topics of circular economy and customer experience. In France, the preservation of biodiversity is identified as a priority issue, while in Germany, the topics of adaptation to climate change and sustainable procurement are included in addition to the Group strategy.

Transdev's materiality matrix



32 CSR issues were identified by the community of CSR representatives from all Group countries and then validated by an expert partner. In 2021, these issues were prioritized based on in-depth qualitative analysis conducted with stakeholders in eight Group countries (France, USA, Germany, Netherlands, Sweden, Australia, Canada and Ireland). The impact of these issues on the business model was established in conjunction with the Group Executive Committee.

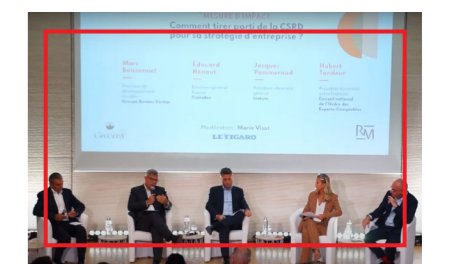
To prepare for the forthcoming application of the European Corporate Sustainability Reporting Directive (CSRD), Transdev has launched various projects to meet these new non financial reporting requirements. For this purpose, several studies have already been carried out, such as the gap analysis. This analysis, which was performed by an external third party, is based on the requirements of the CSRD. An initial double materiality analysis that Transdev carried out in 2021 served as the basis for identifying the sub-themes examined. At the conclusion of this initial analysis, the Group will update its methodology in line with the requirements of future European Sustainability Reporting Standards (ESRS).

Transdev Group CSR roadmap

In 2022, Transdev validated its CSR trajectory, in line with the United Nations' Sustainable Development Goals (SDGs) and the expectations of all its stakeholders. This roadmap sets ambitions for the Group based on priority commitments: global carbon footprint; safety and security; attracting, hiring and retaining talent; diversity, equity and inclusion; economic and social development of communities; ethics and compliance.

The Group's CSR ambitions are:

- to be recognized as a top employer and inclusive leader by 2025;
- to be a leader in the areas of safety and security and a major player in the inclusive economic and social development of communities by 2035;
- to contribute to carbon neutrality by 2050 in accordance with the Paris climate agreements;
- to make its ethics and compliance approach both an essential requisite and a catalyst for performance.



In 2023, Transdev was an official partner of the fifth edition of the Giverny Forum, an annual CSR event in France. At this forum, Edouard Hénaut, CEO of Transdev France, took part in the "Measuring Impact: How to Leverage the Corporate Sustainability Reporting Directive (CSRD) for your Corporate Strategy" working group, whose proposals were presented at a round table during the event.

Transdev Group's CSR trajectory and objectives

The CSR trajectory embodies the Group's corporate purpose: it is the force driving its long-term performance, transformation and growth, with and for all its stakeholders. The CSR trajectory is cross-functional and holistic: it represents Transdev's collective commitment, wherever the Group operates.

In connection with its CSR strategy, Transdev has set itself three quantitative objectives by 2030

30% reduction in greenhouse gas emissions/100 km	+50% alternative fleet	34% women in Top Executive positions
--	------------------------	--------------------------------------

To meet these objectives, the Group continues to deploy dedicated policies, programs and initiatives. These objectives are defended and implemented at the local level. All of the Group's policies, achievements and progress in 2023 relating to the gender diversity objective are detailed in chapter "Transdev, a responsible employer". Policies, achievements and progress in 2023 relating to the two environmental objectives are detailed in the chapter "Transdev, a sustainable mobility player."





CSR PILLARS	2022	2023	2025	2030
GLOBAL CARBON FOOTPRINT	VISION SCOPE 3 Design and deployment of the methodology for calculating the Group's global carbon footprint		New commitments defined across the entire value chain	Oversight of global carbon footprint
SAFETY AND SECURITY OF ALL	Strengthening the Group's safety and security policies	Strengthening leadership and behavioral practices	Alignment of SMSs with international standards (e.g., ISO 45001, EFQM)	Coordination of a proactive safety and security culture
ATTRACTING, ENGAGING AND RETAINING TALENT	Structuring of HR programs	Deployment of programs to enhance the appeal of our company and retain employees	Oversight of HR performance	Continuous improvement in employee engagement
DIVERSITY, EQUITY & INCLUSION	Launch of the Group's diversity, equity and inclusion manifesto and charter	Deployment of the Group's diversity, equity and inclusion roadmap	Setting new diversity goals	Labeling of commitments and practices in terms of diversity, equity and inclusion
ECONOMIC AND SOCIAL DEVELOPMENT OF COMMUNITIES	Structuring the Group's social value offer and implementing the action plan		Deployment of the social value offer in all Group countries	
ETHICS AND COMPLIANCE	Updating the code of ethics and compliance	Updating our ethics and compliance management system (ECMS)	Making ethics and compliance a performance catalyst	

Evaluation of the process

The commitment pillars and trajectories are monitored at the highest level, with a dedicated sponsor who is a member of the Executive Committee. Once a year, the sponsors meet to review the progress of the trajectories. Driven by a constant concern for progress and transparency, Transdev is also committed to evaluating and obtaining certification of its processes.

Since 2023, the sponsors of the CSR trajectory have met at least once a year to review and validate progress made. The countries in which the Group does business are also implementing assessment and certification procedures.

In 2022, following an audit of its Integrated Management System (IMS), Transdev Rabat-Salé-Salé obtained four certifications

Safety (ISO 45001) 	Quality (ISO 9001) 	Environment (ISO 14001) 	Energy (ISO 50001) 
---	---	--	---

In addition, the ISO 26001 certification of Transdev Rabat-Salé-Salé's responsibility process is at an "Advanced" status.

In 2023 in the Netherlands, Transdev reached level 3 of the CSR Performance Ladder process, a Dutch CSR management and certification system. Inspired by international standards (ISO 26000, ISO 9001:2015, AA1000, GRI), this assessment focuses on 31 aspects and on the implementation of a stakeholder consultation system.

Transdev Netherlands was also awarded CO2 Performance Ladder level 5 certification by SGS, expert in inspection, auditing and certification, thus confirming that Transdev meets CO₂ emission reduction requirements in its sector.

CSR governance and implementation

CSR is an integral part of the Transdev Group's strategic and decision-making processes. At the Executive Committee level, CSR is implemented by the Human Resources and CSR Direction, and is formally supported by several circles of collaboration:

CSR Department

This department coordinates these various bodies and oversees the Group's CSR roadmap.

Board of Directors

The Board of Directors has five committees, including the CSR Committee. It establishes the Group's strategic policies, including CSR aspects.

CSR Committee

This committee was set up in 2022. On average, it meets three times per year to discuss non-financial issues and validate the NFPD.

Executive Committee

It examines the Group's CSR strategy and the progress made in the area of non-financial performance.

CSR Strategy Committee

It is made up of three members of the Executive Committee and meets at least twice a year to discuss issues concerning the Group's non-financial performance.

Main cross-functional CSR strategy control structures

Corporate CSR Committee

The finance, ethics, HR, purchasing, environment, health and safety, security, communications and business development functions are represented on this committee. It coordinates the non-financial process and is supported by the work of a network of officers in all Group subsidiaries.

International CSR community

Comprises the CSR officers in the countries where the Group does business. Its role is to establish the CSR roadmaps for each country and deploy policies and tools that enable achieving the Group's CSR commitments and objectives.

In 2023, the Transdev Group decided to incorporate a CSR objective into the annual performance review of Group's senior executives. The defined objective must be tied to one of the following three CSR pillars: global carbon footprint, health and safety, or diversity, equity and inclusion.

In spring 2023, Transdev Germany set up a Sustainability Board, its CSR governance body, consisting of 14 representatives from various departments of the subsidiary. Members are as diverse as possible in terms of age, gender and the German regions they come from. Their aim is to make recommendations for Transdev Germany's future CSR strategy. In particular, the Board has adapted the Group's CSR strategy and defined six strategic areas that meet the expectations of local stakeholders. The level of ambition for these six areas serves as the basis for Transdev Germany's CSR objectives.

Transdev's Group CSR ambitions

2022

2050





**Transdev,
a responsible
employer**


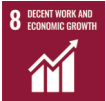

III. Transdev, a responsible employer

Attracting, engaging and retaining talents

Transdev employs over 100,000 people in 19 countries. Transdev deploys resources and actions to provide widespread access to its jobs, attract the best talent, enable each employee to develop their potential, maintain high-quality social dialogue, and offer a safe working environment.

Attracting and retaining talent of all kinds is an essential challenge for the Group, as well as an important catalyst for performance, by enabling it to have the right resources in the right place to deliver the highest level of service.

Fostering a diversity of profiles, points of view and career paths within the Group's teams is a performance driver, a tool for increasing the appeal of the company and a differentiating factor, which enables the Group to build diverse teams able to best serve the communities in which it does business. For the sector as a whole, the increasing the number of women in transportation jobs is a key challenge.

FIELD	CHALLENGES	RISKS
 3 GOOD HEALTH AND WELL-BEING  5 GENDER EQUALITY	<ul style="list-style-type: none"> Working conditions Diversity, inclusion and equal opportunities Developing talent and careers Attraction and retention of employee Engagement and awareness raising of employees 	<ul style="list-style-type: none"> Absenteeism and low employee commitment (including psychosocial risks) Poor skills planning
 8 DECENT WORK AND ECONOMIC GROWTH  10 REDUCED INEQUALITIES		

Commitments

The Transdev Group's HR strategy is based on three company fundamentals: CSR, diversity, equity and inclusion (DEI) issues, and social dialogue, with a particular focus on the following areas:

- improving Transdev's appeal;
- ensuring recruitment performance;
- developing employees' potential, supporting career development and mobility;
- strengthening the Group culture;
- improving the Group's performance, in particular through the "Drivers@Transdev" program;
- promoting Quality of Life & Working Conditions (QLWC);
- deploying HR performance measurement and management tools.

At the highest level of the company, Transdev's ambition is to be an inclusion leader. A dedicated diversity, equity and inclusion trajectory has been defined and is supported, deployed and adapted in every country where the Group operates.

Organization

The Group Human Resources and CSR Department (HRD & CSR) coordinates the network of country HR Departments; each country's HR Department also reports to the country manager to whom it is attached. The Group HR Department is responsible for HR policies, processes and tools. It coordinates and participates in the professional development of the Group's Top Executives. It coordinates the recruitment, annual review and mobility processes.

Management of senior executives (Top 500) is shared by the Group HR Department, which oversees major processes, and the country HR Departments, which provide individual supervision and day-to-day management.

With a view to continuous improvement, each year, the Group's HR Department initiates a number of "People" projects, drawing on an internal network of over 90 contributors with a wide range of expertise representing numerous nationalities.

The country HR Departments are responsible for managing middle managers (mobility, career). The HR Departments of the local entities (in the countries) are responsible for

HR management of first-level managers, drivers, maintenance technicians and administrative staff.

In 2023, a network of DEI officers was set up. DEI officers are responsible for deploying Group programs and initiatives in their country, and for developing and monitoring local roadmaps. This community meets once a quarter, at the Group's initiative, to facilitate collaboration between countries, share best practices identified, and decide on the implementation of joint projects.

Human resources management system

A human resources information system (SIRH), which does not include payroll functions, is shared worldwide by the various Group entities. It is used to manage professional development and training processes, as well as annual interviews and people reviews.

Policies, processes and programs

Appeal and recruitment

In 2022, in-depth work was undertaken in all countries to define the four pillars of the Group's value offer as an employer. In 2023, this work served as the basis for adapting the Group's employer brand in line with these four pillars. In connection with this project, the employer brand platform was updated. It includes communication tools to be deployed in all Group countries in order to promote career opportunities and stimulate local recruitment. France is the pilot country for the launch of the "What drives you?" employer brand campaign (in France: "Et vous, qu'est-ce qui vous fait avancer?"). It will then be rolled out by early 2024 in all countries where the Group operates.



In parallel with the launch of this campaign, the HR and communications teams in each country are currently working on setting up recruitment campaigns and deploying communication kits for local teams.

69%
of Group employees are drivers

In all countries where it operates, the Group is facing an employee shortage, particularly for driver positions, but also for other jobs, such as maintenance positions. The answer to this challenge lies in a combination of making jobs more appealing, improving working conditions, and launching integration and training initiatives to attract new employees from all backgrounds and retain the Group's talent.



WeHire
@transdev

This training program develops the recruitment skills of operational managers, who are the first point of contact for job applicants in the field. This training provides them with a common approach, essential practical tools and key tips.

TRANSDEV, A RESPONSIBLE EMPLOYER

Since 2019, the “Drivers@Transdev” program has been the concrete expression of the Group’s goal to attract new drivers, by encouraging workers to discover this job, improving working conditions, and anticipating changes in the profession. Through this program, Transdev improves existing practices, develops new concepts and tools, and deploys best practices identified on a broad scale.

The “Drivers@Transdev” internal program comprises 16 experts from five different countries and focuses its efforts on detecting and disseminating innovative practices, as well as offering new tools, in particular to structure and enhance managerial practices. An action plan has been defined focusing on four priorities:

- strengthening the management hierarchy;
- developing digital tools for drivers;
- improving drivers’ employee experience;
- offering a schedule management system focused on drivers’ needs.

In this context of driver shortages, teams from the Group HR and Strategy Departments have been working on a forward-looking study to identify new avenues of action for the coming years. The conclusions of this study were presented to and validated by the Group’s Executive Committee in 2023. Its recommendations include increasing the number of women in the profession, continuing to support managers, and increasing the flexibility of work organization for the benefit of drivers.

The study also highlighted the need to get to know drivers better. This prompted a pilot sociological survey of drivers that was conducted in France in April 2023. Nearly 2,000 people completed the questionnaire. Distributing the questionnaire through a variety of channels enabled gathering information on respondents’ sense of belonging, job motivations and lifestyles. The results of this survey, which were shared with the HR France Management Committee, have given the Group more granular knowledge about its drivers, thus enabling it to tailor its communications to this group.

The manner in which individual schedules are handled is a source of dissatisfaction that diminishes the appeal of the job. Since 2022, the Group has been experimenting a scheduling tool that focuses on drivers’ needs and a better work-life balance. This tool, which was tested in the Netherlands on 200 drivers, enables drivers to participate in the creation of schedules by allowing them to express their wishes in advance. A satisfaction survey of drivers who had tested the tool found that 60% of drivers preferred not to return to the former system. New experiments will be carried out in 2024 in the Netherlands, Sweden and France.

Providing a pleasant working environment for drivers has been identified as a priority topic in Transdev Portugal’s 2023-2024 strategic plan. Several entities in Portugal have refurbished and improved areas used by drivers (break rooms, terminals), or are in the process of doing so, by changing the flooring, repainting or installing new furniture.

In France, since 2020, Académie by Transdev has promoted access to mobility jobs and worked to include greater numbers

of people with low employability. Each year, the Académie by Transdev offers training sessions for new drivers focused on communities and delivered locally, in the areas where needs are greatest. The course awards students a diploma or professional qualification entitling them to work as a public transportation driver and provides them with all tools needed to succeed in obtaining a job with the Group.

2,000

drivers have started training since 2020 thanks to Académie by Transdev

Integration and strengthening the Group culture

Integration is an essential step in a career path, and an important catalyst for spreading a common culture throughout the Group. Two programs that supplement the country integration programs are deployed at the Group level:

- **“In’Pulse”**: an integration seminar for new managers involved in international projects. It brings together a wide variety of professions and profiles from all countries in which Transdev operates, and seeks to improve participants’ knowledge of the strategic and operational issues the Group faces. The program also offers all participants the opportunity to exchange best practices and the specificities of each country, while broadening their network and their knowledge of the organization. In 2023, over 30 speakers shared their expertise with the 54 participants.
- **“Transdev Discovery”**: a digital program that was rolled out in 2023 to develop newly hired employees’ overall knowledge of the company and strengthen their sense of belonging to the Group. This program provides an overview of the Group’s activities, businesses, key figures and geographical locations, as well as career opportunities within the Group. This program is available for individual study on the *me@transdev* platform, or the training may be provided in group sessions, particularly for drivers.

In France, **“Trans’Days”** is the specific integration program for newly hired or recently promoted managers whether in support or operational functions. This program offers participants an opportunity to acquire in-depth knowledge of the Group and its activities, the Strategy 2025, and the *we@transdev* management model. It is also an excellent opportunity for participants to develop their in-house network.

150

participants for the three sessions of Trans’Days

Support for career paths

The processes implemented (annual interviews, career interviews, people reviews and succession plans) provide in-depth knowledge of employees, their performance and their career aspirations. They also enable Transdev to build and offer suitable and ambitious development paths, thus guaranteeing the company solid succession plans for all key positions in the Group.

In conjunction with the countries, the Group deploys and coordinates the processes dedicated to talent management for the Group’s 500 top managers and officers. The processes are designed by the Group and then the countries are responsible for implementing them locally. A network of Talent Officers deploys these processes in each country. Since 2023, this network of officers has been headed by the Group’s Talent department. An in-person meeting was held to meet, discuss policy and process developments, and share best practices. The goal is to deploy these processes to all management level employees of the Group.

A dedicated platform, *me@transdev*, groups key information about each employee’s career path (annual reviews and career interviews, training and development proposals, internal mobility). In addition, this platform provides access to a comprehensive training offering: core business training, training in diversity, equity and inclusion, environmental issues, safety, ethics and compliance. The use of this platform, which was initially intended for executives, was extended to supervisors in France in 2023.

4,800

annual reviews registered on me@transdev in 2023

Professional development and training

The Group deploys a **“Learning”** approach that ties into talent management. The aim is to develop individual skills, encourage continuous learning, and share best practices among teams around the world. Development plans are designed in each Group country according to its specific needs.

The objective is to enable 80% employees to receive at least one training course per year. In 2023, 97.9% of Group employees received training.

A variety of programs has been developed at Group level:

- **“Trans’Lead TOPEX”**: starting in 2022, this professional development program, offered in partnership with the Executive Education department of the HEC Paris Business School, is designed for Top Executives. It is structured around four key aspects: Strategy, Customers, Leadership and Group Culture;
- **“Trans’Lead Top Managers”**: an international program for top managers identified during People Reviews that develops their leadership skills and knowledge of the Group;
- **“Trans’Lead Frontline Manager”**: a training program developed to reinforce the core skills required by all frontline managers to perform their duties.

40

participants for Trans’Lead TOPEX & Trans’Lead Top Managers in 2023

In addition, the **“Moving Digital”** platform, which is accessible to all Group employees, offers each staff member the resources necessary to adopt the use of collaborative tools, boost collective performance, and reinforce and stimulate innovation. In 2023, four e-books on mastering the use of digital tools were published on the platform.

30 %

of Group operations managers have been trained in 2023

we@Transdev is the management model deployed within the Group. It is a development catalyst for managers and their teams that is structured on the basis of three priorities: performance, innovation and collaboration, which are broken down into ten key managerial skills that are manifested in the actions of Group managers and their teams. The goal is to create a common culture with shared definitions for each skill. Each manager is encouraged to learn, understand and assimilate the skills the model provides in order to work with their team, for example on their strategy, roadmap, action plan and collaboration methods.

First-Line Management: an adapted course providing certification

In France, eight employees in the Nouvelle Aquitaine-Occitanie region completed the First-Line Management course in 2023. This 21.5-day training course enables participants to position themselves in their role as a first-line manager, taking into account the context and challenges of their company. It provides them with the key tools for informing, communicating, proposing and deciding on a day-to-day basis. On completing the course, participants receive a certificate of professional knowledge and skills.



For this 4th edition of *Trans’Lead Top Managers*, 18 participants from nine countries met in Germany and France to discover the different mobility ecosystems in which the Group operates and to deepen their understanding of the challenges facing the sector.

Internal and international mobility

Mobility is an integral part of the Group’s corporate culture and a fundamental pillar of its HR policy. In 2023, the Group worked on mobility guidelines that will be shared with all countries to encourage the transfer of know-how and develop employees’ potential.

To meet the skills needs of our operations and the demands of clients and to take into account employees’ career aspirations, the Group deploys policies and systems with an international outlook. This approach, which is aimed at all employees who have the desire, ambition or possibility of pursuing an international career, is based on three focuses:

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

The e-Team system identifies and mobilizes internal expertise in 27 fields. Using this system, employees can position themselves, present their expertise and communicate their willingness to take part in specific projects. Approved by the field’s reference person, join the Group’s community of international experts, who are mobilized to promote the mobility solutions offered by Transdev and provide these solutions to our customers. In 2023, 95 experts from over 13 countries carried out nearly 220 assistance missions within the Group.

Since 2018, the Transdev Group has supported its young talent through the International Corporate Volunteer (*Volontariat International en Entreprise - VIE*) program managed by *Business France*. A dedicated system has been developed: “VIE@Transdev.” It monitors, guides, supports and develops employees throughout their VIE internship and, when then their assignment has been completed, integrates them into a Transdev network. Transdev’s ambition is to train these young talents and help them develop within the Group, whether in the country where they work or abroad.

In 2023, the number of employees on VIE internships tripled. A number of young talents were hosted by all subsidiaries, in all business lines: Operations and Maintenance Engineering, Zero-Emission Engineering, Finance & Purchasing, Communications and Marketing, Business Development, Human Resources, CSR and Quality, IT, Strategy.

Support for physical and mental well-being

For several years, Transdev France has offered support to its employees through its social support platform. At this time, under an agreement with Stimulus France, a specialist in social assistance and psychological support, Transdev employees can receive support and concrete solutions for difficulties due to family, housing, health, work, budget and other issues.

In July 2022, a psychological support line was added to the system, providing direct access to a psychologist. Both systems are accessible 24/7, anonymously and confidentially, via a single toll-free number, or a videoconference appointment scheduling platform.

The Transdev Solidarité association was created in March 2023 to strengthen this system. Working directly with Stimulus, and administered jointly with several representative labor unions, the association advocates in favor of providing support, encouragement and assistance to people experiencing social emergencies, and also carries out longer-term essential actions with the help of a social worker or by funding associations that pursue the same objectives.

In addition, Transdev has set up a social fund that reinforces the social actions of insurers. This social fund provides additional financial support to members of Transdev’s complementary health insurance program (employees and their dependents) who are experiencing financial difficulties due to health issues.

In connection with its policy to promote and develop physical and sporting activities,



To improve the living conditions of its employees in need, Transdev France has set up Transdev Solidarité.

