

CSR REPORT NL FY 2022



**Read
more**



SUMMARY

CEO statement	3
Key figures in 2022	4
Materiality analysis	5
Deploying our CSR trajectory	6
Sustainable Development Goals	7
Management of our Non-Financial performance	8

ENVIRONMENT 10

Transdev, a sustainable mobility player	11
Fleet decarbonization in 2022	12
Focus Circular Economy	13
Focus Energy	15

PASSENGERS 17

Promotion of public transportation	18
Promotion of Transport-on-Demand	20
Witte Kruis - Driven by care	21

EMPLOYEES 22

The women and men at the heart of our sustainable performance	23
Promoting Diversity, Equity and Inclusion	24
Social Return On Investment (SROI)	26
Being an employer of choice	27
Vitaal Transdev program	28

COMMUNITIES 29

Transdev, an economic and social partner of local communities	30
Focus Responsible Procurement	32

GOVERNANCE 33

A robust ethical process	34
Focus Safety	36
Focus Security	37
Being part of Transdev Group	38





CEO Statement

At Transdev, we provide our passengers, clients and patients with the best service every day. Hundreds of thousands of Dutch people rely on our mobility solutions to get to their destinations. Whether they are traveling to the office or school, visiting family or have a medical appointment, they rely on our transportation. Our employees in front of and behind the scenes do important work every day.

In 2022, this enabled us to continue to become more sustainable and innovative. We are steadily working toward a 100% sustainable fleet, with hydrogen buses, trolleybuses and electric buses, electric cabs and even electric autonomous vehicles. Of course, we don't forget our premises either. For example, the renovated sustainable workshop in Hilversum was festively opened last year. In addition, we are increasingly studying the purchasing policies of our suppliers and opting for circular solutions wherever possible. In this way, we ensure a

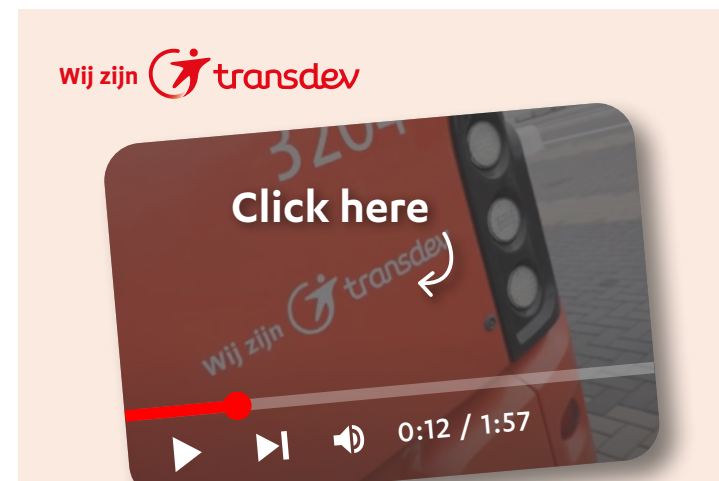
healthy living environment for our travelers, our employees and the residents of the communities where Transdev operates.

We are also making our services increasingly accessible. Last year, we introduced a new payment method: checking in and out with your debit card in all our trains and buses. In Eindhoven, together with the Province of Noord-Brabant and payment expert mobyyou, we went one step further. On two bus lines, we introduced 'Be in, be out'. With this form of contactless payment in the bus, you don't even have to take your debit card or cell phone out of your bag or pocket. This makes it increasingly easy for passengers to use our services.

This commitment is appreciated by our clients. We saw this reflected in various ways. We won several contracts and tenders. Our payment solution 'Zeeland Voordeel' was nominated for a PT Innovation Award. Market research agency MarketResponse named Connexxion the most customer-friendly transport company of 2022. And our passengers themselves rewarded Transdev with a rating of 8.2 in a national survey. The highest rating for a regional transport company in 2022.

I am incredibly proud of the many employees who make this possible. Especially as we noticed the effects of the tight labor market in 2022, most of all in the areas of care transport and public transport. That's why we launched several recruitment campaigns. With good results, fortunately. In 2022, we were able to welcome over 1,000

new colleagues. We are also trying to pay more and more attention to our renewed 'onboarding' program. Transdev is a versatile company, and therefore employer of people with all kinds of different backgrounds. From mechanic to IT specialist and from driver to Customer Service Representative, we believe it is important that everyone feels welcome and valued. All Transdev countries therefore signed a manifesto on diversity and inclusion in 2022. So this is how we keep taking steps forward. And we do so together with our employees, our industry, our clients and the communities in which we operate. In 2023, we will continue this collaborative growth. We will take new and even bigger steps in the areas of CO₂ reduction, good employment practices and customer satisfaction. Together, we will continue to improve, innovate and grow. With attention to our people and our environment.



Key figures in 2022



1.503

buses

6

autonomous
shuttles



40

trolleybuses



16

trains



1.268

taxis



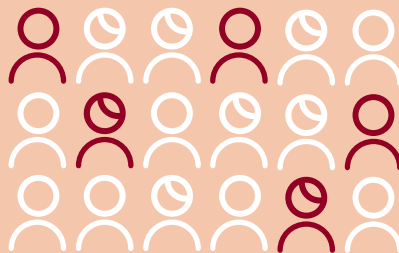
218

Witte Kruis
vehicles

500
ZERO-
EMISSION
buses



304
ZERO-
EMISSION
taxis



6.583
EMPLOYEES



3992
laps around
the world

160
MILLION
kilometers
driven
in 2022



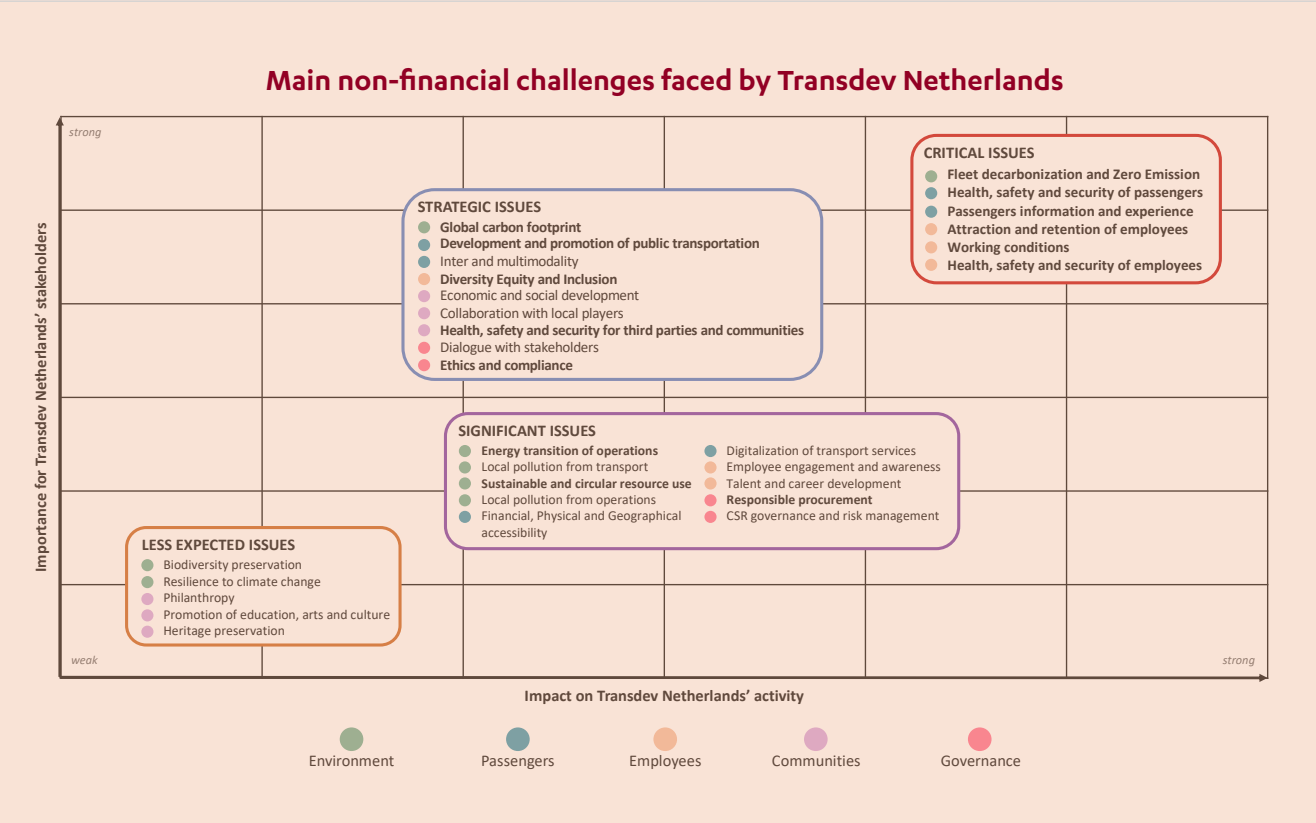
Materiality analysis