This system provides support, assistance or relief tailored to the individual situations experienced by employees.

Transdev offers its employees group classes in yoga, boxing and circuit training, in partnership with the TrainMe sports coaching platform. Classes are held every week at the Group’s head office and are facilitated by a coach. Online courses are also available to all members. Since the program was launched in October 2023, nearly 30 courses have been organized.

Social dialogue

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



Since 2020, the Transdev Group has been a member of the Global Deal platform, a worldwide partnership between governments, businesses, labor unions and other organizations that promotes social dialogue as an avenue for developing decent working conditions and inclusive growth. In this connection, the Group regularly participates in a number of initiatives to exchange ideas and thoughts and to discuss these issues.

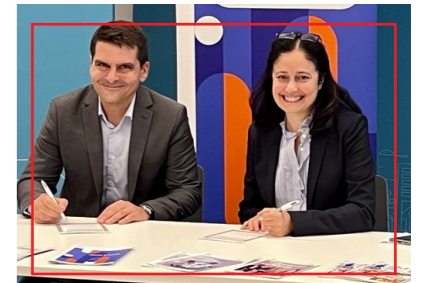
Management, the labor unions, Human Resources and employees, who comprise the key social dialogue players, interact via a structured dialogue at various levels of the Group.

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

In November 2023, a full-day seminar on the digitization of operations in the Group’s companies was organized with union representatives and held for Transdev’s European Works Council. It provided an opportunity to present the digitization strategy of the Group and of its subsidiaries, and to discuss the various digital tools deployed in the subsidiaries and the support processes in place. Also in 2023, the CSR initiatives of the Group and Transdev France were presented to the European authorities.

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

A French Group Works Council was set up to represent the employees of the Group’s French subsidiaries. It meets about three times a year and is composed of 22 employee representatives appointed by the labor unions that are representative



Transdev Group signs the “Cancer and Employment” Charter

To improve working conditions and provide support to employees affected directly or indirectly by cancer, Caroline Gonin, Transdev Group HR and CSR Director, signed the Cancer and Employment Charter in September 2023, with Thierry Breton, Managing Director of the French National Cancer Institute, in attendance. The charter encompasses 11 commitments, which seek to advance key goals such as acting on the perception of illness in the workplace, supporting employees in returning to work and keeping their jobs, and promoting health in general.

at Group level, and who are chosen from among their elected representatives to the bodies of the relevant subsidiaries. In particular, this French Group Works Council is informed of the development of activities, investment projects, employment trends, the Group's economic, financial and employment situation and the consolidated financial statements of Transdev and its subsidiaries. It is also systematically consulted on the Group's strategic policies, as well as on any transaction that may impact the economic and employment situation or the organization of the Transdev Group.

Since 2021, a National Healthcare Costs Committee allows to manage the healthcare costs reimbursement plans of the Group's subsidiaries in France.

The Group agreement on "exercising labor union rights and social dialogue within the Transdev Group", which was concluded in 2015 and amended in February 2019, was re-signed in February 2023. Its aim is to perpetuate constructive employment relations and organize the smooth exercise of labor union rights within the Group, and designates national labor union delegates and national coordinating labor union delegates. They have been provided with human and financial resources.

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

In response to the various crises, the Group's central bodies have increased the number of meetings they hold, generally in hybrid form with a combination of physical presence and remote participation: three French Group Works Council meetings, three European Works Council meetings, two National Health, Safety and Working Conditions Committee meetings and three National Healthcare Costs Committee meetings were held in 2023 to maintain ongoing social dialogue and prevent labor conflicts.

In March 2023, Transdev Rabat-Salé signed a collective bargaining agreement. It sets out the operating procedures for employee representative bodies and the rules and processes for managing industrial relations and social dialogue; the framework governing the compensation policy, social benefits coverage, skills development and social promotion; and the mutual commitments of the company, the social partners and all employees (respect for fundamental rights and internal rules on safety, work organization, occupational risk prevention and achieving the company's economic performance objectives).

In April 2023, Transdev Netherlands signed an agreement to negotiate a new collective labor agreement with the Dutch trade unions. The agreement provides a 15% pay increase over 27 months and an allowance, and sets up measures to reduce workloads.

In June 2023, a collective bargaining agreement on mobility within Transdev France was signed. This agreement is based on a system that provides common support for individual and voluntary mobility, thus facilitating job changes within the same region or in different regions.

Promote Diversity, Equity and Inclusion (DEI)

The Diversity, Equity and Inclusion roadmap is a Transdev Group priority and is coordinated by the Executive Committee. It establishes the global trajectory set by the Group. In the subsidiaries, a roadmap aligned with local issues and the local culture is defined.

The Group's DEI roadmap

Through the projects, programs and processes deployed, the Group ensures that every employee has an equal opportunity to succeed, regardless of their age, background, ethnicity, education, gender, disability, sexual orientation, religion/belief, marital status, union, organization or minority group, thus enabling them to develop their skills and serve its customers each day.

In 2022, Transdev published two documents setting out its commitments in this area: a diversity, equity and inclusion manifesto and charter, which formally describe the Group's ambitions and the means deployed:

- consistently meeting or exceeding legal and regulatory diversity and inclusion obligations in all regions where it does business;
- working collaboratively, conducting business and fulfilling obligations to the community and stakeholders without discrimination, bias or undue advantage for any group or individual over another;
- measuring and evaluating progress in terms of diversity and inclusion, both internally and against appropriate external benchmarks, and developing solutions to accelerate progress until the diversity goals are met and the diversity culture becomes a reality;
- accelerating change with respect to gender balance and progress towards gender parity at all levels of the organization;
- evaluating and rewarding the performance, potential and talent of employees according to their individual abilities and their contribution to the business, regardless of their origin or individual differences;
- monitoring and reviewing the application of HR policies and processes to ensure they are implemented without bias or discrimination;
- educating and training teams on diversity, equity and inclusion.

In the subsidiaries, a roadmap aligned with local issues and the local culture is defined.

In Australia-New Zealand, a roadmap was rolled out that focuses on six priorities: sexual orientation, gender, age,

accessibility, multiculturalism and reconciliation with Aboriginal populations. In 2023, Transdev Australasia initiated a "Dignity Audit." The objective of this audit is to identify opportunities and areas for improvement within Transdev Australasia, while continuing efforts to promote diversity, equity and inclusion for the long-term benefit of all employees.

In the United States, a roadmap has been defined on the basis of three strategic pillars: building an inclusive culture, promoting DEI, and recruiting diverse teams. In 2023, these efforts led to the addition of a diversity criterion in recruitment panels, the creation of a specific communication plan, the organization of a "Diversity Day", and the definition of minimum requirements and dedicated reporting systems.

DEI issues and, in particular, the priority program to accelerate progress in gender diversity, are reviewed, in turn, by the Executive Committee, the Board of Directors' CSR Committee and the Group Board of Directors. In the Group's main countries, the Group HR & CSR Officer and the Country HR Director meet twice a year to review local progress in gender diversity and the associated action plans.

In the United States, the Diversity & Inclusion Council has been rolled out, comprising 17 members who represent the range of employee diversity. It advocates, coordinates, studies and monitors strategic actions that promote diversity and inclusion. In Transdev Australasia, Diversity and Inclusion councils are systematically set up in each business unit, comprising a variety of profiles.

Supporting female talent

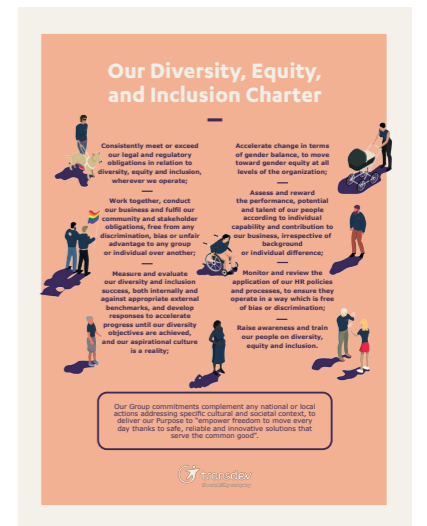
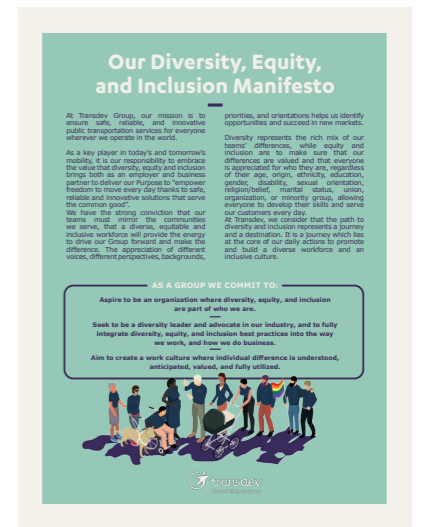
Transdev has set up a priority program to accelerate progress in gender diversity and set itself the **target of having 34% women among Top Executives by 2030**.

Catalyst tools of the DEI priority program			
recruitment: developing the conditions for forming diverse teams	employee development: ensuring equal access to training and strengthening team development	communication: celebrating diversity, raising awareness and developing partnerships	deploying performance measurement and management tools, in conjunction with the HR teams and the Group's countries

The ExCom women's mentoring program reflects the Group's commitment to developing diversity, equal opportunities and inclusion at all levels of the company, as a driver of performance and innovation, but also to boost the Group's appeal as an employer. Each participant in this program is assigned a mentor, who is a member of the Transdev Group's Executive Committee. Together, they set development goals for the mentee and have discussions once a month. The goal is to promote each person's development, both the mentor and the mentee, by capitalizing on the sharing of experiences. Participants also benefit from a training program to help them develop their leadership skills. **In 2023, the program was rolled out for the second consecutive year, with a group of nine female employees.**

The Group's ambition is also to develop mentoring for women in other countries, as it is already the case in France, the United States and Portugal.

In France, the "Leader au Féminin" program is the local version of the ExCom women's mentoring program. This program aims to develop a pool of female talent, who will occupy key operational positions in the future, and targets both external and internal talent. The program's structure consists of major stages to ensure successful integration: a period of immersion in different networks (urban, interurban) to discover the diversity of businesses and the various aspects of network management, meetings with head office employees, completing a training program called "Company Management Pathway" that includes a number of modules (management, steering



Transamo's commitment to gender diversity

In 2023, Transamo, a Transdev subsidiary, signed the Gender Diversity Charter drafted by Syntec-Ingénierie. By doing so, Transamo has undertaken to foster the role of women in engineering and to take steps to improve the image of engineering among young people, particularly girls; to ensure equal treatment of women and men throughout their careers; to encourage a healthy work-life balance for all employees; and to promote access to management positions for women by developing upward mobility.



Women’s careers in the spotlight

To mark the International Women’s Rights Day on March 8, 2023, Transdev rolled out its “Embrace Equity” communication campaign. This campaign showcased the diversity of women’s careers within the Group through a variety of outlets: a dedicated web page, publications on social networks, and joint interviews in “video postcard” format.

social dialogue, budget management), the opportunity to obtain a transportation qualification, and a mentoring program. The program also includes regular meetings with participants’ HR advisors. In 2023, four women participated in the “Leader au Féminin” program.

Awareness raising and training of employees

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

A Diversity, Equity and Inclusion module is available on the Group’s digital learning platform. It presents Transdev’s strategy and goals, examples of how they are applied, and current initiatives in the various countries or in other companies. This module also provides advice on concrete actions that can be implemented at an individual and managerial level.

Since 2023, a dedicated DEI module has also been included in the Group induction program (distance learning individual module), in development programs such as “Trans’Lead”, “On the Launch Pad” and “In’Pulse” (distance learning module and/or in-person workshops) and in the “Trans’Lead Frontline Manager” training program.

Internal communication tools have been developed, such as a dedicated web radio station. Employees are also encouraged to share best practices on the Viva Engage corporate network, on which a community dedicated to diversity, equity and inclusion has been created.

Inclusion of the most vulnerable

This year, in connection with the implementation of the approved disability agreement, work was carried out by the Group’s Disability Mission, with local HR departments, employee representatives and the labor law department. The approved disability agreement is intended to continue and expand the work begun the Agefiph agreement, under which Transdev carried out the following actions in 2022 and 2023:

- awareness-raising initiatives aimed at the entire workforce;
- three people with disabilities hired at the Group’s head office;
- support provided to employees in having their disabilities recognized and workstations adapted to ensure they can keep their jobs in the long term;
- assistance provided to the purchasing department’s efforts to increase purchases from the disability sector.

Key performance indicators

KPIs	2022	2023
Absenteeism rate	8.1%	6.8%
Employee turnover rate	24.0%	23.0%
Percentage of employees who received at least one training course during the year	83.9%	97.9%
Percentage of employees who have had an annual interview (Group Top Executive and Top managers)	82.9%	91.3%
Percentage of women among Top Executives	26%	23.3%

In 2023, all the initiatives deployed by the Group teams proved their worth, with a four out of five improvement in HR indicators. Since 2022, all the Group’s countries have been committed to improving the retention and engagement of Transdev employees in a holistic approach touching on the key elements of the “Employee Experience”.

The launch of a global employer branding campaign in 2023 helped recruitment departments attract the best candidates, who were also able to benefit from a more comprehensive and robust integration path thanks to the “Welcome@Transdev” program.

In 2023, the Group’s talent management processes became an integral part of managerial rituals, with new career opportunities including international mobility. Group managers (especially first-line managers) took part in new training programs dedicated to the key skills of their role and Group culture, and the Drivers@Transdev program supported efforts in the field to offer differentiating working conditions, particularly in terms of flexible working.

In 2023, turnover fell by 1 point, a trend reversal driven by the performance of six Group countries, including the United States and Canada, which benefited from the performance of the First Transit teams integrated this year.

In terms of absenteeism, the measured improvement of 1.3 points reflects the positive impact of the actions undertaken in the Group’s seven main countries, despite deteriorated performance in those countries penalized by social movements in Europe and North America in 2023.

The annual appraisal and training processes are mature and widely deployed, and performance continues to improve thanks to the collective efforts of corporate and country functions.

The overall improvement in the Group’s ability to retain its employees will remain at the heart of our HR strategy and projects. In 2023, Transdev reinforced its actions to promote gender diversity; despite this, the proportion of women in the Top Executives management circle is declining. The structural imbalance in the distribution of men and women in the public transport sector, particularly in operational functions, has had a negative impact on the rate, with the integration of the First Transit teams as well as the integration of operational positions in Germany, which are predominantly occupied by men.



Awareness-raising actions against school bullying carried out by the Tadao network in partnership with ADN Kids.

Last May, Transdev and ADN Kids signed a partnership agreement to work together to combat bullying at school. Tadao is proud to be the Group’s first network to join forces with this association to carry out concrete actions.

In early September, Tadao organized an awareness day focusing on the partnership with ADN KIDS. The program for the 80 attendees included:

- A complete presentation of the approach;
- A training session facilitated by the association for prospective Tadao contacts and to any employee wishing to volunteer with ADN Kids.

Tadao also took advantage of the start of the school year to work on two information documents with ADN Kids:

- one for schools and charities to publicize the program;
- the other for young people and their families, containing useful information and contacts.

Next steps: Mastery of the ADN Kids method by trained staff and implementation in schools on request.

Key figures

102,027
employees

29,426
recruitments

26%
of women in the workforce

220 assistance missions
carried out by

95 e.team experts

Achievements

Transdev Île-de-France's "Destination 500 Jobs" campaign

Transdev Île-de-France needs to recruit nearly 500 drivers. To meet this challenge, the "Destination 500 Jobs" campaign, which was launched in 2022, has activated a variety of means of action. Partnerships with key players in the employment field (temporary employment firms, associations, the French unemployment agency) have been developed, along with a dedicated training plan to recruit and train new drivers. A widely deployed communication campaign has significantly increased the number of applications. Throughout the year, the "Job Bus" visited communities in the region. The visits of this innovative vehicle, which is equipped with a driving simulator, provides job seekers with the opportunity to meet a team of professionals and to discuss jobs with the people who actually hold them.



Transdev Australasia recognized as a "5-Star Employer of Choice"



In 2023, Transdev Australasia won HRD Magazine's "5-Star Employer of Choice" award. Each year, this award recognizes cutting-edge organizations and best practices in human resources management. This recognition is a testimony to Transdev Australasia's commitment to creating the highest level of working conditions for its employees.

CareProjects: a new collaborative platform

The CareProjects platform, which has been accessible since 2023, seeks to optimize the dissemination of information on Quality of Life and Working Conditions (QLWC) issues, as well as to promote Diversity, Equity and Inclusion (DEI). The platform, whose main target is the management hierarchy, as well as the HR, CSR and QSE departments, aims to inspire teams by centralizing information on support systems. It includes general information on QHCT and DEI issues, a schedule of Transdev's actions in connection with national and/or global theme days, current events, and a database of best practices at Transdev, in France and throughout the Group.

A training program dedicated to people with low employability

In the Netherlands, a new pilot project was launched in partnership with Amsterdam's Employer Service Desk. It enables people with low employability to find jobs in the transportation sector. In 2023, nine beneficiaries of this project entered a bus driver training course. Throughout their training period and during the first few months of their employment contract, they will be mentored by a professional coach.



Transdev Rabat-Salé signs a partnership contract with Handicap International

In 2023, Transdev Rabat-Salé signed a partnership agreement with Handicap International to promote the recruitment and integration of people with disabilities. A variety of actions have been carried out under this partnership: an accessibility audit of Transdev Rabat-Salé's premises (buildings, sales offices, stations); a review of the positions within the company that could be filled by people with disabilities, carried out in conjunction with the Human Resources Director; and training sessions for ticket inspectors in best practices for accommodating passengers with disabilities. Future actions will include setting up volunteer programs outside working hours for employees who wish to participate.

Transdev France launches its first "Graduate Program"

In autumn 2023, Transdev France launched its "Graduate Program", which includes a degree course in partnership with ENTPE, a school that trains engineers and doctoral students in sustainable community development. Each year, a class of around twenty people, both beginners and people with experience, may apply for this program. Internally, it is aimed at employees who already have experience in operations and wish to have their experience recognized by a degree and, externally, it focuses on recent graduates who wish to enter the world of mobility and quickly acquire operational responsibilities. At the conclusion of this work-study program, participants are awarded the program's degree in "Passenger Transportation Operational Management" and the Transportation Certificate of Professional Competence by equivalence.

IV.

**Transdev,
commits
to safe mobility**

IV. Transdev, commits to safe mobility

Ensuring everyone's safety

As a mobility operator, ensuring health and safety is an absolute imperative for Transdev, in all the countries where it operates and for all its activities. This responsibility is also the indispensable prerequisite for the satisfaction, well-being and confidence of employees, passengers, customers and communities.

Ensuring everyone's health and safety, and providing a safe and healthy traveling and working environment, requires collective action each and every day. To prevent accidents and manage the risks associated with its activities, the Transdev Group deploys a global continuous improvement approach based on the dissemination of a safety culture at all levels of the company.

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

Commitments

The Transdev Group's commitment to health and safety is based on a clear vision: striving for "zero harm".

As a fundamental aspect of the Group's shared culture, Transdev aims for operational excellence by focusing on the following four strategic priorities:

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

This vision is implemented on the basis of an ISO 45001-compliant safety management system, a dedicated organization and community, and a shared objective: to improve the lost time injuries frequency rate each year.

A dedicated policy and organization

Transdev's policy sets out its commitment and approach to managing health and safety issues, including the responsibilities of management and employees.

This policy is applied throughout the entire company through a system of continuous actions. Locally, the teams deploy

action plans in partnership with all players active in this area (customers, road authorities, rail authorities, occupational safety agencies).

The Group Safety Department establishes the policy, monitors its implementation, and promotes a positive and proactive safety culture in the various countries. It assists the countries to define action plans and improve performance.

Performance indicators are selected at Group level: lost time injuries frequency rate, lost time injuries severity rate and major accident rate. Each country also reports and tracks more detailed indicators, such as serious passengers or third parties injuries rate, road accidents rate, or the number of derailments. Each of these indicators is broken down by mode of transportation.

Every quarter, a consolidated safety and security report is produced, which provides an overview of each country's performance and areas for improvement. Safety performance is reviewed with the management in each country, and action plans are put in place to remedy any gaps.

The Group Safety Department reports to the Group Executive Committee on a quarterly basis.

Since September 2023, the health and safety performance of the seven major countries for Transdev has also been presented to the Board of Directors.

Safety management system

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

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

Health and Safety community

To facilitate the sharing and dissemination of a common culture, ongoing exchanges with the countries to circulate and duplicate best practices are held through a community of dedicated officers. These officers contribute to the advancement of the Group's trajectory toward its goals of being a leader in health and safety.

The Group's Safety Department coordinates this community. It holds periodic meetings with the community to discuss performance, emerging risks, best practices adopted, and innovative solutions. The expertise of countries with an advanced safety culture can benefit all countries.

Each year, the Group Safety Department organizes a Health and Safety seminar for all country Safety Directors. It is an opportunity to take stock of performance and highlight a particular theme. In 2023, the seminar was devoted to the central role of managers in promoting and disseminating a culture of health and safety at work. The 28 participants, from 12 countries, attended presentations on Transdev's health and safety ambitions and dedicated programs, collective reflection workshops, and exchanges of best practices.



2023 Safety Seminar

Actions deployed

Transdev's ten safety principles

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



Training and awareness-raising

Employees are regularly trained and made aware of health and safety issues. A notable example is the safe driving program, which offers techniques and technological solutions to assist drivers in adopting safer driving techniques, such as smooth acceleration, gentle braking and maintaining a safe distance between vehicles. These initiatives have directly contributed to reducing the number of accidents.

In the United States, Transdev has teamed up with Mobileye® to set up a camera sensor system that integrates real-time warnings and alerts. The camera sensor constantly monitors the road (pedestrians, cyclists, hazards, other vehicles). If a collision or danger is imminent, visual and audio alerts warn the driver. These alerts enable drivers to make the necessary corrections in a timely manner and avoid potential collisions or mitigate their severity. Starting in 2019, the latest Mobileye



Transdev Australasia makes a commitment to mental health in connection with “R U OK?” day

This year, Transdev Australasia once again took part in the national “R U OK?” action day, which strives to reduce the stigma surrounding conversations about mental health in the workplace and to provide help to people with mental health issues. Various events were organized in the country’s subsidiaries:

- Transdev John Holland held an awareness-raising day for its employees to promote positive mental health.
- In Sydney, Transdev teams traveled throughout the ferry network to engage discussion on the theme of well-being and mental health.

upgrade has been installed in the entire fleet of Transdev USA, consisting of around 1,700 buses of various sizes and types.