To define a CSR strategy aligned with its business purpose and stakeholders’ expectations, Transdev Netherlands conducted in 2022 its first **materiality analysis** focusing on the Public Transport product line. The methodology (developed by the Global Reporting Initiative) was based on 32 CSR issues identified and validated at Group level within our **5 CSR pillars**:

- › ENVIRONMENT
- › PASSENGERS
- › EMPLOYEES
- › COMMUNITIES
- › GOVERNANCE

The Y-axis shows the importance of the topics prioritized by analyzing 15 internal and external in-depth **qualitative interviews** conducted by our CSR department and including all the stakeholders’ categories identified in the stakeholders mapping.

The X-axis shows the impact of these issues on our business model. These impacts were established in consultation with **internal experts** and **Board members**.



This analysis revealed which sustainable issues are meaningful to our stakeholders and how these topics influence our activity. In the **materiality matrix** (above), the breakdown of the 32 CSR issues is divided into 4 categories (critical issues, strategic issues, important issues and less expected issues). It is an insightful overview of emerging, impactful and differentiating

themes that provides guidance for a collaborative and continuous CSR trajectory.

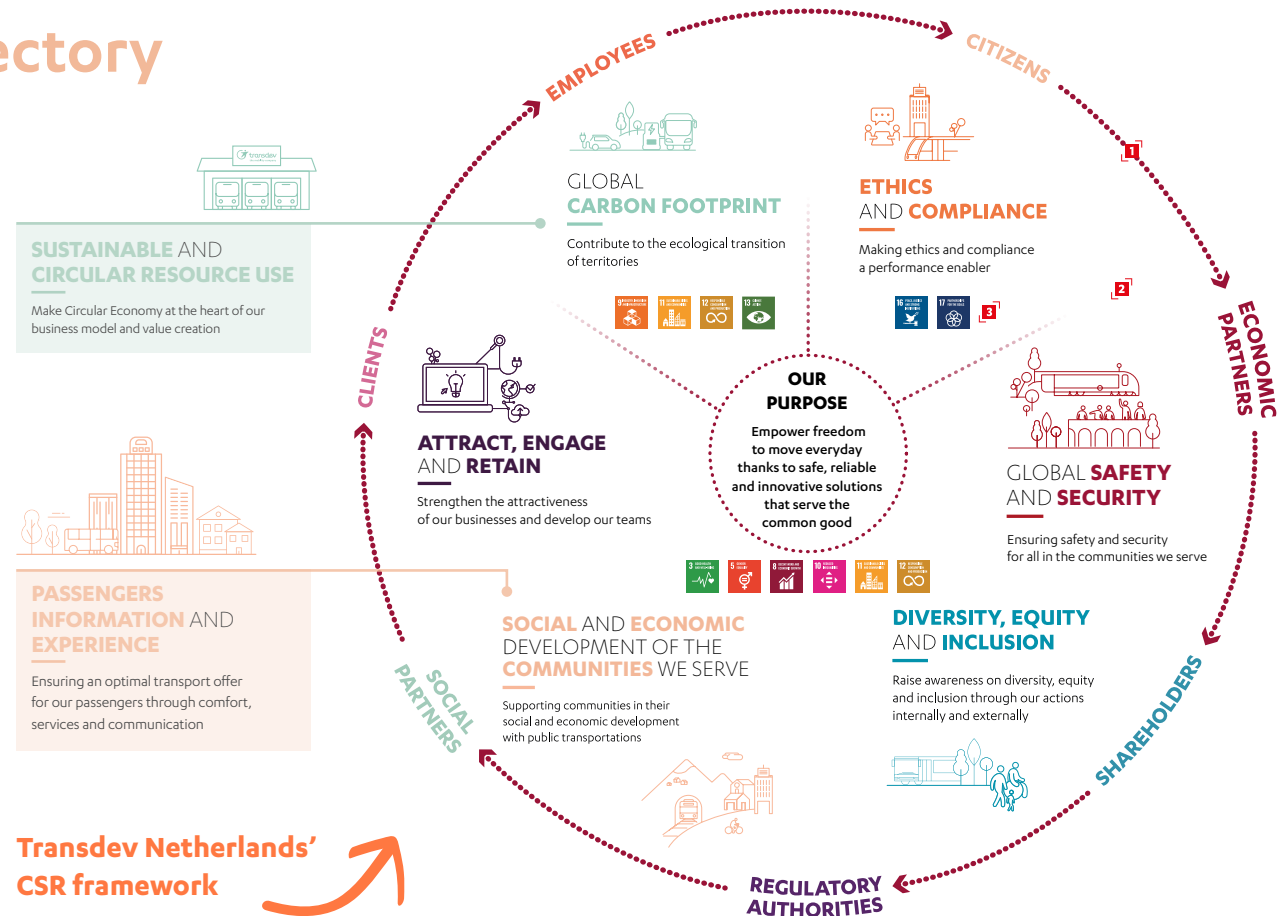
Transdev Netherlands has decided to focus its strategy on the **CSR issues highlighted** in the matrix, which you can also find in our **CSR framework** (next page) with our **key CSR commitments** for the coming years.