Each year, Transdev France rolls out a safety awareness campaign. In 2023, the focus was on traffic-related risks on sites and depots. For the duration of the campaign, from March 20 to April 28, each site held a series of fifteen-minute safety sessions and workshops on various themes. These workshops, which could be compulsory or optional, mobilized a great number of Transdev employees around the issues covered by this safety campaign, such as reversing into parking spaces, wearing high-visibility vests, and being aware of the dangers of blind spots and the risk of collisions with soft mobility users.

Mental health

Addressing psychosocial risks is a major component of Transdev’s commitment to protecting the health and safety of its employees. This issue has become even more important since the Covid-19 health crisis. The Group pays particular attention to the mental health of its employees.

Regular evaluations and employee feedback are invaluable tools for identifying necessary adjustments and responding to specific needs, such as providing ergonomic equipment, sharing best practices, or setting up mental support initiatives.

For the past several years, Transdev France has worked with *Stimulus Care Service*, a leader in the field of well-being and psychological health in the workplace. The firm assists companies by developing workplace mental health strategies, promoting healthy managerial practices, and offering employee services, such as online coaching by a network of experts and advisors. In addition, mental health awareness days are held on a regular basis, for example in Australia, New Zealand and France in 2023.

Key Performance Indicators

KPIs	2022	2023
Lost time injuries frequency rate	20.68	16.65
Lost time injuries severity rate	2.19	1.77
Major accident rate	0.03	0.03
Number of major accident	54	65

Transdev manages its safety performance by focusing on these three critical key performance indicators (see above). In 2023, Group’s operation has recovered from pre-pandemic levels. Our lost time injuries frequency and severity rate had reduced because there was a renewed focus on occupational and operational health and safety. Action plans are put in place to identify accident root causes and trends as well as taking corrective actions to reduce the likelihood of similar events reoccurring. Although our major accident rates are stable, the number of major accidents have increased since last year. Transdev ensures the learnings of major accidents are shared and drives accountability across the Group to reduce the likelihood of similar events reoccurring. Transdev will continue to be proactive in the management of the health and safety of our employees, passengers and communities.

Key figures

10
safety principles defined

+5 000
managers have obtained Health and Safety Certification

96.5%
safety management system compliance for audited entities

48
meetings organized by the Group Safety Department to monitor the safety performance of the countries

Achievements

“Hold the Bar” campaign on Barcelona’s trams



In Spain, on the Barcelona tram line, Transdev launched an awareness-raising campaign to encourage passengers to hold the handrail while standing. Throughout this campaign, from April to June 2023, visual panels were displayed and audio messages were broadcast inside all trams, at stops and ticket offices, as well as on social networks.

Safety culture: “Safety Corner” launched in the United-States



In the United States, a dedicated safety page has been added for Transdev employees to the website. It presents Transdev’s health and safety commitments and, every two months, highlights a particular theme. For example, in September and October 2023, the theme was “Expect the Unexpected”, a focus on pedestrian safety, particularly at the start of the school year period and the change of season, which create specific road hazards.

Compensation program for U.S. workers

Transdev United States enables its employees who have work restrictions following a work accident to return to work through a partnership with *Transitional Work Solutions*, which helps place employees with local non-profit organizations. This program offers employees the opportunity to return to productive work in a limited capacity immediately following an injury or illness, if they are unable to work full time due to restrictions placed on them by their physician. Although the primary objective of this program is to enable employees to regain their health and return to work, the additional benefits of an immediate return to work may include cost savings, increased productivity, reduced sick leave and overtime, improved morale, and a shorter recovery period.

Transdev Netherlands’ Vitaal Program

Transdev Netherlands has set up a health and well-being program called Vitaal Transdev. This program is designed to make the company’s organization more resilient and to provide a safe and secure working environment for employees. The program offers a calendar of activities on a variety of topics (exercise, mental health, healthy eating, sleep, quitting smoking, relaxation, finances) that is shared with all team leaders. Videos, tips and training are also offered to help employees on these matters.



Safety culture in Sweden



Transdev Sweden has started a conversation about defining and improving its safety culture. The driving force behind this program is the principle of Transdev as a values-based company that has clearly explained the requirements for a robust safety culture and how it helps employees in their everyday lives. The focuses of the program are leadership, a culture of fairness, a commitment to safety, communication, and secure working systems. A robust safety culture is also an essential prerequisite for obtaining a public transportation operating license. For rail operations, this requirement is imposed by European law.

Ensuring everyone's security

Ensuring everyone's security and providing a secure environment is a key concern for all stakeholders and a daily priority for Transdev.

Security has a direct impact on passenger numbers, the quality of working conditions, and customer satisfaction. The Transdev Group has put in place a full range of human, technical and organizational measures designed to protect the physical and psychological integrity of passengers and employees.

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

Security Policy

Identifying security risks, assessing their significance, and implementing a suitable response is a complex endeavor that must take into account an array of contextual factors and requires a global and operational approach. In all countries where the Group operates, dedicated policies and concrete measures, such as mobilizing teams, installing innovative equipment and setting up partnerships, all play an active part in making transportation safe for everyone. The Transdev Group's security policy sets out its global approach to ensuring the security of the people and property. It focuses on four priorities:

- local security management in close cooperation with local institutions and authorities;
- passenger awareness to increase prevention of the main security risks;
- the compliance of security actions, methods and tools with the Group's ethical principles and national laws;
- sharing best practices between countries through the security community.

Security management system

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

The Group works continuously to improve it. One of the components of the Group's CSR strategy for 2030 is to develop the security management system by working with the countries to adopt common standards that are harmonized across the Group and in line with international requirements.

Security reporting is accessible in a common data analysis and graphing tool (Power BI). Since December 2021, the contributing officers of each country submit monthly reports

at the entity level. This increases the reliability and quality of data and facilitates comparison between countries.

In 2023, the focus was on ensuring that comprehensive data on physical assaults on passengers was collected, and on increasing the coverage of this indicator in all countries. A continuous improvement approach will be applied to this process in the coming years.

Security community

In accordance with the Group's security policy (updated in 2023), a security officer has been appointed in each country where Transdev operates. The Group's Security Department leads and coordinates the community of country security managers by holding regular discussions to share best practices and actions plans worldwide.

In France, an annual two-day seminar is held for security officers. In 2023, around 40 people attended the event and shared experiences, best practices and regulatory developments. In addition, in-house and outside experts were invited to speak on key issues, such as social mediation in public transportation and the importance of high-quality security data.



Actions deployed

Training and awareness-raising

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

Transdev Group has developed online training on incorporating security into the operational management of activities. This training raises awareness of security issues among the 3,000 managers and, more specifically, on

managing and reporting security incidents in accordance with the Group's whistleblowing procedures.

In France, Transdev has created a training module focused on preventing and handling conflict situations. The primary target audience of this module is drivers, as well as all people in direct contact with passengers. Trainees learn and understand the mechanisms of conflict and learn to anticipate it in order to mitigate its impact. They also put into practice a range of conflict avoidance and de-escalation techniques through practical case studies. These sessions are also an opportunity for employees to share and discuss conflict situations experienced in the course of their work. In Canada, this training module was used as a model for the "Aggression Prevention" ("Prévention des agressions") training program. This training program for all Transdev Canada employees teaches the attitudes and language to use in order to best handle and defuse conflict situations with passengers.

Transdev France teams have also developed a specific training module on preventing and combating sexual harassment and violence against women in public transportation. At the end of this training, consisting primarily of workshops and role-playing exercises, trainees are able to identify sexist aggression and sexual assault and apply the victim assistance procedure, adopting the appropriate support approach.

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

Reassuring and dissuasive human presence

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

Innovations for increased security

Technological innovations contribute to greater safety and security in transportation. Data on incidents and rude behavior collected by internal and external tools feeds the databases and improves reporting of incidents and rude behavior by diversifying the source channels (passenger crowdsourcing, recovering alert signals from vehicles, detecting risk situations by audio and video analysis). This information, which is consolidated and shared with local authorities, is used to offer solutions that reassure passengers and encourage the use of public transportation, deter rude behavior, and provide faster and more effective responses.

In 2022, on the International Day for the Elimination of Violence against Women, Transdev France signed a partnership agreement with UMay, a leading mobile app against street harassment and sexist and sexual violence in public areas.



This collaboration expands this initiative into public transportation and has led to a series of actions, such as:

- training and awareness-raising for employees on providing assistance to victims of aggression or harassment;
- creating designated "Safe Places" (safe places for people in distress) within sales agencies;
- developing features in the app specifically tailored to mobility using public transportation.

Sales outlets and agencies within the Vitrolles pilot network, an entity of Transdev Alpilles Berre Méditerranée, have been designated "safe places" in the app, and UMay has trained teams in the "R method" (Collect, Reassure, Inform) for dealing with victims. Since November 2023, six of the network's employees have also become in-house trainers and are able to train drivers on this issue.

Target

90%

of the network's drivers trained by September 2024

This partnership is now being extended nationwide and new developments are under study, such as adding a conversation module that would allow users who feel unsafe to contact the security control center directly.

Collaboration and expertise sharing

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

In Sweden, security managers are regularly invited by local law enforcement agencies to attend awareness-raising meetings on major issues such as combating drug trafficking, crime and recidivism, preventing radicalization and combating terrorism.

Transdev also assists public transit authorities with studying new security strategies and the possibility of setting up transit police forces or deploying private security agents in the networks. Its benefit is that it provides backup and an operational interface for crime prevention and crime-fighting missions.



Transdev joins the network of defense partners

Transdev and the French National Guard signed a long-term partnership agreement on December 18, 2023.

Although the primary aim of this agreement is to support the operational reserve forces, it also establishes a framework for joint work carried out in a spirit of public service, as Transdev will facilitate the commitment and availability of its reservist employees. This example of civic action contributes to the implementation of safe solutions at the heart of cities and communities.

By signing this agreement, the Transdev Group joins the network of defense partners, comprising 1,000 companies, local authorities and higher education institutions that support the operational reserve forces.

Combating terrorism and preventing radicalization

In coordination with the police forces and in accordance with government guidelines, Transdev adapts its vigilance measures depending on terrorist threat levels. In each country, Transdev takes particular care when hiring employees, especially drivers, who are in direct contact with passengers. The counter-terrorism policy is managed by the countries in accordance with national guidelines. In France, all applicants for a position in public transportation companies classified by decree as sensitive systematically undergo an administrative security investigation by the National Police.

Key Performance Indicators

KPIs	2022	2023
Lost time injuries frequency rate due to assault	3.10	2.47
Lost time injuries severity rate due to assault	0.42	0.37
Rate of physical assaults on passengers	1.03	0.37

The year 2023 was marked by an increase of hours worked and kilometers traveled, due to the acquisition of First Transit in the United States and Canada, the start of operations on the Quito metro and new contracts in several countries. At the same time, the number of reported assaults against employees or between passengers remained stable compared to the previous year, which explains the decrease in the frequency and severity of these incidents in 2023.

From an overall standpoint, the quality of the data reported has been improved thanks to the work carried out in close liaison with the safety referents in all countries to analyze and improve the reliability of reporting. For France, incidents characterized as fights and brawls have been excluded from the definition of the rate of physical assaults on passengers indicator.

In accordance with the national nomenclature for recording incidents of transport crime drawn up by the Ministry of Transport and shared by all operators. In addition, a new safety organization has been set up in France, based on a safety policy adapted to the country's challenges, the appointment of a safety referent in each region and the definition of a robust reporting process. This organization has led to a marked improvement in the coverage rate for this indicator in 2023.

Key figures

100 %

of the countries where Transdev does business covered by a national security officer

2,250

managers received training on security issues

Achievements

Survey of perceptions of personal safety in public transportation

In 2023, the Transdev Group, in partnership with the Enov research firm, carried out a survey on the perception of personal safety in public transportation in order to update and increase its understanding of this issue and identify effective ways of improving the feeling of personal safety in public transportation. The survey revealed that insecurity is the second greatest concern for more than half of those questioned (56%), and that the three actions deemed most effective are on-board video surveillance cameras, an increased security presence, and on-demand stops. These safety measures would encourage 87% of respondents to use public transportation more frequently.

New partnership between Transdev and the National Gendarmerie



In March 2023, Edouard Hénaut, CEO of Transdev France, and Army General Olivier Kim, Director of Operations and Employment, signed a master agreement to enhance operational coordination and information exchanges in the fields of road, rail, maritime, infrastructure and cyber security. Under this agreement, with the support of the General Directorate of the National Gendarmerie (DGGN), Transdev has launched a series of awareness-raising and training initiatives for its employees.

Conference on personal safety in public spaces



Transdev was a partner of the “Safety in Public Spaces Is Everyone’s Business” (*“La sécurité dans l’espace public est l’affaire de tous”*) conference, which was organized by Umay in February 2023, and participated in the discussions on the means needed to increase the feeling of personal safety in public spaces. This conference, which was introduced by Marlène Schiappa, former Secretary of State for the Social and Solidarity-Based Economy and Non-Profit Associations, was an opportunity for Transdev to reiterate its commitments to making mobility safer and less stressful for all passengers. During a round table on the roles of private players, Transdev shared its experience in the areas of collaboration and liaising with local ecosystems, such as giving talks to school groups and non-profit associations or conducting joint security operations with the police.

Training on handling rude behavior

In July 2023 in Meaux, the national police in Seine-et-Marne offered a joint training session for police officers and ten Transdev employees (drivers and ticket inspectors) on handling rude behavior on public transportation. After a morning spent on theoretical aspects, the afternoon was devoted to practical exercises and role playing on Transdev buses. This training session enhanced employees’ conflict management skills. The training session had two objectives: teaching useful techniques and providing Transdev employees and national police officers with an opportunity to get to know each other better in order to improve their cooperation in the field.





**Transdev,
a sustainable
mobility player**

the mobility company

V. Transdev, a sustainable mobility player

Acting for the environment and climate

On a global scale, mobility plays a major role in environmental and climate issues. To build sustainable mobility that contributes to carbon neutrality, we need to convince as many people as possible to opt for public transport. The Group is convinced that public transportation paves the way for a transition that provides a healthy environment while offering the opportunity to travel freely.

This is why Transdev is working to offer mobility solutions that are more respectful of the environment, more equitable and more inclusive. Working closely with its stakeholders, the Group continues to develop relevant alternatives to the private car, which take account of local needs and ensure optimal coverage of local areas. In particular, Transdev is continuing its efforts to transition its fleet: by the end of 2023, the Group operated 1,622* zero-emission (as defined by the Taxonomy) buses and coaches worldwide, and for each new project it proposes the energy solution that is best suited to local constraints: electric, biogas, biofuel.

FIELD



CHALLENGES

- Decarbonization of our fleet and zero emissions
- Local pollution from transportation and operations
- Sustainable and circular use of resources
- Global carbon footprint
- Preserving biodiversity
- Energy transitions of operations
- Resilience to climate change

RISKS

- Accidental / gradual ground pollution
- Gradual air pollution
- Regulatory and contractual non-compliance in environmental matters

Commitments

Faced with the need to decarbonize the transportation sector, the ecosystem is restructuring, regulations are becoming more restrictive, and political commitments in the regions where Transdev operates are increasingly ambitious.

Transdev fits into this ecosystem and shows its commitments by taking into account market analyses, new regulations, local and national political commitments, and the sector's production capacity (particularly in the United States, Europe and Australia).

*consolidated scope excluding First Transit United States

SCOPE 3
Measure our scope 3 emissions to support the credibility of our positioning

2023 | **2024** | **2026**
Scope 3 calculation for top 5 countries | Global scope 3 calculation | Mandatory reporting with CSRD

Promote
a modal shift

Achieve
fleet decarbonization

1.5°C
Ensure we are on a 1.5°C trajectory in line with our shareholders' commitments

2023 | **2026**
Launch of cross-functional reporting (Taxonomy & CSRD) | Launch of SBTi*-certification process

* or equivalent

Since 2020, the "Moving Green" strategy, one of the Group's priority programs, has focused on the following commitments:

- reducing the carbon intensity of the Group's fleet by 30% by 2030 (base year: 2018);
- increasing the alternative fleet by 50% by 2030 (base year: 2018);
- reduce the NOx emissions of the road diesel fleet by 50% by 2030 relative to 2018 levels.

The Moving Green strategy is deployed in each country in line with local issues, customer expectations and local laws.

The Transdev Group is committed to supporting its customers and suppliers in deploying efficient, low-carbon mobility solutions, drawing on the zero emission expertise of its teams and the opportunities offered by responsible financing.

To support the countries, Transdev is expanding its tools for measuring environmental impact, both the footprint per passenger carried and of the entire value chain (Scope 3). This is an essential prerequisite for achieving our objectives and mobilizing the capital needed to finance this transition.

Reporting and transparency

In connection with its Moving Green strategy, Transdev has strengthened its reporting systems to meet the requirements of the Taxonomy Regulation, which was adopted by the European Union in 2020 with the goal of redirecting capital flows towards sustainable investments, promoting transparency over the long term, and integrating the concept of sustainability into risk management, as well as to anticipate the future application of the Corporate Sustainability Reporting Directive (CSRD).

Carbon impact transparency throughout the value chain is a major regulatory development. The Group launched the "Vision Scope 3" project in 2022 to measure its carbon impact. The aim of this project is to collect data on Transdev's indirect emissions, i.e., emissions of suppliers (upstream Scope 3) and customers (downstream Scope 3). This project is a key step to providing the Group with a global view of total emissions. A number of countries, including France, Germany, Australia, the Netherlands and Sweden, are taking part in this project to produce an initial estimate of their Scope 3 emissions.

Transdev has performed a complete calculation of all Scope 3 categories for one country and for all of the Group's modes of transportation. This calculation identified the following categories as significant: 1. Purchased goods and services, 3. Fuel and energy related activities, 6. Business travel, 7. Employee commuting, 8. Upstream leased assets. These categories, which cover over 95% of Scope 3, are currently being



Transdev Netherlands, which includes the Transdev/Connexion OV, Connexion Taxi Services and Witte Kruis operating divisions, has set itself higher targets for the years 2022-2025, in line with government commitments:

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



In Australia, Transdev launched a new fleet emissions monitoring system in 2023, which will help improve the performance of buses in certain Australian cities. This environmental dashboard will measure the amount of fossil fuels used (diesel, compressed natural gas, gasoline and electricity), as well as the water consumption of over 2,000 Transdev buses, trams and ferries in Sydney, as well as buses in Perth and Brisbane.

rolled out in all Group countries, which will collect the relevant data annually. In 2023, Scope 3 emissions were calculated for 65% of the Group's revenue.

As Transdev provides passenger transport, its activities do not include downstream transport. "Indirect emissions from downstream transport" (3.9) are therefore zero.

Emissions linked to the transport of purchased products (vehicles, spare parts, equipment) are included in emissions relating to the manufacture of these products in the corresponding Scope 3 categories.

Emissions from transport subcontracting, estimated at 187 kt of CO₂e in 2023, are therefore included in the "indirect upstream transport emissions" category (3.4).

Environmental policy

Controlling the environmental impacts requires analyzing the significant risks inherent in due diligence duty and compliance with Directive 2014/95/EU of the European Parliament.

This in-depth study highlighted the main environmental risks:

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

Transdev Group has adopted an approach that aims to preserve ecosystems in the long term by focusing on the following main areas:

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

Environmental Management System

Transdev monitors its environmental impact through its Environmental Management System (EMS). This system detects and measures impacts with a view to continuous improvement, based on a quality assurance approach to processes and infrastructure certification. The EMS provides detailed reports on local pollution, energy consumption, carbon emissions, and water and waste management. The system is a tool for ensuring regulatory compliance and achieving Transdev's environmental policy objectives.

This effective network quality management tool has been deployed by many of the Group's entities and adapted to local specificities.

The EMS is monitored and the Group's objectives and programs are coordinated by the Climate & Environment Department, which reports to the Strategy and Transformation Direction. The Climate & Environment Department works with the environmental coordinators of the Group's subsidiaries. In the countries, the QSE communities are responsible for implementing the EMS at the operational level.

Actions deployed

3 action points

Acting with customers

Transdev's Zero Emission team provides expert assistance around the world to help clients engineer the energy transition

Offer specific services to help local authorities reduce their local carbon footprint through funding

Appeal of public transportation and modal shifting

Adapting the transportation offer to passengers' needs

Improving the customer experience

Deploying a marketing plan that targets communities dedicated to the modal shift

Operational excellence

Preserving and protecting ecosystems

Circular economy solutions

Training and awareness-raising

demanding regulations such as the European directive on the promotion of clean and energy-efficient road transport vehicles, as well as the introduction of dedicated funding programmes in Europe and outside Europe (Zebra programme launched by the United Kingdom government).

In 2023, new electrical solutions were widely deployed:

- in Santiago, Chile, Transdev and its Redbus Urbano (RBU) subsidiary placed 238 electric buses in service. At the same time, the equipment needed to recharge these buses was installed in three depots;
- in Bogotá, Colombia, Transdev and its local partner Fanalca operate the largest electric bus fleet in South America consisting of 406 buses, and have built the largest electric bus depot in the world (outside China), with an area of over 40,000 m²;
- in the United Kingdom, Transdev Blazefield placed an order for 39 new electric buses with the aim of fully electrifying its Harrogate fleet;
- in Portugal, ten new electric vehicles and one electric ship were placed in service;
- in Gästrikland, Sweden, 53 electric buses are now on the road;
- in the Netherlands, Connexion Taxi Services (a Transdev Group subsidiary) purchased 168 electric vehicles that will be used in the recently awarded concessions in Breda, Etten-Leur, Zundert and Almelo;
- in New Zealand, Transdev Australasia added three new electric buses to the Auckland network;
- in Bavaria, Germany, the first hydrogen-powered train was tested in partnership with Bayerische Regiobahn, a Transdev Germany entity. Its launch is scheduled for 2024.

Transdev is also a pioneer in hydrogen-powered public transport, which, like battery-electric technology, is a "zero emission*" solution. It is an energy solution that is suitable for certain operational situations where batteries are not appropriate. In 2023, Transdev's fleet included a total of 49 hydrogen-powered buses and coaches (consolidated scope excluding First Transit United States).

In Bogotá (Colombia), Transdev's subsidiary Green Mòvil is running the first hydrogen-powered bus in Latin America for a period of eight years. The fuel will be certified green hydrogen from renewable origin. With a single hydrogen refill, which takes only eight minutes, the bus has a range of 450 km.

Transdev is also contributing to the emergence of hydrogen ecosystems in local areas in order to optimize the energy market through short circuits and large volumes, such as in Toulouse, with the inauguration in 2023 of a station for the production, storage and distribution of renewable hydrogen to run the Transdev Occitanie Ouest shuttles to the airport.

In October 2023, Transdev United States joined the Hydrogen Fuel Cell Bus Council. This group is made up of public transportation agencies, suppliers and manufacturers working together to promote the use of hydrogen-powered buses in the United States and to share best practices.

Zero-emission* mobility

The electrification of transportation networks is a major issue for public transit authorities worldwide due to its contribution to the energy transition and to reducing air pollution. The Transdev Group is playing an active role by deploying a zero-emission fleet on a wide scale. By acquiring in-depth knowledge of its entire value chain, Transdev seeks to identify optimal, innovative and appropriate operational solutions. To develop these solutions, which carry significant costs, financing is a major issue for all players.

Transition of the vehicle fleet

Transdev deploys zero-emission* transportation solutions that are based on a different energy mix and are tailored to the geographical, climate and usage specificities of each community. By the end of 2023, the Group operated 1,622 zero-emission* buses and coaches (consolidated scope excluding First Transit United States), making Transdev an international leader in the electrification of public transport fleets.. In addition, the Group's fleet includes over 4,773 gas and biogas buses and coaches (consolidated scope excluding First Transit United States)..

This is a priority program for the Group, which has set itself high ambitions in terms of fleet electrification, in line with

*as defined by the Taxonomy

Transdev is also contributing to the gradual conversion of diesel bus and coach fleets to electric vehicles. For example, in Australia, Transdev was the successful bidder for an eight-year contract (2022-2030) to gradually replace 136 diesel buses with electric vehicles.

Zero-emission expertise

To assist mobility public transit authorities to convert their vehicle fleets, the Group has set up a dedicated Zero Emission (ZE) team. It provides expert support to subsidiaries around the world. This team is made up of experts with cutting edge knowledge in the field of electric mobility who are able to advise customers on the latest technologies. The ZE team coordinates the community of Zero Emission officers in each of the Group's subsidiaries. In 2023, a two-day seminar brought together the ZE officers (22 participants in total) to discuss key issues, Transdev's ZE strategy and current events in the countries. In addition, participants were given a tour of local facilities and discovered the ZE fleet of Transdev Netherlands.

Transdev is strengthening its leadership in managing large fleets of electric buses through the deployment of optimisation tools, such as the "TakeCharge" project in the Netherlands. Carried out with several partners specialized in data, the solution provides real-time information that is vital for ensuring the smooth running of a network that has switched to electric power: battery charge status, future vehicle range projections, charger operating status. These tools will also enable Transdev to improve its knowledge of how batteries age over time and how to carry out more "intelligent" recharging.

Green financing

The ecological transition of communities generates significant costs for all stakeholders, in a context of increasingly limited resources. These costs are generated by investments in infrastructure, fleet renewal and the development of new technologies. Financing plays a critical role in mobilizing capital for investment and supporting projects that promote the ecological transition of communities.

The purchase of green certificates is a solution designed to support the production of electricity from renewable energy sources, such as wind, solar, hydro or biomass.

This has been the case for Transdev, in particular in France, where the Région Sud regional authority awarded Transdev the operation of the Marseille – Toulon – Nice regional rail line starting in the summer of 2025. This line accounts for 10% of the regional service offer. Traction energy will be 100% green and entirely produced in France, through the purchase of green certificates. At the same time, the network's operators will also be trained in energy efficient train operation techniques.

In 2023, the Transdev Group financed the acquisition of First Transit by negotiating its first U.S. dollar loan indexed to sustainable development indicators with its partner banks.

Appeal of public transportation and modal shifting

The use of public transportation is a solution that reduces the sector's carbon footprint and decreases road traffic. The main challenge is to attract passengers to public transportation and transition away from the "car is king" model. To promote this shift, Transdev has deployed a number of initiatives:

- by adapting the offer to passengers' needs:
 - with increasingly flexible solutions for the first and last kilometers (on-demand transportation);
 - adjusting capacities in real time to daily changes in customer needs (accurate and continuous measurement of our customers' mobility flows thanks to Flowly);
 - by controlling the environmental impacts of transportation solutions deployed and informing passengers of the impact of their journey (comparisons between various modes of transportation, kg of GHG emissions/100km traveled);
- by improving the customer experience:
 - by offering seamless travel: multimodal options;
 - by offering comfortable conditions;
- by deploying a marketing plan dedicated to modal shifting that targets communities.

Preserving and protecting ecosystems

The way in which mobility systems are planned, developed and used has a significant impact on the health of ecosystems. As a mobility operator and partner of local authorities, Transdev works with local stakeholders to design solutions that support ecosystems preservation in the long term.

Since 2016 in France, Transdev has partnered with CDC Biodiversité, a Caisse des Dépôts Group subsidiary, through the Nature 2050 program, which focuses entirely on actions to promote biodiversity. The goal of the program is to protect and preserve the local ecosystems. In 2021, Transdev formalized its commitment by signing a master agreement with CDC Biodiversité in France to work alongside local authorities in supporting concrete actions to protect biodiversity. In 2023, this partnership enabled the Group to commit to the restoration of over 118,900 m² of green spaces in the regions in which Transdev operates, the preservation of which is guaranteed until 2050.

In 2023, Transdev took part in a project to measure the health of biodiversity in Rouen, France, with a particular focus on the bat population. Seven buses, traveling in urban, rural and forest areas, were fitted with a microphone placed on a rearview mirror. The project's findings contributed to the policy adopted by Rouen, which in 2023 was the French capital of biodiversity.

Circular economy solutions

Although the Group's materiality analysis did not identify waste management as a priority focus for Transdev, the recycling rate for hazardous and non-hazardous waste is nevertheless monitored in connection with the reporting process. In fact, the Group has tracked hazardous and non-hazardous waste tonnage and recycling rates since 2018. National laws set out

requirements in this area, and the Group's countries ensure compliance with the legislation applicable to them.

Waste management is carried out by the entities in the various countries, at the network level, and must meet ambitious targets. All Transdev's networks comply with local laws. For example, European Union (EU) member countries must comply with the 2008 Waste Framework Directive, which aims to transform the EU into a "recycling society", as well as with their national standards. In France, the sorting of waste, whether or not hazardous, is a requirement in the networks. To meet this obligation, different bins are available. To track waste until the end of its life cycle, hazardous and non-hazardous waste tracking slips are processed, in accordance with regulations. Master contracts have been negotiated to enable the various entities to benefit from national supplier networks and thus ensure uniform waste treatment, for example of used oils, aerosols, and soiled rags. In the Netherlands, an environmental policy aimed at drivers and mechanics provides specific waste management instructions (waste sorting, use of reusable materials, encouraging reuse or recycling, computer waste management). There are also initiatives to recycle certain components, such as the reuse of bus seat covers.

In July 2023, Transdev Australia carried out a test project to recycle the uniforms of its Sydney and Queensland tram and bus network employees. In partnership with BlockTexx, 400 kg of clothes were recycled and then repurposed as clothing, sunglasses and playgrounds. Outside the European Union, Transdev United-States has put in place a waste management procedure, which is integrated into its environmental management system (EMS), and has issued "Green Garage Advantage", a guidance document drafted as part of Transdev's Advantage series, which highlights sustainable practices. Finally, the Group encourages countries to follow the ISO 14001 standard (the percentage of entities and countries certified to ISO 14001 or an equivalent standard is tracked in the annual reports), thus ensuring they are committed to optimizing waste treatment.

The special case of traction batteries

Traction batteries are recycled according to one of two possible scenarios:

- Transdev leases the batteries and their end-of-life treatment is handled by the owner (frequently the manufacturer or the company that places the batteries on the market);
- Transdev owns the batteries and a return clause provides that, at the end of their life cycle, the batteries will be returned to the manufacturer or the company that placed them on the market.

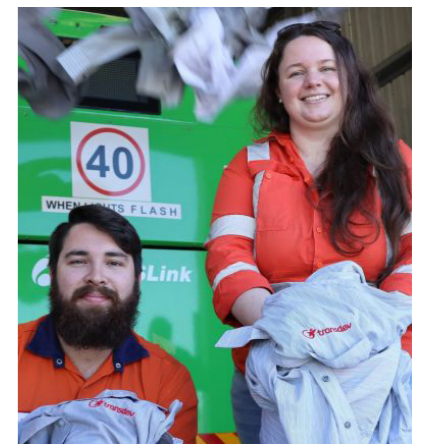
Suppliers are thus responsible for recycling batteries. Under the Regulation of the European Parliament and of the Council concerning batteries and battery waste, EU member states must comply with a broad set of battery recycling requirements. In the United States, suppliers are responsible for the end-of-life treatment and recycling of batteries, in compliance with local regulations.

The "Anubis" project, carried out in conjunction with the Dutch bus manufacturer VDL Bus & Coach and the German energy company RWEk, enabled reusing the batteries of the 43 electric buses that Transdev operates in Eindhoven in the Netherlands were they were recycled. Used batteries are used as energy storage systems. With a total storage capacity of 7.5 megawatts, the batteries will be connected to the RWE power plant in Moerdijk. The experience gained should lead to large-scale deployment and contribute to the development of new circular economy solutions in the Netherlands. All of these initiatives are components of Transdev's circular economy approach.

In order to provide appropriate solutions for reducing the environmental footprint of the vehicle fleet, it is necessary to consider the resources required to create the chassis, manufacture the electric vehicle battery and produce the biogas used as fuel. As well as extending the vehicle's lifespan before it is discarded or recycled.



A project to measure the health of biodiversity in Rouen, France



Uniform recycling - Australia

With these factors in mind, retrofitting has become a particularly effective solution at this time. Transdev's retrofitting experiments include replacing diesel engines with electric motors powered by fuel cells that

Retrofit allows
87 %
reduction of GHG
 vs maintenance
 for a diesel vehicle
source: Ademe, Retrofit study, march 2021

convert hydrogen into electricity. These solutions help reduce greenhouse gas emissions and atmospheric pollutants linked to mobility,, while paving the way for a new industry.

An example is provided by the Normandy region of France, where Transdev initiated and participates in the Nomad Car Hydrogène (NCH2) project, which has been in operation for two years in cooperation with a dozen institutional, industrial and university participants. Also in France, in the Touraine region, the first approved electrically retrofitted school bus began service in 2023.

In Sweden, following the retrofit of the M/S Rex ferry in 2022, Transdev's teams, in partnership with Scania, have pursued their energy transition objectives: two additional ferries have been equipped with hybrid engines that run on biodiesel and electricity.

Training and awareness-raising

In 2022, an e-learning module to raise awareness of current global environmental issues was developed. This module covers the challenges faced by the transportation sector, as well as Transdev's strategy, ambitions and solutions for reducing its environmental impact.

2,419
employees
 followed the "Environmental Awareness" module in 2023

In June 2023, Transdev France and The Shifters, a non-profit association, signed an agreement to hold Mobility Fresco workshops in all networks nationwide. These workshops, attended by over 300 employees, raised awareness of the carbon challenges of personal mobility.

Following on from the success of this first partnership, the Group has decided to expand the program internationally. Workshops will be held in nine other countries, giving Transdev teams the opportunity to learn about decarbonized mobility options and to position environmental issues at the heart of the thinking and actions at all levels of the company.

Climate change adaptation plan

In addition to the effects of the Group's activities on the climate, Transdev anticipates the impacts of climate change on its own activities and is currently working on establishing and implementing an adaptation plan. This work takes into account the impact of climate change on its own organization, in order to prepare and carry out the strategic adjustments necessary for its own adaptation. To do so, the Group considers all direct and indirect risks, i.e., risks that directly impact the conditions under which the Group operates, such as extreme weather events

(floods, heatwaves), and transition-related risks (energy-saving plans, access to energy).

Issues raised by climate hazards

In the mobility sector, the hazards associated with climate change carry significant human and social implications. In response to the growing risk of natural disasters, the Transdev Group has adopted an adaptation plan to mitigate the impact of climate change on its activities. This plan, which is primarily preventive in nature, aims to protect employees, users and any other people who may be adversely affected by any damage sustained by Transdev. The measures proposed to respond to climate hazards cover all operations and the 19 countries in which the Transdev Group does business.

Moreover, this approach requires integrating a variety of parameters in order to obtain a global view of the implications each hazard carries for the Group. Financial, human, legal, reputational, social and continuity impacts are taken into account in this analysis.

The strategic aspects of the climate change adaptation plan are also a major consideration. Analysis of the risks associated with climate change, a key step in implementing the adaptation plan, has identified obstacles that may prevent the Group from achieving its GHG emissions reduction target. The energy transition of the Transdev fleet offers a good example: electric vehicles are much more sensitive to climate hazards, such as cold snaps, than internal combustion vehicles. It is therefore crucial for the Group to anticipate this risk and to devise adaptation solutions as of today.

Climate-related risks

Certain climate hazards included in the European Taxonomy present significant risks for Transdev's activities. This risk level is determined on the basis of the probability of occurrence of the hazard and its level of impact. The criticality of each of these risks takes into account the different types of impact discussed above and is used as a risk management indicator within the Group.

Internal analyses have identified the activities of the Transdev Group that are particularly exposed to three main types of climate events: heatwaves, changes in patterns and types of precipitation (floods in particular), and fires. Certain areas where Transdev does business are vulnerable to landslides and earthquakes (for example Southern California). Heatwaves in particular present a major risk for all Group stakeholders, across its entire value chain. According to the data used for the IPCC scenario 8.5 projections (worst-case scenario with high GHG emissions), these events will become increasingly frequent and intense. In general, they will occur in conjunction with periods of drought and increase the risk of fires, which can also impact transportation activities. Heatwaves alternating with disruptions in rainfall patterns, in particular increasingly heavy rainfall over shorter periods, will increase the risk of floods.

The Group's sensitivity to climate impacts has been measured more granularly in three regions where Transdev operates, Sydney, Southern California and the south of France, and these measurements confirm the preliminary analysis. This study in fact showed that Transdev's activities are particularly sensitive to

the risks of heatwaves, floods and fires. These results were presented to Transdev's top management at a climate risk awareness training session.

Methodology and analysis framework

In implementing this adaptation plan, the Climate & Environment Strategy team and the Risk Department used the most pessimistic emissions trajectories projected by the IPCC (scenario SSP5-8.5).

A rigorous adaptation plan must cover all modes of transportation operated by Transdev, applying the categories of the European Taxonomy. Accordingly, the analysis of climate hazards covers passenger interurban rail transportation (6.1); urban and suburban transportation, road passenger transportation (6.3); transportation by motorbikes, passenger cars and light commercial vehicles (6.5); inland passenger water transportation (6.7) ; and air transport ground handling operations (6.20).. In addition, this approach includes the management of two types of infrastructure exposed to climate hazards: rail transportation infrastructure (6.14) and low-carbon road and public transportation infrastructure (6.15).

Risk management – consultation of in-house experts

Certain climate hazards may present risks specific to particular modes of transportation. Therefore, to prepare a global adaptation plan, it was deemed necessary to consult Transdev's in-house experts on the different modes of transportation operated within the Transdev Group. Consultations were held with experts in rail transportation (heavy rail, light rail) and urban and suburban buses, as well as with the Group's expert in active modes of transportation. The Group's Insurance Department was also consulted. This plan is primarily preventive in nature, and integrates financial, human, legal, reputational, social and continuity aspects, without deviating from the core of the Group's strategy. It enables the Group to identify the threats climate change impacts pose to its business and its stakeholders (customers, suppliers, employees, passengers).

Action plan

Based on a broad range of internal collaborations, in 2023 a Group-wide action plan was developed that sets out the adaptation measures implemented or to be implemented for each hazard and for each mode of transportation. For example, the Climate & Environment Strategy team worked with in-house experts from the safety team and the Zero Emission team to identify safety measures already implemented at the Group, country and regional levels. In particular, the teams in the United States launched the "Beat the Heat" program to limit the impact of heatwaves that had been experienced in previous years. In the same vein, to prevent the risk of damage to electric fleet equipment in the event of flooding, charging infrastructure for electric buses will be installed at height. This equipment is also sensitive to cold snaps and is therefore fitted with a heating system to ensure continuous charging.



Transdev, in partnership with The Shifters, adds an international dimension to the Mobility Fresco

After an initial partnership agreement signed on June 22, 2023 under which collaborative workshops were held in France to raise awareness of the carbon challenges of personal mobility, Transdev and The Shifters association will extend the program to four continents where the Group operates.

Following on from the experience in France, Germany, Spain, Ireland, the Netherlands, Portugal, the UK, Sweden, Australia and Canada will be the first countries where Transdev teams, trained by members of The Shifters, will hold workshops to develop knowledge of decarbonized mobility.

Inspired by the Climate Fresco, the Mobility Fresco is a tool to help people understand the challenges of mobility, from an ecological standpoint, but also in terms of economic and health aspects.

* From Ademe, *Retrofit survey, march 2021*



Transdev United States launches its communication campaign dedicated to heat waves

In the United States, the “Beat The Heat” campaign has helped to raise awareness of employees and passengers about good behaviors to adopt during heat waves. In 2023, among the topics covered, a focus was placed on hydration, vehicle maintenance and heat-related illnesses.

Key Performance Indicators

KPIs	2018*	2022	2023	
Rate of entities that experienced accidental pollution during the year	1.6 %	1.25 %	1.84 %	
GHG emissions kg/100 km traveled⁽¹⁾	95.1	85.7	79.6	
Alternative fleet percentage⁽²⁾ : non-diesel road fleet (CNG, biogas, electric, biofuel, hydrogen)	12.2 %	17.1 %	18.1 %	
Pollutant emissions g/100 km traveled	CO	74.1	41.2	27.3
	NOx	1224.6	825.2	725.8
	PM	8.1	4.3	3.2
	HC	NC ⁽³⁾	10.8	5.5

(1) Excluding maritime activities. The Group's carbon intensity for 2023 would be 87.6 kg/100km, including maritime activities.
 (2) Alternative fleet definition: non-diesel buses and coaches ie. CNG, biogas, electric, biofuel, hydrogen.
 (3) NC: Not calculated. Indicator not covered by the audit in 2018.
 *2018 base year

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

Transdev operates a fleet equipped primarily with internal combustion engines, which have two impacts:

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

Therefore, these indicators are monitored very closely in order to minimise the Group impact. To guarantee the relevance and reliability of these indicators, the emission factor bases were updated this year. Emissions are now calculated on the basis of ADEME and International Energy Agency (IEA) databases, which are updated annually (the methodology used is detailed in the “Methodological note” section in chapter VIII). The data collection process has also been refined, going from 5 to 15 energy sources, allowing biofuels to be accounted more accurately.

The Group’s carbon intensity decreased by 6 points between 2022 and 2023 and 16 points between 2018 (base year) and 2022.

This reduction has been enabled by the integration of carbon indicators providing a finer vision of Transdev’s impact, as well as by the energy transition and the increase in the Group’s alternative buses and coaches between 2022 and 2023 : 1,025 CNG, 253 biofuels, and 544 electric.

Pollutants are measured on combustion engines. Thus, the upgrading of the fleet and the replacement of the oldest diesel buses and coaches have led to a reduction in CO (33.7%), NOx (12%), PM (25.6%) and HC (49.1%) emissions compared to 2022.

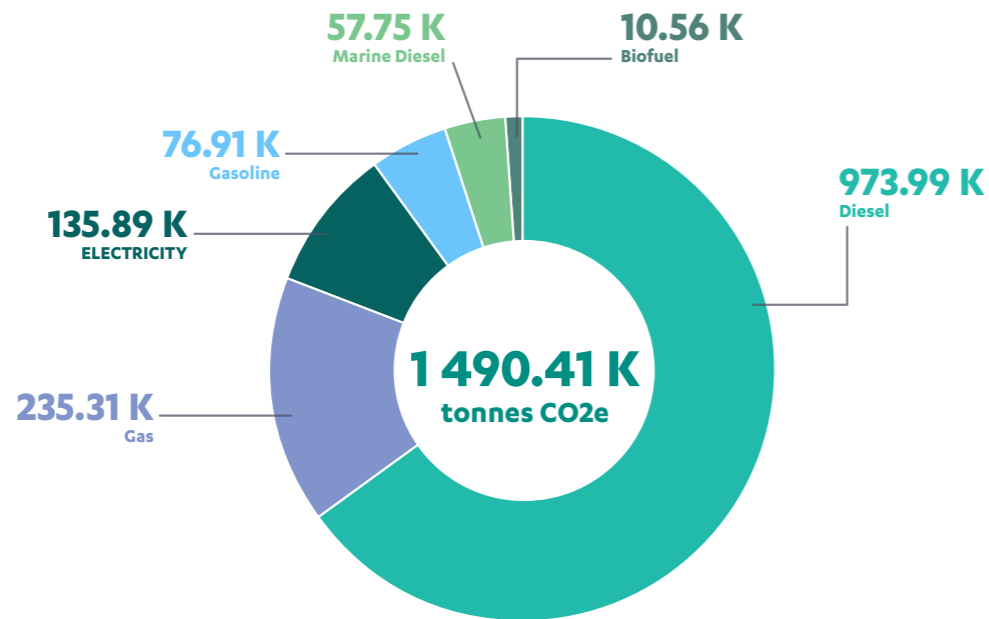
Transdev has pursued its eco-driving actions in operations, which are a strong contributor to the reduction of both carbon and air quality impacts.

This year, operations reported a higher number of accidental pollution incidents (1.84%). This reinforces the importance of implementing action plans in response to this increase. An action plan will be drawn up in 2024, with priority given to the countries in which the pollution occurred.

Moving Green driving low-carbon mobility

Carbon footprint of Transdev's fleet in 2023

Scopes 1 and 2 (tonne CO2e)



Scope 3

Measure our scope 3 emissions to support the credibility of our positioning



Ensure we are on a 1.5°C trajectory

In accordance with our shareholders' commitments

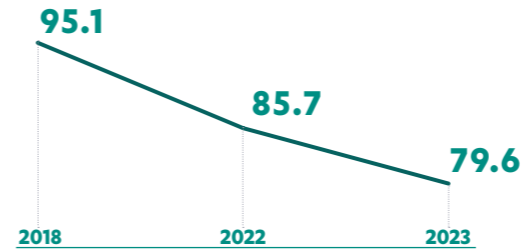


Key commitments for 2030

- 30 %

EMISSIONS OF GREENHOUSE GAS COMPARED TO 2018 (in intensity)

GHG emissions* (in intensity - kg CO₂/100km)



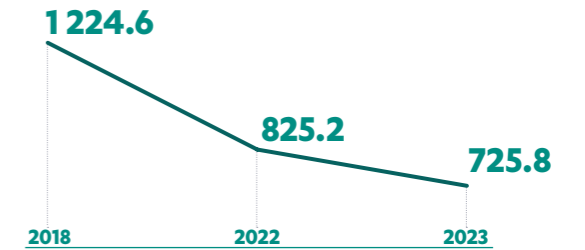
*excluding maritime activities

+50 % COMPARED TO 2018 **ALTERNATIVE FLEET**

- 50 %

EMISSIONS OF NITROGEN OXIDES (NOx) COMPARED TO 2018

NOx emissions (g/100 km traveled)



IN 2023, +1 point increase in the alternative fleet rate

- 4,773 gas and biogas vehicles
- 1,573 electric vehicles
- 49 hydrogen vehicles

vehicles = buses and coaches

Performance 2023

Climate change
-16 %
intensity between 2018 and 2023 (GHG /100 km)

Air quality
-41 %
of Nox between 2018 and 2023

Energy transition
18.1 %
of alternative vehicles

2 ferries
with hybrid engines using biodiesel and electricity

1,622
zero-emission buses and coaches

118,900 m²
of green spaces restored

Share of kilometers traveled by mode in 2023

57.39 % buses | 25.51 % coaches | 4.88 % rail | 1.10 % tramway | 0.22 % maritime | 10.90 % others

Key figures

1,622*
zero-emission
buses and coaches

4,773*
gas and biogas
buses and coaches

Scope 3 emissions
calculated for
65%
of the Group's revenue

**consolidated scope excluding
First Transit United States*

Achievements

Electric mobility: Transdev's expertise in Canada

In Canada, Transdev is the largest private operator of electric school buses in North America, with a current total of 84 vehicles.

The addition of these buses has reduced GHG emissions compared with those of internal combustion vehicles. Working with local vehicle manufacturers and electricity suppliers (Hydro-Québec), Transdev Canada's goal is to have a 100% electric school bus fleet by 2025.



Transdev Blazefield transitions its fleet to biodiesel

In June 2023, Transdev Blazefield signed a partnership agreement with Argent Fuels, a major supplier of sustainable biodiesel in the United Kingdom. Under this agreement, Argent Fuels will help Transdev switch to 100% biodegradable biodiesel from renewable sources for its entire UK fleet, deployed from 10 operating centers. This collaboration will reduce CO₂ emissions by over 3,600 tons a year.



Biogas deployment in the Picardie region

Transdev, which operates the TIC network through its subsidiary Transdev Picardie, supports the energy transition in the Compiègne region. Thanks to the collaborative efforts of the Compiègne metropolitan area, Transdev Picardie and its partners GRDF, Iveco, Scania and Total Energies, a new biogas fueling station has been in operation since January 2023. This station will supply BioNGV to fuel the network's new buses (eventually around 15).



Transdev Group headquarters awarded "Gold Employer Pro Vélo" ("Employeur Pro Vélo niveau Or") label

In September 2023, Transdev's head office in Issy-les-Moulineaux was awarded the "Gold Employer Pro Vélo" label by the French Bicycle Users Federation (FUB). This award is a testimony to Transdev's commitment to sustainable mobility and to promoting the use of bicycles as a means of transportation for head office employees. It attests to the quality of its cycling infrastructure, its incentives to use bicycles, and its initiatives to improve the quality of life for head office employees.



Transdev, official partner of ChangeNOW



In 2023, Transdev was an official partner of the ChangeNOW event. Each year, it brings together the most innovative solutions and the most influential changemakers for a series of talks, workshops and exhibitions.

At this event, Thierry Mallet, CEO of Transdev Group, spoke at the conference on "Building Sustainable and Resilient Cities", together with Minna Arve, Mayor of Turku, Finland. In addition, Antoine Grange, CEO Europe Transdev Group, and Edouard Hénaut, CEO Transdev France, took part in the "Sustainable Cities Program".



VI.

**Transdev,
partner
of communities**

VI. Transdev, partner of communities

Contributing to the development of communities

For communities, mobility is a catalyst for development and public transportation, in particular, is a key asset for adapting to the economic, social and environmental challenges of today and tomorrow. They improve access to communities, boost their vitality and appeal, and facilitate passengers lives by making travel easier, faster and cheaper. With an average of 12 million journeys operated each day, the Transdev Group is a key socioeconomic player in communities. The mobility solutions Transdev deploys provide access to places where people work, study, shop, relax and socialize.

Against a backdrop of rapid change, greater demands and limited resources, mobility in communities is changing and faces new challenges at the crossroads of environmental, social and societal issues. It is essential to examine the various trends that structure communities and their long-term effects. Transdev is committed to creating value in communities and to working with local authorities over the long term to build customized, integrated and inclusive mobility solutions.

To meet a broad range of requirements and needs, Transdev activates a number of tools: promoting the use of public transportation, supporting modal shifting, electrifying vehicle fleets, offering increasingly accessible and connected solutions. The Group also employs innovative strategies, based on partnerships and inclusive approaches, to design new solutions that meet the needs of society. Through its innovative offers, experiments, sustainable procurement policy, and solidarity initiatives in conjunction with local non-profits, Transdev makes a concrete contribution to the ecological transition and social cohesion of communities.

FIELD	CHALLENGES	RISKS
 8 DECENT WORK AND ECONOMIC GROWTH  10 REDUCED INEQUALITIES	<ul style="list-style-type: none"> • Passenger experience and information • Partnership with local actors • Procurement and logistics management • Financial, physical and geographic accessibility • Inter- and multimodality • Digitalization of transportation services • Developing and promoting public transportation • Promoting education, arts and culture • Heritage preservation • Philanthropy 	<ul style="list-style-type: none"> • CSR claims against a supplier
 11 SUSTAINABLE CITIES AND COMMUNITIES  12 RESPONSIBLE CONSUMPTION AND PRODUCTION		

Commitments

Transdev is a global mobility operator and integrator that develops and operates safe, efficient and innovative solutions that enable everyone to get around each day. Promoting the use of public transportation is the bedrock of Transdev Group's corporate mission, by offering networks that meet the concrete needs of day-to-day life, operated with the highest quality of service and exacting standards in terms of customer experience.

Transdev is committed to working with public transit authorities and passengers to improve the passenger experience.

In particular, Transdev aims to be "passenger-centered."

Various initiatives have been deployed to achieve this goal, such as the service commitment project in France. A key aspect of this project is the "Service Commitments" charter that has been adopted. It formalizes Transdev's value offer to its passengers focusing on six major aspects:

- control over one's journeys;
- quality of human interactions;
- "mobility +";
- passenger well-being;
- safety and security;
- responsible mobility.

To meet its ambition to develop accessible mobility for all, Transdev banks on innovation and forges numerous partnerships to design innovative solutions tailored to the needs of an ever-changing society, make journeys seamless, bring distant populations closer together, adapt supply to demand, make transportation ever more environmentally friendly, and develop solutions and services for the city of tomorrow.

Actions deployed

Passenger-centered focus

In connection with the deployment of the "Service Commitments" charter, a complete support kit is available to help the networks translate their commitments into actions specific to each one.

In particular, it proposes a communication campaign entitled "A Happy Passenger's Journey" (*"Itinéraire d'un passager heureux"*) to publicize and promote the network's commitments to users, teams and partner public transit authorities.

In 2023, implementation of the "Service Commitments" charter was tested in several networks in France and will be expanded to other Group countries.

Enhanced passenger information

Transdev aims to make each journey a controlled and positive experience, by providing accurate information that is contextualized, coherent and meets passengers' immediate needs. Passenger information is an essential component of the customer experience that guides and reassures users throughout their journey, regardless of the situation. Passenger information is the interface on the basis of which service quality is evaluated.

In France, a study was carried out into customer expectations for passenger information and related improvement tools, which resulted in the publication of a Passenger Information white paper in 2023. This white paper presents a summary of the vision and strategy for 2027 that is backed by a customer survey and field assessment and is aimed at public transit authorities and Transdev's teams in the networks and in the head office.



"A happy passenger's journey" campaign



Transdev Netherlands rewarded for its “Be In, Be Out” solution

At the 64th UITP Global Public Transport Summit held last summer in Barcelona, Transdev and its partner startup Mobyou received the “Special Recognition Award” for their “Be In, Be Out” payment solution deployed on nearly 250 buses in Eindhoven.

ARR’IV is a program that embodies Transdev’s vision of passenger information at the service of users, teams and public transit authority partners.

The added value of this program is based on:

- repositioning passengers at the heart of passenger information projects, focusing on the needs they have expressed;
- supporting and assisting the ramp-up of the networks by defining standards, providing tools and launching continuous improvement initiatives;
- making passenger information accessible to all passengers in order to develop multimodal uses;
- promoting communities via all passenger information distributed.

The ARR’IV program capitalizes on the best practices of Transdev’s passenger information networks and converts them into standards that improve both the perceived and actual quality of passenger information throughout communities. A field survey of ten Transdev networks in 2022 identified some of these practices.

In addition, the Passenger Department conducted a qualitative study (focus groups, triads) and a quantitative study to gain a more in-depth understanding of customer expectations regarding passenger information. According to this study, 87% of passengers are satisfied overall with the passenger information provided on their network, and 73% say that a lack of information when disruptions occur can discourage them from taking public transportation. This study, which was particularly enlightening about passengers’ preferred information channels and how passenger information is used in a variety of settings and journeys, has enabled Transdev’s teams to draw on precise data to meet passengers’ needs.

Digitalization

Placing innovation at the service of passengers is a core concern of Transdev, as it ramps up the digitalization of the customer experience in order to enable passengers to move about freely under the best possible conditions.

In connection with its digitalization drive, the Group is focusing on two priorities:

- **internal digitalization:** applying innovation to develop tools for employees. One example is the MobiMe app, a connected solution for drivers that facilitates exchanges between operating entities and drivers, and involves drivers in the company’s overall performance;
- **external digitalization:** applying innovation to develop external tools for passengers. All over the world, the networks operated by Transdev have accelerated the development of electronic payment solutions, such as SMS tickets, M-tickets or open payment (use of a bank card as a ticket wallet), to facilitate the purchase of tickets and reduce the volume of disposable physical materials. In the Netherlands, the Mobyou contactless payment solution, which is deployed on 250 electric buses in Eindhoven, allows passengers to travel without using a chip card or debit card, simply by using the cell phone in their pocket.

Support for the modal shift and active mobility

To reduce mobility-related CO₂ emissions in communities, switching from private cars to public transportation is a possible measure. To encourage this modal shift and adopt new forms of sustainable mobility, Transdev offers an effective and attractive range of services, in particular multimodal information systems that provide passengers with all information they need to complete their journey door to door, using several modes of transportation.

In France, in connection with LEMON®, the Mobility Experimentation Laboratory, a new electric bicycle and scooter service called “Captain Bike” was tested with the combined efforts of the Nantes metropolitan area, the Tan network and Transdev. This project addresses the last kilometer problem by linking the Chantrerie district, which is not serviced by public transportation, to nearby bus lines. This 24-month experiment produced some notable results. Three objectives were set:

- gaining a better understanding of users’ expectations and needs in relation to adopting micro-mobility by observing a selected community;
- assessing the degree of complementarity between micro-mobility and public transportation;
- identifying examples of modal shifting from private vehicles to collective mobility.

In 2023, the Group’s Marketing Department developed a new marketing plan focusing on modal shifting, which has already been tested in Mulhouse, France. Its goal is to reach a broader public, in particular motorists. The first stage of this plan is therefore to acquire greater understanding of the profiles, uses and practices in a specific sector. To encourage modal shifting by these potential users, a marketing campaign will be deployed using both direct and indirect channels, such as partnerships with companies in the automotive sector. In addition, the Group’s goal is to propose this marketing plan in all bids it submits in response to calls for tender.

Transdev actively supports the use of bicycles in communities. In France, a national partnership agreement has been signed with the French Cycling Federation. An initial project was set up in the city of Evian, which offers a cycling school to adults who have never biked, as well as lessons to cyclists who want to regain their confidence before biking on city streets.

In parallel, Transdev’s bicycle services have proved quite successful. Véligo Location is a long-term electric bicycle rental service offered by Île-de-France Mobilités, the public transit authority for the Île-de-France region. This service has been designed to encourage widespread adoption of cycling by enabling all Île-de-France residents to test the use of electric bicycles for their daily commute. It is currently operated by Fluow, a consortium created to bid on the Île-de-France Mobilités call for tenders, which comprises four French companies committed to active mobility: La Poste, Transdev, Velogik and Cyclez. Created in 2019, at the outset, Véligo Location had a fleet of 10,000 conventional electric bicycles. In 2021, 500 electric cargo bikes were added to Véligo Location’s fleet to meet the needs of all Île-de-France residents, including the 3,000 subscribers at the time. By 2023, 20,000 conventional electric bikes were available to the 73,000 subscribers in the Île-de-France region.

Innovation and collaborative movements

Each day, the Transdev Group works with community players to design new mobility models, encourage new use habits, and promote inclusive initiatives.

A culture of innovation is deployed within the company, focusing on 3 pillars		
PASSENGERS & INCLUSIVITY	EMPLOYEES	ENVIRONMENT
Seamless journeys, real-time information, reassuring passengers, developing intermodal uses	Recruiting, training, retaining, ensuring safety, developing performance	Decarbonizing the fleet, reducing energy use, protecting biodiversity
Passengers	Employees	Planet

Building on this, Transdev has created a unique collaborative approach: LEMON®, the Mobility Experimentation Laboratory, which operates on a principle of shared innovation to design and test sustainable mobility solutions adapted to the local context.

This initiative is active in seven communities (Strasbourg, Montpellier, Nantes, Lens, Mulhouse, Villefranche-sur-Saône and the Rhône interurban area) and has jointly constructed over 30 experimental projects on various themes, such as shared mobility, accessibility of transportation, air quality, and access to employment.



The Bus School: a tool for assisting people with disabilities

In connection with the Mobility Experimentation Laboratory (LEMON®), Transdev conducted a set of experiments in Lens to promote use of the regular transportation network by people with disabilities.

To gain a full appreciation for the subject, better understand practices, and generate new ideas, a collaborative and citizen participation methodology was deployed that associated people with disabilities and their carers, and carried out immersion sessions in specialized institutes and escorted field trips.

Following these experiments, the Bus School concept was chosen. A facilitator invites a group of people with disabilities to experience a bus journey through a set of entertaining and lively activities lasting about one hour. The aim of the project is to enable these people to understand and become familiar with the key stages of a journey. They are also provided a personalized travel sheet with important information to keep in mind systematically for future journeys, and which is also useful for requesting assistance at branch offices or from other passengers.

A passenger’s booklet provides step-by-step instructions and advice, visual aids and easy-to-access content. In May and June 2023, five groups of people with various disabilities tested an initial version of the Bus School.

TRANSDEV, PARTNER OF COMMUNITIES

Since LEMON® was launched, these projects - carried out with local transit authorities and operators - have brought together over 70 partners and surveyed 5,000 users and citizens.

LEMON® is an innovative, standout and unique approach that brings together local authorities, local operators and Transdev. Due to its structured approach, collective governance, dedicated human and financial resources and community of expertise, it establishes a long-term shared commitment to innovating and experimenting over the entire term of the contract.

Access to transportation for all

Transdev endeavors to ensure access to public transportation for all people. In France, Transdev Group is partner of the Inclusive Mobility Laboratory (LMI). With the support of the French Ministry of Transportation, work has been carried out to implement the “#TousMobiles” program. It provides community players with the keys and tools they need to embark on the path of solidarity-based mobility. The LMI celebrated its tenth anniversary in October 2023, at the Climate Academy in Paris. On this occasion, the members of the LMI, including Transdev, published a joint statement, in which they pledged to redouble their efforts in the face of ecological and social emergencies and mobility-related challenges.

At the Linköping site in Sweden, a research project was launched for the purpose of developing a digital solution for passengers with vision disabilities. The project uses digital audio and tactile tools to communicate instructions to passengers about the arrival of the shuttle and its location on the platform.

In Morocco, Transdev Rabat-Salé signed a partnership agreement with Humanity & Inclusion to train ticket inspectors in best practices for dealing with passengers with disabilities.

In Harrogate, England, Transdev offers free travel on its buses for people with disabilities, with the aim of encouraging them to use public transportation. In Dunkirk, on the DK’Bus network, transportation on demand services are offered to seniors by the Etoile service, and to people with reduced mobility by the Handibus service. Since 2023, an app makes it possible to book Transportation On Demand (TOD) up to two hours before the trip.

In France, for the past two years, the teams of the STAS network (Transdev Saint-Étienne) have been working with passengers with disabilities, local associations and local authorities to ensure the network is accessible. In 2023, an SMS service was specifically designed to enable people with disabilities to report any anomalies during their journey. Designated lines in the network were taken by disabled and able-bodied two-person teams, and all aspects of accessible travel were analyzed: audibility, legibility of displays, height or presence of fare validation machines. **In Dunkerque**, on the DK’Bus network, transport-on-demand services (TOD) are available for senior citizens, via the Etoile service, and for people with reduced mobility via the Handibus service. Since 2023, an application has made it possible to book a TOD service up to two hours before the trip.

Combating fare evasion

The issue of fare evasion is a constant priority for the networks. Transdev has set up an anti-fare evasion plan based on the latest available technologies and involving all Group employees, including ticket inspectors and drivers, marketing (for tailored fare offers), maintenance, corporate support functions and senior management.

In 2022, Transdev France published the results of a national survey on preventing fare evasion. The survey targeted passengers directly, in order to understand fare evasion from passengers’ point of view and come up with possible means of action. In particular, the survey showed that a number of passengers expressed a desire to see a robust strategy put in place to combat fare evasion on public transportation. A significant share of passengers surveyed agreed that fare evasion undermines the quality and efficiency of transportation networks: 65% think it penalizes people who abide by the rules and who pay for fare dodgers.

81 %
of passengers feel that fare evasion is not acceptable behavior

In the networks, teams in the field are taking direct action to combat fare evasion. In France, the SMILE training program deployed on the Reims network for all drivers, ticket inspectors and supervisory staff aims to help improve service quality and reduce fare evasion, by focusing on the essential keys to good customer relations. In Artois Gohelle, mediation teams are deployed on the network. Their role is to report any issues, inform customers and enforce the rules. They provide a dissuasive and reassuring presence on board vehicles, adopting an approach focused on dialogue, information, conflict management and on-board access.

Actions to raise passenger awareness and encourage validation of tickets are also regularly deployed, such as:

- The Switch program encourages fare dodgers to adopt proper behavior by giving them a choice of paying their fine or exchanging it for a transportation ticket on the network (subscription, 10-trip book of tickets);
- With the Transdev loyalty program “My Club”, passengers accumulate loyalty points with each trip, which they can use in our network of partner merchants. This program, which has been deployed in several networks in France (Saint-Etienne, Lens, Reims and Rouen), enhances the appeal of tagging on;
- In France, in Normandy, a day-long tagging on challenge converts these points into an act of solidarity in the form of a donation is made to an association;
- In 2023, Transdev Sweden created a partnership with the Berghs School of Communication, offering a group of students the opportunity to develop a communication campaign aimed at increasing ticket validation rates.

Ecological transition in communities

Faced with the challenges of climate change, public health and evolutions in work patterns, cities seek solutions to reduce these negative externalities, which means creating a new transportation paradigm: electric and shared solutions, bringing back trams, long-term rental bicycles, soft mobility and public transportation, all designed and combined to offer innovative intermodal uses.

The electrification of transportation networks has become a major issue for public transit authorities, which see it as a significant factor for a successful energy transition and for improving the quality of life in communities by reducing air pollution. Transdev supports local authorities in carrying out the energy transition of their fleets by deploying more efficient fleets using alternative energies (electric, hydrogen, hybrid, bioethanol) and sharing its unique expertise to help them make choices regarding infrastructure, technology and rolling stock. Transdev was the first operator to deploy a large-scale electric fleet in Europe with the operation, in 2017, of the Amsterdam region contract, representing Europe’s largest fleet of electric buses.

For example, this is the case in France, on the line linking Nice to Menton, where 18 articulated electric buses powered by inverted pantograph technology were placed in service in 2023. This is the busiest line in the Alpes-Maritimes region, with over 100 trips a day and average annual ridership of two million passengers.



Installing these pantographs made it possible to convert this flagship line to a fully electric line. Transdev’s choice of this technology provides ease of driving, help reduce air pollution at the terminals, as well as noise pollution, and contributes to efforts to constantly improve the quality of customer service.

The circular economy also plays an important role in the development of communities that are more sustainable and resilient and use fewer resources. Transdev takes this issue into

account throughout its supply chain, from the sorting of waste to its treatment, in accordance with regulations. Transdev has developed master contracts that enable entities to take advantage of national networks, thereby ensuring a standardized level of waste treatment – for example for the treatment of waste oils, aerosols, soiled rags.

Solidarity actions

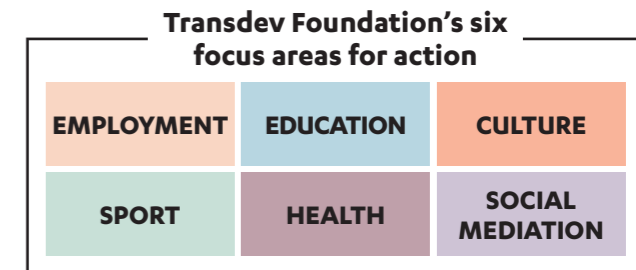


The Transdev Foundation is the product of the Transdev Group’s roots at the heart of cities and communities and has been promoting the values of the company and its employees in the field of social mobility since 2002. In the cities and departments served by transportation networks that the company operates in France, the Transdev Foundation provides support to dozens of non-profit associations each year, striving to create a more open and inclusive society.

Since its creation in 2002, the Transdev Foundation has provided support for 393 projects.

€3.9M
The amount of grants awarded by the Transdev Foundation since its creation in 2002.

In 2023, the Transdev Foundation Executive Committee chose 29 new projects of non-profits and made grants totaling €309,200 in support of culture, education, employment, health and sport. What these projects have in common is that they all aim to help vulnerable people integrate or reintegrate society and/or the workplace. These projects will reach nearly 8,000 beneficiaries.



In addition, solidarity initiatives tailored to local issues are deployed within Transdev’s networks. In 2023, Transdev Sweden donated eight buses to Ukraine. This donation was part of a series of relief actions initiated by the Group. In addition, a second donation of 23 additional vehicles for use as school buses for Ukrainian children was made following an initiative by the European Commission. In the United States, “Stuff-a-Bus” campaigns are held several times a year to collect school supplies for children in the summer and toys or supplies for the needy in the winter. Cities across the country from Phoenix to Baltimore and Las Vegas to New York participate in this effort.

Transdev Netherlands develops a procurement decision-making matrix

In the Netherlands, Transdev teams have developed a decision-making matrix that highlights the impact of certain sustainable issues, such as climate, environment, supply chain, diversity and inclusion, and social responsibility. The progressive application of this method to the purchasing process will enable the Group to continuously improve its purchasing practices for goods and services and help its suppliers take the necessary measures jointly. Transdev will thus ensure that its specific goals are consistent with its offers and suppliers.

Promoting long-term supplier relationships

The Group plays an important role in maintaining local networks and in the development of local economies. Transdev contributes to the vitality of communities through its purchasing decisions and supplier relationships. Beyond the mere purchase and supply of goods and services, Transdev endeavors to maintain lasting relationships with its suppliers on the basis of its commitments:

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

Transdev is also a signatory of the Responsible Purchasing and Supplier Relations Charter, which commits it to adopt responsible practices with regard to its suppliers, by raising awareness among all economic players of the issues inherent in responsible purchasing and the quality of customer-supplier relationships.

Sustainable Procurement policy

Implementing a sustainable procurement policy is also a tool for more robust risk management and improving business practices. New laws in America and Europe have imposed new obligations, such as the 2017 law that imposes a due diligence duty in France, and the 2021 law in Germany that requires companies to prevent risks arising from their own activities and those of the entities in their supply chain. To act consistently and in line its ethical approach, the Transdev Group must also comply with the requirements it places on its suppliers, and build balanced relationships with them. The Sustainable Procurement policy incorporates the Transdev Suppliers' Charter, which Transdev requests suppliers to sign for any contract over 100,000 euros. Based on the Code of Conduct; it defines the scope of the collaboration, regardless of country or area of expertise, and reflects the Group's various policies concerning ethics, compliance, human rights, labor, the environment, preventing corruption, money laundering and the financing of terrorism. By accepting the Charter, suppliers undertake to respect the Group's expectations in this area and are prompted to follow these principles. In particular, the Suppliers' Charter includes a paragraph that encourages the entire value chain, from its suppliers to tier 2 suppliers, to act with greater transparency.

A whistleblowing system enables any Group employee or external stakeholder, including suppliers, to report a non-compliance issue via the SpeakUp® platform, which is in direct contact with the Group's Compliance Department.

Management of the approach

This Sustainable Procurement policy is deployed in accordance with a roadmap based on three pillars: carbon footprint, economic and social development of communities, and ethics and compliance.

The roadmap's key objectives include a plan to reduce GHG emissions with targeted suppliers, increasing inclusive purchasing, and monitoring the CSR performance of strategic suppliers. Regarding inclusive procurement, a dashboard has been developed in France and shared with other countries that covers purchases from the disability sector, social integration, the Social and Solidarity-Based Economy (SSE), priority urban districts, and rural areas in need of revitalization.

At the monthly meeting of the Purchasing community, sustainable procurement is a key focus of the agenda. To ensure the active involvement of all stakeholders, a specific "Sustainable Procurement" awareness-raising module is included in the induction program for all Purchasing function new hires. A CSR focus is systematically included in the business reviews conducted with strategic suppliers.

Supplier selection and evaluation

In connection with the Group's Sustainable Procurement policy, local teams apply supplier selection and evaluation processes that integrate social, societal and environmental performance criteria.

The criteria may cover general measures addressing respect for human rights, combating slavery, the implementation of environmental management systems, actions focusing on social aspects and inclusion as in Morocco, or criteria adapted to the local context, as in Australia with indigenous populations. In Sweden, the criteria focus on five areas: delivery and quality, billing, quality management system, environmental management system, code of conduct and social sustainability, as well as the environmental management system.



KPIs	2022	2023
Percentage of master contracts > €1 million that incorporate the Suppliers' Charter	94.2%	96.9%

Key Performance Indicator

In 2023, Transdev's purchases of products and services represented an average of €3.8 billion in the 6 largest countries, across more than 300 different purchasing families and with more than 50,000 suppliers.

In 2023, a rate of 96.9% was achieved due to the integration of the indicator in the quarterly reporting of the purchasing process, as well as its deployment in 11 of the Group's major countries, thereby raising suppliers awareness among suppliers of Transdev's responsible purchasing and ethical principles.

Key figures

Connexion* was voted **2nd**** most user-friendly public transportation company in the Netherlands

87%*** of passengers in France are globally satisfied with information on their network

SATISFACTION

*Transdev's subsidiary in the Netherlands
**Source: results of a study of dutch passengers conducted in 2023 by MarketResponse (an independent market research agency).
***Source: National "Passenger Information" survey, 2022, Transdev Customer Direction

38,000 bicycles and scooters operated**** in 22 communities in France

SOFT MOBILITY

****operated by Transdev or by companies in which Transdev is a shareholder

+150 experts attended the first "Mobility Sphere" Forum

INFLUENCE

Achievements

Transdev commits to deploying the Mobility Fresco

In 2023, Transdev signed a partnership agreement with Les Shifters, an association that develops solutions to promote the carbon transition of the economy. Through this partnership, Transdev will contribute to deploying the Mobility Fresco in communities. Inspired by the Climate Fresco, this collaborative awareness-raising workshop focuses on the carbon challenges raised by people's mobility. In the field, some 30 Transdev volunteer facilitators will be mobilized to raise awareness among employees, citizens, companies and local authorities.

Transdev joins the Mobility Club

Transdev joined the Mobility Club in 2023. This acceleration platform for mobility players, which was launched in 2018 by Via ID, Mobivia's investment fund and startup accelerator for new forms of mobility, brings together major groups and startups around mobility issues. This collaboration will enable the Group to deepen its understanding of new mobility trends, explore innovation strategies and new business models in the mobility sector, and gain access to a European ecosystem of mobility startups. In this vein, in September 2023, Transdev and the Mobility Club jointly held an event on artificial intelligence (AI) and mobility to discuss possible scenarios for the actual medium- and long-term impact of AI on Transdev's activities.

Transdev involves its suppliers through the "Vision Scope 3" project

Several Group countries, including France, Sweden, the Netherlands, Germany and Australia, took part in the "Vision Scope 3" project to calculate GHG emissions across the entire value chain. Based on the work carried out in 2022 in France, the company has initiated discussions with key suppliers, such as bus manufacturers, identified areas for improvement, and formalized data reporting. Starting in 2024, the priority will be supporting the implementation of action plans established with strategic suppliers.

"The Mobility Sphere:" exploring and shaping the future of mobility in Europe



In 2023, Transdev launched "The Mobility Sphere", a European think tank led by Thierry Mallet, Transdev Chairman and CEO, and Antoine Grange, Group CEO Europe, that explores the future of mobility.

François Gemenne, an expert in environmental geopolitics and scientific advisor to the Intergovernmental Panel on Climate Change (IPCC), was appointed Scientific Advisor to ensure a solid approach.

By bringing together experts from the academic, public and private sectors, "The Mobility Sphere" aims to develop innovative solutions tailored to the needs of tomorrow's cities, and to encourage the transition to more livable and sustainable cities. Reflection is nourished by an online platform entitled "50

Questions for 2050", which addresses 50 key issues that will have a significant impact on mobility in European urban areas. The first "Mobility Sphere" Forum was held on October 4, 2023 in Amsterdam, on the theme "Decarbonized mobility, mobility for all: Transforming the way we move?"

Deployment of a multimodal offer in Portugal

Portugal launched the new Serra Shuttle service, linking Covilhã and Penhas da Saúde with the Serra da Estrela peak. This service provides residents with access to a multimodal transportation system that includes new buses and more routes, manages elevators, funiculars, bicycles, scooters and parking lots, and offers a mobile app that links all these modes of transportation.



Transdev signs a Manifesto for a more inclusive economy

The development of inclusive purchasing is an important aspect of Transdev's commitments. For this reason, in 2018, the Group joined the Corporate Collective for a More Inclusive Economy, in which Thierry Mallet, CEO of Transdev, co-sponsors the working group on inclusive purchasing. At its annual forum last October, the Collective unveiled a manifesto that aims to accelerate the development of inclusive purchasing. To achieve this goal, each company has undertaken to act so that the Collective as a whole increases by 30% purchases made from the Protected Worker Sector (STPA) and the Integration through Economic Activity Sector (SIAE) by 2025, and makes at least 200 million euros in inclusive purchases per year, the equivalent of over 5,000 full-time jobs. Progress towards these objectives will be evaluated annually.



VIII

Transdev's ethics and compliance approach



VII. Transdev's ethics and compliance approach

When performing their duties in the service of the common good, decisions and day-to-day actions of Transdev employees are guided by unwavering ethical principles. In line with its values, its ethical principles shape the image of the Transdev Group, contribute to the relationship of trust it builds with its various stakeholders, guide it when making choices, and ensure that its actions are consistent with its commitments.

FIELD	CHALLENGES	RISKS
 	<ul style="list-style-type: none"> • Business ethics • Risk management and transparency • Dialogue with stakeholders 	<ul style="list-style-type: none"> • Failure to respect human rights • Personal Data Breach • Corruption • Anti-competitive practices

Dedicated governance

At Group level, an Ethics and Compliance Committee, made up of the members of the Executive Committee and the Group Function Directors, meets twice a year. The Group's Risk, Compliance and Internal Control Director chairs this committee, and reports twice a year to the Executive Committee and once a year to the Audit Committee.

The CEO of each country in which the Group operates appoints an ethics and compliance manager. This manager is tasked with effectively deploying the Group's tools and requirements, and for ensuring that national requirements are taken into account. Every two months, the Group Compliance Department reviews the situation with each country's compliance officer, and convenes a meeting of the entire network.

Transdev Code of Ethics

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

Ethics and Compliance Management System

A review of ethical risks and an analysis of how they are handled prompted the Group in 2019 to supplement its ethics approach and to set up a global ethics and compliance management system (ECMS). It was validated by the Executive Committee and then by the Audit Committee, and is deployed by all countries based on Group requirements implemented at various levels of the organization:

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

The ECMS periodic monitoring process includes an annual assessment exercise and second-level controls. It enables the Group and its governance to take stock of the overall ethics and compliance system. In 2023, controls were added to the Group's internal control information systems to optimize consistency and efficiency.

Reports and alerts

In all Group countries, an ethics whistleblowing system is available to all stakeholders, including employees, which they can use to report incidents without fear of reprisal. Any breach, or attempted breach, of the Code of Ethics must be reported to a supervisor and/or to the Risk and Compliance Officer and/or to the General Counsel and/or through the ethics whistleblowing system accessible on the SpeakUp® platform.



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

The "alerts and incidents" system ensures that any serious incident (human, environmental) 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.

Actions deployed

Observing the fundamental human rights

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

Since 2018, the Group has 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;
- controlled impact of operations on local communities.

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

Personal data protection

The Transdev Group interacts with more than 100,000 employees and nearly 12 million passengers each day. This involves handling large quantities of personal data, which must be protected and processed in the best interests of the various stakeholders.

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

The "Data Privacy" process is supported by a network of Data Protection Officers (DPO) in European countries, and shall incorporate Data Protection Referents in all other European countries, to ensure that personal data is processed in accordance with the Group's principles, such as data minimization, reliability and security, as well as local laws.

Depending on this local regulation, on the size and organization of the countries, DPOs or local contacts may be appointed.

The network of country DPOs meets periodically to share experiences, best practices and difficulties encountered, and to work to improve the system. Effective deployment of this approach is monitored on the basis of 12 criteria applicable to each entity and to groups of entities.

Fair competition

In 2023, Transdev adopted a fair competition policy for the Group. It explains the typical risks in this area and sets out the rules to be applied and actions to be avoided, thus ensuring that all employees are aware of how to act in accordance with the principles of fair competition.

This policy relies on existing networks (compliance, legal, internal control) to capitalize on mechanisms already in place. The policy highlights the key role played by management in compliance.

As has been the case for the anti-corruption and personal data protection policies, the fair competition policy will be the subject of a Group training campaign.

Combating tax evasion

The issue of combating tax evasion, an essential compliance matter, was given renewed prominence in 2023 with the implementation of a formal Group policy. This document sets out the Group's objectives in this area: compliance with the laws, transparency in its relations with tax authorities, and tax risk management. It explains the central role of the tax function, which is represented at Group and country level.

Tax ethics

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

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

Tax transparency

The Group maintains a professional and cooperative relationship of confidence with the tax authorities in the countries where it operates and communicates all relevant information in a transparent manner, in compliance with its legal and tax obligations.

For example, in 2019, Transdev in Australia obtained an excellent assessment from the Australian tax authorities in a "Top 1000 Streamlined Assurance Review" of the 2015-2018 fiscal years, particularly in the areas of transfer pricing, tax governance, tax risk management and reconciliation of tax and accounting results. The Group's companies ensure that tax returns are

filed and payments are made in accordance with the local laws in force. In addition, the French tax authorities have accepted Transdev application to join a tax partnership with the objective of promoting transparency and collaboration between the company and the authorities.

Transdev tax conduct is consistent with international developments: OECD guidelines, the Base Erosion and Profit Shifting (BEPS) project, the Anti-Tax Avoidance Directive (ATAD), the DAC 6 Directive, which follows from the BEPS project. The Directive on the 15% minimum global tax was adopted in late 2022 and, after it is transposed into national law, will take effect on 1 January 2024. As they come within the scope of this new law, Caisse des Dépôts and the Transdev Group are working on implementing this new directive to ensure compliance with international law.

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

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

Fight against corruption

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

Compliance by all stakeholders is at the core of the Group's ethics approach. Transdev has therefore adopted a principle of zero tolerance for bribery and influence peddling. It has drafted a specific code of conduct, which is supplemented, whenever necessary or of use, by appropriate procedures, in particular concerning sales intermediaries.

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

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

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

In 2023, the Risk, Compliance and Internal Control Department assisted each country to update and expand its mapping of corruption risks, before establishing a consolidated version. Action plans have been identified and implemented. Their gradual implementation will enhance the effectiveness of the system.

Key Performance Indicators

KPIs	2022	2023
Annual percentage of projects approved by the GEC* for which human rights risks have been assessed and reduced to an acceptable level⁽¹⁾	85.7 %	96.3 %

*GEC : Group Engagement Committee

⁽¹⁾ Failure to respect human rights in the supply chain (forced labor and child labor), failure to respect freedom of association, discrimination, harassment

The actions carried out in 2023 have significantly improved the ratio and increased coverage to nearly 96%. The information collected at the beginning of 2024 made it possible to finalize the analysis and reach 100% of the projects assessed in 2023.

KPIs	2022	2023
Share of countries covered by a personal data protection officer compared to the total number of countries in the consolidation scope	94.1 %	94.4 %

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

KPIs	2022	2023
Percentage of managers trained in anticorruption measures every sliding 3 years (Group Top Executives & Top Managers scope)	81 %	78.5 %

The data collection rate slightly decreased, mainly due to the integration of First Transit employees during the year. These employees were sensitized as part of the integration process, and received training early 2024. 90% of managers had received anti-corruption training by January 31, 2024.



VIII.

**Monitoring
non-financial
performance**

VIII. Monitoring non-financial performance

Methodological note

Method used to develop the business model

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

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

Method used to identify the main non-financial risks

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

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

To analyze non-financial risks, this operating method was applied with an additional level of detail and specific requirements. For each family of risks (environment, safety, social, fundamental rights), 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 in order to ensure their relevance and consistency.

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

The risk analysis is updated each year to take into account changes in the Group, its business and its environment. The analysis conducted for 2023 did not discover any new risks to be taken into account.

Reporting scope

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

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

In 2023, the entities added as a result of the Transdev Group's acquisition of First Transit were included in the scope of social, health and safety, security, purchasing and ethics indicators. The proportion of First Transit employees in the Group headcount is 16.4%. The environmental scope does not include data from First Transit entities in the United-States. They will be gradually added in 2024.

Reporting methodology

The CSR Department coordinates and leads the entire process for the non-financial performance declaration (NFPD). Each department is responsible for its own indicators, which the CSR Department centralizes for inclusion in the NFPD. Information is collected and consolidated using the following two methods:

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

Carbon footprint methodology

The carbon footprint is measured out in accordance with the standards and recommendations of the Greenhouse Gas Protocol (GHG) and the French Ecological Transition Agency (ADEME). This measurement covers all entities controlled by Transdev that have been in operation for at least six months and are included in the financial scope.

The environmental report covers the following categories or scopes of emissions:

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

Transdev has performed a complete calculation of all Scope 3 categories for one country and for all of the Group's modes of transportation. This calculation identified the following categories as significant: 1. Purchased goods and services, 3. Fuel and energy related activities, 6. Business travel, 7. Employee commuting, 8. Upstream leased assets. These categories, which cover over 95% of Scope 3, are currently being rolled out in all Group countries, which will collect the relevant data annually. Emissions are calculated on the basis of the emission factors provided by ADEME and the GHG Protocol.

Breakdown of emission factors

GHG emissions are calculated on the basis of energy consumption, to which CO₂ equivalent emission factors are applied.

To ensure that carbon emission figures are transparent and consistent, GHG emission factors are taken from the following databases:

- ADEME's "Base Empreinte" 2023 database for global emission factors;
- DEFRA 2023 database or other national databases for local emission factors that differ significantly from "Base Empreinte" factors;
- IEA database for the carbon intensity of electricity mixes, using a location-based approach;
- IEA database for the carbon intensity of electricity contracts, using a market-based approach;
- "2019 Refinement to the 2006 IPCC Guidelines for National GHG Inventories" for refrigerants.

In addition, pollutant emissions are calculated on the basis of kilometers traveled, to which are applied the NO_x, PM, CO and HC emission factors measured by ADEME in the "Overview and Evaluation of Various Urban Bus Sectors" study for Euro II to VI engines. Due to a lack of data, emission factors for Euro 0 and Euro I engines reflect Euro II data.

Indicators and benchmark year

- Alternative fleet: non-diesel buses and coaches (CNG, biogas, electric*, biofuel, hydrogen).
- Zero emission fleet: fleet that produces zero carbon dioxide exhaust emissions as defined in the Taxonomy (annex 1 of the delegated acts). The zero-emission fleet includes electric and hydrogen-powered buses and coaches.

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

Due to uncertainties about the emissions of the marine fleet, the carbon emissions per 100 km indicator is monitored for the non-marine fleet, which accounts for 95% of the fleet's total emissions. Local pollutant indicators are calculated for the road vehicle fleet (internal combustion engine), including buses and coaches.

List of key performance indicators and definitions

The following list includes the main key performance indicators audited in connection with the non-financial performance declaration.

Absenteeism rate: measures the total number of calendar days of absence between 12/31/2022 and 12/31/2023 for all employees for the following reasons:

- Illness (regardless of type or duration);
- Parental leave (maternity, paternity or adoption);
- Family reasons;
- Other reasons (excluding vacation, parental leave, training, labor union duties, military service, long-term unpaid absences).

It is calculated as follows: (Total calendar days of absence – total days of absence due to illness, parental leave, family reasons and other reasons) ÷ total workforce at 12/31/2023 × 365.

Employee turnover rate: measured on the basis of the company's workforce on permanent (or equivalent) contracts. It is calculated as follows: [Total departures of employees on permanent contracts in 2023 – (departures of employees on permanent contracts due to a layoff plan (including loss of a contract) + departures of employees on permanent contracts due to a transfer + departures of employees on fixed-term contracts)] ÷ workforce on permanent contracts as of 12/31/2023.

Percentage of employees who received at least one training course during the year: equal to the number of employees who received at least one training course, whether in-house or outside the company, between 12/31/2022 and 12/31/2023 out of the total workforce as of 12/31/2023.

Percentage of women in Top Executive positions: equal to the number of women in Top Executive positions out of all Top Executive positions held. The Top Executives are the company's highest managerial circle (excluding the Executive Committee).

Percentage of employees who have had an annual interview: measured for Group Top Executives and Top Managers.

GHG emissions kg/100 km traveled: equal to the greenhouse gas emissions generated by the energy consumption of the Group's non-maritime fleet, expressed in kilograms of CO₂ equivalent per 100 km traveled.

Alternative fleet rate: the ratio of the number of non-diesel buses, coaches and trolley buses that use CNG, biogas, electricity, biofuel and hydrogen to the total number of buses, coaches and trolleybuses.

Pollutant emissions g/100 km traveled: equal to the emissions of carbon monoxide (CO), nitrogen oxide (NO_x), particulate matter (PM) and hydrocarbons (HC) emitted by the Group's diesel-powered road vehicle fleet.

Rate of entities that experienced accidental pollution during the year: equal to the number of entities that experienced accidental pollution in 2023 out of all Group entities.

Lost time injuries frequency rate: measures the number of lost-time work accidents among Group employees. Lost-time work accidents are defined as accidents resulting in at least one full day's absence from work (excluding commuting accidents). Occupational illnesses, commuting accidents and relapses are excluded.

It is calculated as follows: (Number of lost-time work accidents ÷ total number of hours worked) × 1,000,000.

*Procurements of green certificates are associated with electric fleets in countries where this is possible.

MONITORING NON-FINANCIAL PERFORMANCE

Lost time injuries accident severity rate: This rate measures the severity of accidents by calculating the total number of days lost due to workplace accidents (excluding the day on which the workplace accident occurs). Commuting accidents are excluded.

It is calculated as follows: $(\text{Number of days lost} \div \text{total number of hours worked}) \times 1,000$.

Major accident rate: the number of major accidents based on the total number of kilometers traveled by the Group's fleet.

It is calculated as follows: $(\text{Number of major accidents} \div \text{total number of kilometers}) \times 1,000,000$.

A major accident is an accident with one fatality and/or three injured people transported to the hospital from the scene of the accident. Suicides, natural deaths and subsequent deaths are excluded.

Lost time injuries frequency rate due to assault: measures the number of lost-time work accidents due to the physical or verbal assault of a Group employee.

It is calculated as follows: $(\text{Number of lost-time work accidents due to assault} \div \text{total number of hours worked}) \times 1,000,000$.

Lost time injuries severity rate due to assault: measures the severity of workplace accidents due to the physical or verbal assault of a Group employee.

It is calculated as follows: $(\text{Number of days lost due to assault} \div \text{total number of hours worked}) \times 1,000$.

Rate of physical assaults on passengers: equal to the number of physical assaults on passengers based on the total number of kilometers traveled. A passenger is defined as a person who travels using the company's transportation services.

This rate is calculated as follows: $(\text{Number of physical assaults on passengers} \div \text{total number of kilometers}) \times 1,000,000$.

Percentage of master agreements > 1 million euros incorporating the Suppliers' Charter: equal to the ratio of the number of master agreements with a value over 1 million euros incorporating the Group's Suppliers' Charter to the total number of master agreements. The Transdev Suppliers' Charter, based on the Code of Conduct, defines the scope of the collaboration, regardless of country or area of expertise, and reflects its various policies concerning ethics, compliance, human rights, labor, the environment, preventing corruption, money laundering, the financing of terrorism. By accepting the Charter, suppliers undertake to respect the Group's expectations in this area and are prompted to follow these principles.

Percentage of managers who receive anti-corruption training over a rolling 3-year period: equal to the number of managers out of all Group Top Managers and Top Executives who have completed the anti-corruption e-learning course over the last three years.

Annual percentage of projects approved by the GEC: equal to the number of projects approved during the year by the Group Commitment Committee.

Percentage of countries covered by a personal data protection officer: equal to the number of countries with a personal data protection officer out of all countries in which the Group operates.

Indicators developed or changed in 2023

Ethics and compliance: there was a change in 2023 in the calculation of the percentage of managers who receive anti-corruption training over a rolling 3-year period. It was originally calculated on the basis of all Group managers, but now focuses on the Group's Top Managers and Top Executives. This new scope, although smaller than the previous one, focuses on employees in decision-making positions, particularly with regard to customers and suppliers. It is also consistent with the Group's human resources management procedures. However, each country is still responsible for rolling out Group training courses to all its managers.

Verifications carried out of the Group's social, environmental, procurement, health, safety and security reporting systems

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

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

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

As of the date of this document, Transdev has no knowledge of any actions to combat food waste and food insecurity or to ensure animal welfare. Although these are important issues, they do not concern the Group's business sector.

Transdev strives to ensure responsible, equitable and sustainable food production through agreements entered into with the company catering service provider which:

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

Monitoring of our non-financial performance

	CHALLENGES	SIGNIFICANT RISKS	POLICIES AND ACTION PLANS	COMMITMENTS	KPIS	TARGETS
ENVIRONMENT	<ul style="list-style-type: none"> Decarbonization of our fleet and zero emissions Local pollution from transportation and operations Sustainable and circular use of resources Global carbon footprint Preserving biodiversity Energy transition of operations Resilience to climate change 	Gradual air pollution	Environmental policy + Actions and programs in support of the energy and ecological transition and to combat climate change	Contributing to the reduction of CO ₂ emissions in local areas.	GHG emissions kg/100km travelled	Reduce the carbon intensity of the fleet by 30% by 2030 (base year: 2018)
		Regulatory and contractual non-compliance in environmental matters		Reducing congestion and contribute to preserving air quality.	Pollutant emissions g/100km traveled	Decrease compared to year "N-1"
		Accidental / Gradual ground pollution		Increasing the non-diesel fleet.	Alternative fleet percentage: road vehicle fleet (CNG, biogas, electric, biofuel, hydrogen)	50% increase in the alternative fleet by 2030 (base year: 2018)
				Commitments made to communities through partnerships to contribute to preserving biodiversity.	Rate of entities that experienced accidental pollution during the period	Decrease compared to year "N-1"
PASSENGERS	<ul style="list-style-type: none"> Passenger experience and information Financial, physical and geographic accessibility Inter- and multimodality Health, safety and security of passengers Digitalization of transportation services Developing and promoting public transportation 	Serious train and bus accidents	Health and Safety Policy	<ul style="list-style-type: none"> Strengthening governance and compliance, improving health and safety performance. Applying strict sanitary measures in vehicles and stations to combat Covid-19 to ensure the safety of passengers and the public. Implementing all resources necessary to protect the health, safety, security and tranquility of passengers. 	Major accident rate	Each day, Transdev does everything possible to achieve our goal of zero accidents.
		Assaults on passengers Terrorist attack	Security Policy		Rate of physical assaults on passengers	Ensuring a safe travel environment
EMPLOYEES	<ul style="list-style-type: none"> Working conditions Health, safety and security of employees Diversity, inclusion and equal opportunities Developing talent and careers Attraction and retention of employees Engagement and awareness raising of employees 	Workplace accidents	Health and Safety Policy	<ul style="list-style-type: none"> Strengthening governance and compliance, improving health and safety performance. Promoting a positive and proactive culture of well-being and safety. Implementing all resources necessary to protect the health, safety and security of employees and subcontractors. 	Lost time injuries frequency rate	Annual performance targets
		Assaults on employees Terrorist attack	Security Policy		Lost time injuries severity rate	
					Absenteeism and low employee commitment (including psychosocial risks)	Drivers@Transdev program + Talent Management and Learning Programs + Diversity and Inclusion Program
		Poor skills planning				
COMMUNITIES	<ul style="list-style-type: none"> Partnership with local actors Economic and social development Promoting education, arts and culture Health, safety and security of third parties and communities Heritage preservation Philanthropy 	CSR claims against a supplier	Sustainable Procurement policy	<ul style="list-style-type: none"> Raising awareness among the suppliers and subcontractors to sustainable initiatives. Ensuring they undertake to comply with the Group ethical principles. Taking into account their commitment to responsible business. Assessing the relationship with the suppliers. Monitoring implementation of the Sustainable Procurement policy in Group countries. 	Percentage of master contracts > 1 million euros that incorporate the Suppliers' Charter	Incorporation of the Suppliers' Charter into all contracts with a value over 1 million euros.
		GOVERNANCE	<ul style="list-style-type: none"> Business ethics Risk management and transparency Dialogue with stakeholders Procurement and logistics management 	Failure to respect human rights	Fundamental rights policy + Data Privacy Policy + Ethics and Compliance Management System (ECMS)	Enabling all employees to exercise their whistleblowing rights without fear.
Personal Data Breach	Protection of stakeholders' personal data.			Share of countries covered by a personal data protection officer compared to the total number of countries in the consolidation scope		100% of countries covered
Corruption	Zero tolerance for corruption			Percentage of managers trained in anti-corruption measures every sliding three years		100% of managers trained at least every three years
Anti-competitive practices	Currently covered by Transdev's ECMS					

PANDÉMIE

* Group Engagement Committee











2023 results

Focuses	KPIs	Results 2022	Results 2023	Trends 2023	Targets
Environment	Rate of entities that experienced accidental pollution during the year	1.25 %	1.84 %		Decrease compared to year "N-1"
	GHG emissions kg/100 km traveled (excluding maritime activities)	85.7	79.6		Decrease emissions by 30% by 2030
	Alternative fleet percentage: road vehicle fleet (CNG, biogas, electric, biofuel, hydrogen)	17.1 %	18.1 %		Increase the alternative fleet by 50 % by 2030
	Pollutant emissions g/100km traveled	CO NO _x MP HC	41.2 825.2 4.3 10.8	27.3 725.8 3.2 5.5	
Responsible procurement	Percentage of master contracts > 1 million euros that incorporate the Suppliers' Charter	94.2 %	96.9 %		100%
Safety	Lost time injuries frequency rate	20.68	16.65		Decrease compared to year "N-1"
	Lost time injuries severity rate	2.19	1.77		Decrease compared to year "N-1"
	Major accident rate	0.03	0.03		Decrease compared to year "N-1"
Security	Lost time injuries frequency rate due to assault	3.10	2.47		Decrease compared to year "N-1"
	Lost time injuries severity rate due to assault	0.42	0.37		Decrease compared to year "N-1"
	Rate of physical assaults on passengers	1.03	0.37		Decrease compared to year "N-1"
HR	Absenteeism rate	8.1 %	6.8 %		Decrease compared to year "N-1"
	Employee turnover rate	24.0 %	23.0 %		Decrease compared to year "N-1"
	Percentage of employees who received at least one training course during the year	83.9 %	97.9 %		80% of the employees
	Percentage of employees who have had an annual interview (Group Top Executive and Top Managers scope)	82.9 %	91.3 %		100%
Diversity, equity and inclusion	Percentage of women among Top Executives	26 %	23.3 %		34% women among Top Executives by 2030
Fundamental rights	Annual percentage of projects approved by the GEC ⁽¹⁾ for which human rights risks have been assessed and reduced to an acceptable level	85.7 %	96.3 %		100%
Personal data protection	Share of countries covered by a personal data protection officer compared to the total number of countries in the consolidation scope	94.1 %	94.4 %		100%
Anti-corruption training	Percentage of managers trained in anti-corruption measures every sliding three years (Group Top Executive and Top Managers scope)	81 %	78.5 %		100% (every three years)

(1) Group Engagement Committee

All results are calculated based on the consolidated financial scope, with the exception of environmental indicators, which exclude data from First Transit United States.

Contribution to the United Nations Sustainable Development Goals

SDG	TARGET	TITLE	TRANSDEV'S CONTRIBUTION	CORRESPONDING SECTION
 3 GOOD HEALTH AND WELL-BEING Ensure healthy lives and promote well-being for all at all ages	3.6	By 2020, halve the number of global deaths and injuries from road traffic accidents	Transdev deploys a Safety policy and a Security policy in all countries where it operates. Health, safety and security are paramount priorities. They are the essential foundation for the trust the employees, passengers and communities the Group serves place in Transdev.	Transdev, commits to safe mobility
	3.9	By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination		Transdev, a sustainable mobility player
 5 GENDER EQUALITY Achieve gender equality and empower all women and girls	5.5	Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life	Transdev is committed to promoting respect for fundamental rights. Persuaded that diversity and inclusion are performance catalysts, through its Group-wide Diversity, Equity and Inclusion program the Group aims to create a work culture where individual differences are understood, anticipated, valued and capitalized on.	Transdev, a responsible employer
	5.c	Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels		
 8 DECENT WORK AND ECONOMIC GROWTH Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	8.2	Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labor-intensive sectors	Transdev deploys a policy to promote respect for fundamental rights and a vigilance plan. The Group is attentive to the needs of all its employees, and social dialogue is at the heart of its human resources policy. Transdev also promotes social and economic inclusion by working with local organizations in the communities where the Group does business.	Transdev, commits to safe mobility
	8.2	Protect workers' rights, promote safe and secure working environments and protect all workers, including migrants, especially women, and those in precarious employment		Transdev, a responsible employer
 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	9.1	Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all	Transdev deploys environmental commitments and an Environmental Management System. Transdev develops and promotes clean, autonomous and electric mobility solutions. Transdev provides intelligent financing solutions to support the ecological transition	Transdev, the partner of communities
				Transdev, a sustainable mobility player
 10 REDUCED INEQUALITIES Reduce inequality within and among countries	10.3	Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard	Transdev deploys an ethics and compliance management system and a policy to promote respect for fundamental rights. We make public transportation a tool for promoting social cohesion by adopting universal and inclusive mobility solutions. Transdev has established apprenticeship programs to develop its talents, as well as a diversity and inclusion program	Transdev, a responsible employer
				Transdev's ethics and compliance approach
 11 SUSTAINABLE CITIES AND COMMUNITIES Make cities and human settlements inclusive, safe, resilient and sustainable	11.2	By 2030, provide access to safe, accessible, reliable and affordable transportation systems for all. Improve road safety, notably by expanding public transportation, with special attention to the needs of those in vulnerable situations, women, children, people with disabilities and older people.	Transdev helps communities become resilient by working closely with local players to design tomorrow's mobility. The Group connects mobility offers and ensures efficient modal shifting. Transdev deploys an environmental policy and a Sustainable Procurement policy in order to provide safe, efficient and innovative solutions for the common good	Transdev, the partner of communities
	11.3	By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries		Transdev, a sustainable mobility player
	11.6	By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and waste management, especially at municipal level		
 12 RESPONSIBLE CONSUMPTION AND PRODUCTION Ensure sustainable consumption and production patterns	12.2	By 2030, achieve the sustainable management and efficient use of natural resources	As an economic and social actor, Transdev also contributes to the development of communities through its relationships with suppliers. The Sustainable Procurement policy, which was adopted at the Group level, establishes common criteria for purchasing and procurement, as well as environmental protection and economic and social development requirements in the communities where the Group does business	Transdev, a sustainable mobility player
	12.4	By 2020, 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 to air, water and soil in order to minimize their adverse impacts on human health and the environment		
 13 CLIMATE ACTION Take urgent action to combat change and its impacts	13.2	Integrate climate change measures into national policies, strategies and planning	Transdev deploys an environmental policy and is committed to a more ecological and cleaner mobility. The Group improves customer experience in order to accelerate the shift from private cars to alternative solutions. Transdev is also committed to working with local authorities to achieve the ecological transition	Transdev, a sustainable mobility player
	13.3	Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning		
 16 PEACE, JUSTICE AND STRONG INSTITUTIONS Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	16.5	Integrate climate change measures into national policies, strategies and planning	Transdev deploys an Ethics and Compliance Management System and a policy to promote respect for fundamental rights. The Group's ethical principles contribute to the relationship of trust it builds with its various stakeholders. They guide the Group when making choices and ensure that its actions are consistent with its words.	Transdev's ethics and compliance approach
	16.10	Improve education, awareness-raising and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning		
 17 PARTNERSHIPS FOR THE GOALS Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	17.17	Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships	When performing its duties in the service of the common good, the decisions and day-to-day actions of the Group are guided by unwavering ethical principles. Transdev promotes social ties through the Transdev Foundation and develops local partnerships in the communities it serves. In 2003, Transdev became a Global Compact partner and reaffirmed its support for the principles of the United Nations Global Compact	Transdev, the partner of communities
				Transdev's ethics and compliance approach

Taxonomy appendix

Application of the European Union's Taxonomy of Sustainable Activities Regulation

Regulation (EU) 2020/852 of June 18, 2020 establishes a framework, known as the "Taxonomy", to facilitate sustainable investment in the European Union and thus advance the climate and environmental objectives of the European Green Deal. This regulation, which is supplemented by various delegated acts, lists economic activities and the criteria for classifying them as sustainable.

Transdev is aware of the responsibilities its activities confer on it, but also of its ability to make a positive contribution to the ecological transition, and anticipating the Corporate Sustainability Reporting Directive. It presents the share of its activity that is Taxonomy-eligible and aligned (revenue and capital expenditures (CapEx) on transportation equipment), in line with climate change mitigation and adaptation objectives.

For contracts with public transportation authorities, which account for the majority of the Group's activities, the equipment meets the specifications set by them. For many years, Transdev has been actively committed to working alongside them to energy transition in public transportation. Transdev's "Moving Green" strategy is described in the chapter "Transdev, a sustainable mobility player".

The scope covers consolidated entities as of December 31, 2023, with the exception of the First Transit group, which was acquired on March 6, 2023 (the Group's environmental reporting requirements will apply starting in 2024).

1. Summary of climate change mitigation and adaptation objectives

The table below summarizes the eligibility and alignment percentages for revenue and capital expenditures on transportation equipment, in line with climate change mitigation and adaptation objectives.

(€ millions)

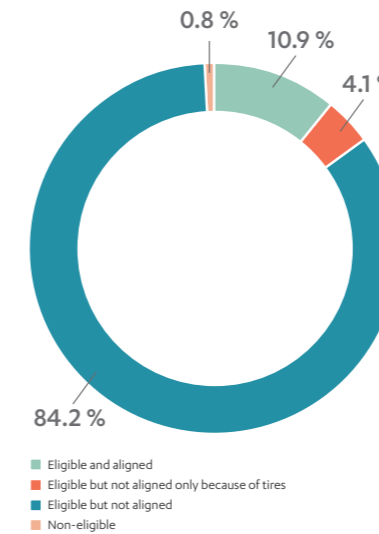
		Revenue		CapEx, transport equipment ⁽²⁾	
		2023	%	2023	%
Eligible and aligned ⁽¹⁾	CCM	887.1	10.9%	28.6	8.7%
Eligible but not aligned because of the tire criteria	CCM	337.3	4.1%	50.7	15.4%
Eligible but not aligned	CCM	6 863.3	84.2%	241.0	73.4%
Total eligible	CCM	8 087.7	99.2%	320.3	97.5%
% aligned / eligible			11.0%		8.9%
Total non-eligible		65.5	0.8%	8.3	2.5%
TOTAL EXCLUDING FIRST TRANSIT		8 153.2	100.0%	328.6	100.0%
First Transit (acquisition in 2023)		1 176.4		92.4	
TOTAL		9 329.6		421.0	

⁽¹⁾ Activity operating electric, hydrogen vehicles or bi-mode for the 6.1 activity "Passenger interurban rail transport" (Euro VI technical criterion not applied for the interurban activity 6.3 "Urban and suburban transport, road passenger transport").

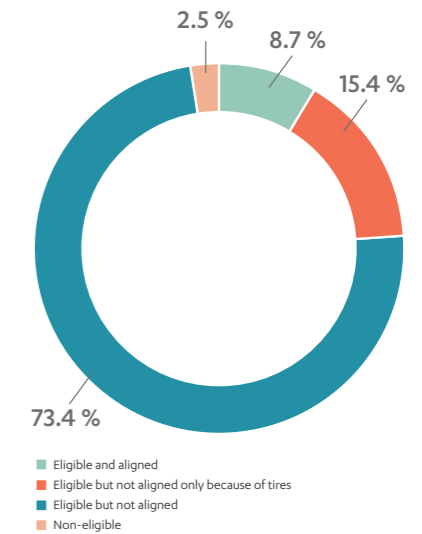
⁽²⁾ Excluding operating financial assets resulting from the application for the IFRIC 12 interpretation "Service Concession Arrangements". After deduction of investment grants.

Including CapEx from business combinations that took place during the fiscal year.

2023 revenue (without First Transit)



2023 Transport CapEx (without First Transit)



2. Key Taxonomy principles

The Taxonomy is a classification system that establishes a framework for determining what economic activities are considered sustainable.

To be considered sustainable or aligned, an activity must meet all three of the following conditions:

- make a substantial contribution to one of the six environmental objectives listed below, meeting specific technical criteria;
- do no significant harm to the other five objectives ("Do No Significant Harm" principle);
- comply with minimum safeguards in the areas of human rights, anti-corruption, and compliance with competition law and tax regulations.

6 environmental objectives	4 cumulative criteria to be considered sustainable
<p>1. Climate change mitigation</p> <p>2. Climate change adaptation</p>	<p>1. Eligibility Activity covered by the Taxonomy</p>
	<p>2. Substantial contribution to one of the six environmental objectives Compliance with the technical criteria</p>
<p>3. Sustainable use and protection of hydrological and marine resources</p> <p>4. Transition to a circular economy</p> <p>5. Pollution prevention and reduction</p> <p>6. Protection and restoration of biodiversity and ecosystems</p>	<p>3. No collateral impacts on the five other environmental objectives Compliance with the Do No Significant Harm (DNSH) criteria</p>
	<p>4. Compliance with minimum safeguards Human rights, anti-corruption, taxes and fair competition</p>

3. Activities eligible under the climate change mitigation objective

An activity is considered Taxonomy-eligible if it is included in the Taxonomy Regulation delegated acts, which list activities that have the potential to make a substantial contribution to at least one of the six environmental objectives (see Note 2).

In 2023, the main activities eligible for the climate change mitigation objective are as follows:

- CCM 6.1 “Passenger interurban rail transport”;
- CCM 6.3 “Urban and suburban transport, road passenger transport”;
- CCM 6.5 “Transport by motorbikes, passenger cars and light commercial vehicles”;
- CCM 6.7 “Inland passenger water transport”;
- CCM 6.14 “Infrastructure for rail transport”;
- CCM 6.15 “Infrastructure enabling low carbon road transport and public transport”;
- CCM 6.20 “Air transport ground handling operations”.

Revenue

99.2% of revenue in 2023 (excluding First Transit) is eligible under the climate change mitigation objective. Non-eligible activities are primarily holding company activities.

This very high level of eligibility reflects the significant actions taken by the Group to reduce its global carbon footprint, which is a fundamental pillar of its CSR trajectory (see chapter “Transdev, a sustainable mobility player”).

CapEx (transportation equipment)

Nearly all transportation equipment CapEx are eligible under the climate change mitigation objective.

4. Activities eligible under the climate change mitigation objective

Technical criteria

The terms “zero emission” and “no emission” describe vehicles that produce zero carbon dioxide exhaust emissions. The methods used to manufacture, distribute and produce the energy used are not taken into account in the analysis. For the purposes of activity 6.1 “Passenger interurban rail transportation”, to determine which activities are Taxonomy-aligned, electric vehicles and bimodal vehicles have been included, i.e., vehicles that generate zero direct CO₂ exhaust emissions when operated on a track equipped with the necessary infrastructure, and that use a conventional engine if such infrastructure is not available.

For activities 6.3 “Urban and suburban transportation, road passenger transportation” and 6.5 “Transportation by motorbikes, passenger cars and light commercial vehicles”, the Group has taken into account only zero-emission vehicles, as defined by the Taxonomy, in determining which of its activities are Taxonomy-aligned. For activity 6.3 in particular, the Group has chosen not to consider Euro VI vehicles used for interurban transportation as sustainable until 2025.

The technical alignment criteria of the Taxonomy reflect the European Union’s objective of reaching carbon neutrality by 2050, but do not include certain significant measures that the Group has already taken to achieve its carbon trajectory. For example, for activity 6.3 “Urban and suburban transportation, road passenger transportation”, which accounted for around 75.6% of Transdev’s total revenue in 2023, hybrid vehicles and biofuel or biogas vehicles are not considered Taxonomy-aligned, even though they are components of a net low-emission fleet.

Do no significant harm to the other five environmental objectives - Do No Significant Harm (DNSH) criteria

Climate change adaptation

In 2023, the Group began preparing a climate change adaptation plan by mapping and assessing climate risks. Various solutions to anticipate these risks have been proposed (see chapter “Transdev, a sustainable mobility player”).

This adaptation plan, which meets the DNSH criterion, will need to be supplemented in the coming years.

Pollution prevention and reduction

For activities 6.3 “Urban and suburban transportation, road passenger transportation” and 6.5 “Transportation by motorbikes, passenger cars and light commercial vehicles”, the DNSH criterion concerns the compliance of tires with external rolling noise requirements in the highest energy efficiency class, and with the rolling resistance coefficient in the two highest energy efficiency classes. The compliance of tires was assessed using the European Product Registry for Energy Labelling (EPREL) database, based on the top tire classes available on the market. In some regions, mainly North America, tyre labelling does not correspond to that used in Europe. In this case, the Group considered that the DNSH criteria “Prevention and reduction of pollution” was not fulfilled.

Some electric vehicle fleets could not be considered Taxonomy-aligned because they did not meet these criteria for tires. In 2023, it concerns around 4.1% of revenues and 15.4% of CapEx for transport equipment (excluding First Transit).

Transition to a circular economy

The “Transition to a circular economy” DNSH criteria for activities 6.1 “Passenger interurban rail transportation”, 6.3 “Urban and suburban transportation, road passenger transportation” and 6.5 “Transportation by motorbikes, passenger cars and light commercial vehicles” mainly concern the implementation of waste management measures, both during the rolling stock’s use phase (maintenance) and at the end of its life cycle.

The waste management systems described in chapter “Transdev, a sustainable mobility player” meet this DNSH criterion, but will need to be reinforced in the future.

Minimum safeguards

The assessment covered four aspects: (i) human rights, (ii) corruption, (iii) taxes and (iv) fair competition. This assessment was based on:

- the policies implemented by the Group;
- the absence of any material adverse impact or event involving any of these four aspects (in particular, the absence of any material breaches or major convictions).

Transdev has set up a compliance management system to ensure compliance with laws and internal rules. It directly incorporates a code of conduct and anti-corruption measures, which are described in specific procedures. This compliance management system is supplemented by policies on human rights, taxes and fair competition.

Regarding the four aspects listed above,

- the policies implemented by the Group are described in chapter “Transdev’s ethics and compliance approach” and in the Vigilance Plan;
- in 2023, Transdev was not convicted of any offense that would call into question its compliance with the “minimum safeguards” criteria.

5. Eligibility and alignment of the Group’s activities

Revenue

Objectives	Revenue for 2023 fiscal year (First Transit excluded)	
	Proportion of eligible revenue per objective	Proportion of aligned revenue per objective
CCM	99.2%	10.9%
CCA	-	-
WTR ⁽¹⁾		
PPC ⁽¹⁾		
CE ⁽¹⁾		
BIO ⁽¹⁾		

⁽¹⁾ These four environmental objectives will be further developed in 2024.

In 2023, Taxonomy-aligned revenue totaled around 887.1 million euros, i.e., 10.9% of total revenue (excluding First Transit) (11.0% of eligible revenue).

TAXONOMY APPENDIX

For 2023, this alignment breaks down as follows by Taxonomy activity:

Economic activities	Code	Revenue 2023 (in € million)	Proportion of revenue (3)	Substantial contribution criteria				DNSH criteria					Minimum safeguards	Enabling activity	Transitional activity	
				Climate change mitigation	Climate change adaptation	Climate change mitigation	Climate change adaptation	Water	Pollution	Circular economy	Biodiversity					
				%	%	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N					
A. TAXONOMY - ELIGIBLE ACTIVITIES																
A.1. Environmentally sustainable activities (Taxonomy-aligned)																
Passenger interurban rail transport	CCM 6.1	524.3	6.4%	100%	0%	-	Y	Y	Y	Y	Y	Y	Y		T	
Urban and suburban transport, road passenger transport ⁽¹⁾	CCM 6.3	283.2	3.5%	100%	0%	-	Y	Y	Y	Y	Y	Y	Y		T	
Transport by motorbikes, passenger cars and light commercial vehicles	CCM 6.5	78.5	1.0%	100%	0%	-	Y	Y	Y	Y	Y	Y	Y			
Air transport ground handling operations	CCM 6.20	1.1	0.0%	100%	0%	-	Y	Y	Y	Y	Y	Y	Y			
Revenue of environmentally sustainable activities (Taxonomy-aligned) (A.1)		887.1	10.9%													
<i>Of which enabling</i>																
<i>Of which transitional</i>		807.6	9.9%	100%												T
A.2. Taxonomy - eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																
Passenger interurban rail transport	CCM 6.1	571.3	7.0%													
Urban and suburban transport, road passenger transport	CCM 6.3	5 546.1	68.0%													
Urban and suburban transport, road passenger transport ⁽²⁾	CCM 6.3	313.6	3.8%	100%	0%	-	Y	Y	N	Y	Y	Y	Y			
Transport by motorbikes, passenger cars and light commercial vehicles	CCM 6.5	365.0	4.5%													
Transport by motorbikes, passenger cars and light commercial vehicles ⁽²⁾	CCM 6.5	23.7	0.3%	100%	0%	-	Y	Y	N	Y	Y	Y	Y			
Freight transport services by road	CCM 6.6	7.0	0.1%													
Inland passenger water transport	CCM 6.7	189.8	2.3%													
Infrastructure for rail transport	CCM 6.14	68.4	0.8%													
Infrastructure enabling low-carbon road transport and public transport	CCM 6.15	11.5	0.1%													
Air transport ground handling operations	CCM 6.20	104.2	1.3%													
Revenue of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		7 200.6	88.3%													
Total (A.1 + A.2)		8 087.7	99.2%													
B. TAXONOMY NON-ELIGIBLE ACTIVITIES																
Revenue of Taxonomy non-eligible activities (B)		65.5	0.8%													
Total (A + B)		8 153.2	100.0%													
First Transit (acquisition in 2023)		1 176.4														
TOTAL TRANSDEV		9 329.6														

⁽¹⁾ Activity operating electric or hydrogen vehicles (Euro VI technical criterion not applied for interurban in activity 6.3 "Urban and suburban transport, road passenger transport").

⁽²⁾ Non-aligned revenue related to electric or hydrogen vehicles, because of the tire criterion (pollution DNSH).

⁽³⁾ The allocation of revenue by activity does not include First Transit, contrary to that presented in the business model.

This alignment is driven primarily by activity 6.1 "Passenger interurban rail transportation", which corresponds to electric and dual-mode rail transportation, mainly in Germany and New Zealand.

For activity 6.3 "Urban and suburban transportation, road passenger transportation", Taxonomy-aligned revenue is generated by Group entities that operate:

- trams; and
- a fleet of zero-emission vehicles, within the meaning of the Taxonomy (mainly buses), fitted with tires that comply with external rolling noise and rolling resistance coefficient (energy efficiency) requirements. In certain regions, revenue associated with zero-emission vehicles, within the meaning of the Taxonomy, could not be considered Taxonomy-aligned because the vehicles did not meet the tire efficiency criteria.

Revenue from zero-emission vehicles, as defined by the Taxonomy, that could not be considered as aligned due to non-compliance with tire efficiency criteria, represents around 4.1% of Group revenue in 2023 (excluding First Transit).

CapEx (transportation equipment)

CapEx for 2023 fiscal year, transport equipment (First Transit excluded)		
	Proportion of eligible CapEx per objective	Proportion of aligned CapEx per objective
Objectives	97.5%	8.7%
CCM	97.5%	8.7%
CCA	-	-
WTR ⁽¹⁾		
PPC ⁽¹⁾		
CE ⁽¹⁾		
BIO ⁽¹⁾		

⁽¹⁾ These four environmental objectives will be further developed in 2024.

In 2023, Taxonomy-aligned CapEx on transportation equipment totaled 28.6 million euros, i.e., 8.7% of total CapEx for transportation equipment (excluding First Transit) and 8.9% of Taxonomy-eligible CapEx.

For 2023, this alignment breaks down as follows by Taxonomy activity:

Economic activities	Code	CapEx 2023	Proportion of CapEx	Substantial contribution criteria				DNSH criteria				Minimum safeguards	Enabling activity	Transitional activity
				Climate change mitigation	Climate change adaptation	Climate change mitigation	Climate change adaptation	Water	Pollution	Circular economy	Biodiversity			
		(in € million)	%	%	%	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	E	T
A. TAXONOMY - ELIGIBLE ACTIVITIES														
A.1. Environmentally sustainable activities (Taxonomy-aligned)														
Passenger interurban rail transport	CCM 6.1	7.4	2.3%	100%		-	Y	Y	Y	Y	Y	Y		T
Urban and suburban transport, road passenger transport ⁽¹⁾	CCM 6.3	21.2	6.5%	100%		-	Y	Y	Y	Y	Y	Y		T
CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		28.6	8.7%											
<i>Of which enabling</i>														
<i>Of which transitional</i>		28.6	8.7%	100%										T
A.2. Taxonomy - eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)														
Passenger interurban rail transport	CCM 6.1	62.0	18.9%											
Urban and suburban transport, road passenger transport	CCM 6.3	164.2	50.0%											
Urban and suburban transport, road passenger transport ⁽²⁾	CCM 6.3	41.9	12.7%	100.00%		-	Y	Y	N	Y	Y	Y		
Transport by motorbikes, passenger cars and light commercial vehicles	CCM 6.5	9.8	3.0%											
Transport by motorbikes, passenger cars and light commercial vehicles ⁽²⁾	CCM 6.5	8.9	2.7%	100.00%		-	Y	Y	N	Y	Y	Y		
Inland passenger water transport	CCM 6.7	3.9	1.2%											
Air transport ground handling operations	CCM 6.20	1.1	0.3%											
CapEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		291.7	88.8%											
Total (A.1 + A.2)		320.3	97.5%											
B. TAXONOMY NON-ELIGIBLE ACTIVITIES														
CapEx of Taxonomy non-eligible activities (B)		8.3	2.5%											
Total (A + B)		328.6	100.0%											
First Transit (acquisition in 2023)		92.4												
TOTAL TRANSDEV		421.0												

⁽¹⁾ Excluding Euro VI CapEx.

⁽²⁾ Not aligned electric or hydrogen vehicles because of the tire criterion (pollution DNSH).

In 2023, Taxonomy-aligned CapEx (transportation equipment) were primarily leases and purchases of zero-emission vehicles, within the meaning of the Taxonomy, fitted with tires that comply with external rolling noise and rolling resistance coefficient requirements. In certain regions, CapEx associated with zero-emission vehicles, within the meaning of the Taxonomy, could not be considered Taxonomy-aligned because the vehicles did not meet the tire efficiency criteria ; they represent around 15.4% of the Group's CapEx in 2023 (transport equipment, excluding First Transit).

6. Future developments

In 2023, Transdev voluntarily undertook the Taxonomy alignment exercise for the first time. Due to fact that the European Union's regulatory framework continues to evolve, the level of complexity of the legislation and the scope for interpretation, the Group expects this report to be fine-tuned in the coming years, in particular by:

- adding an analysis of CapEx on depots and workshops;
- making the adaptation plan more robust and identifying adaptation CapEx;
- expanding waste management procedures;
- when certain contracts are renewed, conducting an analysis of whether Taxonomy requirements for tires are taken into account;
- complying with the delegated acts concerning the four other environmental objectives, which were published on June 13, 2023.

7. Calculation methodology

Particular attention was paid to the risk of double counting.

Indicators

Revenue

Total revenue used is Group revenue as reported in the consolidated financial statements (see income statement published in Note I to the consolidated financial statements), i.e., after neutralizing internal transactions and including external subcontracting.

For certain entities, in order to determine the proportion of revenue that substantially contributes to Taxonomy alignment, the Group applied the percentage of kilometers traveled using zero-emission vehicles within the meaning of the Taxonomy (for activities 6.1 "Passenger interurban rail transportation", 6.3 "Urban and suburban transportation, road passenger transportation" and 6.5 "Transportation by motorbikes, passenger cars and light commercial vehicles") and dual-mode vehicles (for activity 6.1 only) relative to total kilometers traveled.

CapEx (transportation equipment)

Capital expenditures (CapEx) on transportation equipment consist of acquisitions of property, plant and equipment and rights of use during the year, before any impairment, depreciation/amortization or revaluation (see Notes VI.5.2 and VI.5.3 to the consolidated financial statements). They also include investments made by business combinations during the year (excluding acquired goodwill).

CapEx is calculated net of investment grants, which are deducted from the gross value of the assets for which they were received. CapEx does not include operating financial assets resulting from the application of IFRIC 12 "Service Concession Arrangements" (see Note VI.5.4 to the consolidated financial statements).

For 2023, Transdev focused its analysis on transportation equipment. Other types of CapEx, in particular on depots and maintenance workshops, are currently being analyzed.

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

For the year ended December 31, 2023

This is a free translation into English of the independent third-party organization'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 organization, member of Mazars Group and accredited by COFRAC Inspection under number 3-1095 (list of accredited sites and their scope of accreditation available on www.cofrac.fr), we have performed work to provide a reasoned opinion that expresses a limited level of assurance on the historical information (observed and extrapolated) of the consolidated extra-financial performance statement (hereinafter the "Information" and "Statement" respectively), prepared in accordance with the entity's procedures (hereinafter the "Guidelines"), for the financial year ended December 31, 2023, presented in the management report of the group (hereinafter the "Entity") in application of the provisions of Articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the Commercial Code.

Conclusion

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

Preparation of the non-financial performance statement

The absence of a commonly used framework or established practice on which to base the assessment and evaluation of information allows for the use of alternative accepted methodologies that may affect comparability between entities and over time.

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.

Restrictions due to the preparation of the Information

As mentioned in the Statement, the Information may contain inherent uncertainty about the state of scientific or economic knowledge and the quality of external data used. Some of the Information is dependent on the methodological choices, assumptions and/or estimates made in preparing the information and presented in the Statement.

The Entity's responsibility

The Board of Directors is responsible for:

- selecting or setting appropriate criteria for the preparation of the Information;
- preparing the Statement with reference to legal and regulatory requirements, including a presentation of the business model, a description of the principal non-financial risks, a presentation of the policies implemented considering those risks and the outcomes of said policies, including key performance indicators and also, the Information required by Article 8 of Regulation (EU) 2020/852 (EU Taxonomy);
- and implementing internal control procedures deemed necessary to the preparation of information, free from material misstatements, whether due to fraud or error. The Declaration was established by applying the Entity Framework as mentioned above.

Responsibility of the independent third-party organization

Based on our work, our responsibility is to provide a report expressing a limited assurance conclusion on:

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

We conducted our work in order to provide a reasoned opinion expressing a limited level of assurance on the historical, observed and extrapolated information.

As it is our responsibility to express an independent conclusion on the Information prepared by management, we are not authorized to be involved in the preparation of such Information, as this could compromise our independence.

This is not our responsibility to express an opinion on:

- the entity's compliance with other applicable legal and regulatory requirements (in particular with regard to the Information required by Article 8 of Regulation (EU) 2020/852 (green taxonomy), the due diligence plan and the fight against corruption and tax evasion);
- the truthfulness of the Information provided for in Article 8 of Regulation (EU) 2020/852 (EU Taxonomy);
- the compliance of products and services with applicable regulations.

Regulatory provisions and applicable professional standards

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

This report has been prepared in accordance with the RSE_SQ_Programme de vérification_DPEF.

Independence and quality control

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

Means and resources

Our work was carried out by a team of 5 people between November 2023 and February 2024 and over a total period of four weeks.

We conducted approximately ten interviews with the people responsible for preparing the Statement, representing executive management, administration and finance, risk management, compliance, human resources, health and safety, environmental and purchasing departments.

Nature and scope of our work

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

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

- we obtained an understanding of all the consolidated entities' activities and the description of the principal risks associated;
- we assessed the suitability of the criteria of the Guidelines with respect to their relevance, completeness, reliability, neutrality and understandability, with due consideration of industry best practices, when appropriate;
- we verified that the Statement includes each category of social and environmental information set out in article L. 225 102 1 III;
- we verified that the Statement provides the Information required under article R. 225-105 II of the French Commercial Code, where relevant with respect to the principal risks, and includes, where applicable, an explanation for the absence of the Information required under article L. 225-102-1 III, paragraph 2 of the French Commercial Code;

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

- we verified that the Statement presents the business model and a description of principal risks associated with all the consolidated entities' activities, including when relevant and proportionate, the risks associated with their business relationships, their products or services, as well as their policies, measures and the outcomes thereof, including key performance indicators associated to the principal risks;
- we referred to documentary sources and conducted interviews to:
 - assess the process used to identify and confirm the principal risks as well as the consistency of the outcomes, including the key performance indicators used, with respect to the principal risks and the policies presented, and;
 - corroborate the qualitative information (measures and outcomes) that we considered to be the most important presented in Appendix 1; concerning certain risks (poor skills planning, claims against a supplier, failure to respect human rights, personal data breaches, the fight against corruption) our work was carried out on the consolidating entity, for the others risks, our work was carried out on the consolidating entity and on a selection of entities⁽²⁾;
- we verified that the Statement covers the scope of consolidation, i.e., all the consolidated entities in accordance with article L. 233-16 of the French Commercial Code within the limitations set out in the Statement;
- we obtained an understanding of internal control and risk management procedures implemented by the entity and assessed the data collection process to ensure the completeness and fairness of the Information;
- for the key performance indicators and other quantitative outcomes that we considered to be the most important presented in Appendix 1, we implemented:
 - analytical procedures to verify the proper consolidation of the data collected and the consistency of any changes in those data;
 - tests of details, using sampling techniques, in order to verify the proper application of the definitions and procedures and reconcile the data with the supporting documents. This work was carried out on a selection of contributing entities⁽²⁾ and covers between 36% and 66% of the consolidated data relating to the key performance indicators and outcomes selected for these tests;
- we assessed the overall consistency of the Statement based on our knowledge of all the consolidated entities.

The procedures implemented in the context of a moderate assurance engagement are less extensive than those required for a reasonable assurance engagement conducted in accordance with the professional standards of the National Company of Statutory Auditors; a higher level of assurance would have required more extensive verification work.

The independant third party,
Mazars SAS

Paris La Défense, March 12th, 2024

Eddy Bertelli
Associé

Edwige REY
Associée Sustainability

Appendix 1: Information considered most important

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

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

Quantitative indicators including key performance indicators

Social indicators:

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

Safety indicators:

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

Security indicators:

- Lost time injuries frequency rate due to assault
- Lost time injuries severity rate due to assault
- Rate of physical assaults on passengers

Environmental indicators:

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

Responsible procurement indicator:

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

Fundamental rights indicator:

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

Personal data protection indicator:

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

Anti-corruption training indicator:

- Percentage of managers trained in anti-corruption measures every sliding three years (Group Top Executives and Top Managers scope)

⁽²⁾ Transdev Bayerische Regiobahn GmbH and consolidated data at Germany level. Consolidated data at France level



Vigilance plan

Vigilance plan

Applying the Group's duty of vigilance

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 people or of environmental damage, due to its activities and those of the companies it directly or indirectly controls within the meaning of Article L. 233-16(II) of the French Commercial Code (*Code du commerce*), 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 plan includes:

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

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

1. A process for identifying, analyzing and prioritizing risks

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

- Fight against climate change, reducing pollution and implementing energy transition;
- The health, safety and security of passengers, employees and third parties (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 purchasing;

- Fundamental rights (preventing risks of violations of fundamental rights, including harassment and discrimination);
- Business ethics (combating all forms of corruption, influence peddling, money laundering and terrorist financing).

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

2. Established assessment procedures for risk mapping purposes

2.1 Assessment of subsidiaries

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

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

2.2 Assessment of subcontractors and suppliers

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

3. Appropriate actions to mitigate risks or prevent serious harm

3.1 A framework of fundamental rules

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

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

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

3.2 A responsible and accountable governance

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

- Safety
- Bribery, influence peddling and other conflicts of interests;
- Money laundering and the financing of terrorism;
- Fundamental rights;
- Anti-competitive practices;
- Personal data protection;
- The environment.

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

3.3 Concrete prevention and monitoring actions

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

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

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

The system, which is managed by the Risks, Compliance and Internal Control Department, is on call 24/7. In addition, various functional reports are used to periodically report incidents by type (health and safety, security, environment, fraud). Information is periodically cross-referenced between the Risks, Compliance and Internal Control Department and the relevant functional departments to ensure that information

is consistent and that incidents are handled and monitored. Lastly, an ethical whistleblowing procedure has been set up in all countries where the Group operates. Employees may, in good faith and in a disinterested manner, report a serious non-compliance or danger of which they are personally aware, with respect to the following issues: accounting, finance, banking, corruption, influence peddling or money laundering, anti-competitive practices, discrimination, harassment and, more generally for the fundamental rights, health and physical or mental integrity of any person concerned by the Group's business, and protection of the environment and biodiversity. This process, which is monitored by the Risks, Compliance and Internal Control Department, operates in a manner that protects the rights of the relevant people. Information has been circulated within the Group about the existence of the reporting system. The Group has also set up a dedicated e-mail address – "ethics@transdev.com" – that all employees can use to contact the Risk and Internal Control Department if they have questions or need assistance.

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

5.1 Risks and Compliance

Every six months, the Executive Committee meets as the Risk Committee to review risk and compliance management within the Group, actions completed and ongoing actions and their results, and decides on additional actions to be taken. The information necessary for this review is prepared by the Risks, Compliance and Internal Control Department in conjunction with the countries, the functional departments and the members of the Executive Committee.

Specific preparatory work is carried out on issues in relation to ethics and compliance. Information on the implementation of this system is reported on a semi-annual basis by the country representatives. The contributions are consolidated in the report submitted to the Ethics and Compliance Committee. The analyses and proposals of the Ethics and Compliance Committee are submitted to the Executive Committee for approval, along with the results of second-level controls carried out. Each year, the Audit Committee reviews compliance and internal control risks, as well as Internal Audit's reports, recommendations and oversight of their implementation.

5.2 Non-financial performance

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

6. Implementation report

In 2023, the Group launched a comprehensive review of its ethics and compliance systems to facilitate effective implementation and management. In addition, it reviewed the following rules:

- Procurement Policy;
- Personal Data Policy;
- Fair Competition Policy;
- Tax Policy;
- Appointment of Directors Procedure.

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