Deploying our CSR trajectory

“Transdev empowers freedom to move every day, thanks to safe, reliable and innovative solutions that serve the common good.” This is **our purpose**, which is our compass and guides our decisions on a daily basis, serving local authorities and our passengers, clients and patients.

Reaffirming our challenges: In 2022, Transdev established its **key CSR commitments** in line with **Transdev Group**: It is grounded on **3 must haves** (Ethics and Compliance, Global carbon footprint, Global Safety and Security) and **3 differentiators** (Attract, Engage and Retain employees, Diversity, Equity and Inclusion, Social and Economic development of communities). According to our materiality analysis, **2 CSR topics** are also identified as differentiators in the Netherlands: Sustainable and Circular resource use & Passengers information and experience.

In light of these challenges, Transdev Netherlands is aligned with the **United Nations Sustainable Development Goals**, in particular the following SDGs:



Transdev Netherlands' CSR framework

Dialogue with our stakeholders: In 2022, Transdev maintained a continuous dialogue with our ecosystem of stakeholders at all levels of the organization. We build and develop long-term relationships of trust.

This enables us to meet today's challenges and to support ongoing transitions through joint actions, cooperation and transparency.

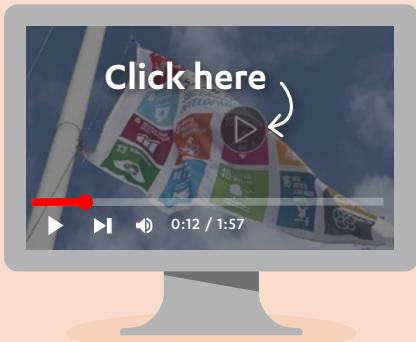
Sustainable Development Goals



The United Nations Sustainable Development Goals (SDGs) were adopted by the UN in 2015. These 17 goals provide a framework for collective action to address the global challenges and ambitions. The SDGs are an universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity. At Transdev, we have an important role to play in the achievement of these SDGs and for this reason we have decided to focus on **10 significant SDGs**.

SDG Action Days

In September 2022, Transdev Netherlands decided to participate in the SDG Action Days. The SDG flag at our headquarters in Hilversum symbolizes what we aim to achieve! As a mobility company, we are at the heart of society. We want to take good care of our employees, passengers, clients and patients, but also of the environment in the areas where we operate.














VIDEO – SDG Action Days

Our 10 significant SDGs



FIELDS		CHALLENGES	SIGNIFICANT RISKS	COMMITMENTS
ENVIRONMENT	<div><div><div>9</div><div>INDUSTRY, INNOVATION AND INFRASTRUCTURE</div><div></div></div><div><div>11</div><div>SUSTAINABLE CITIES AND COMMUNITIES</div><div></div></div><div><div>12</div><div>RESPONSIBLE CONSUMPTION AND PRODUCTION</div><div></div></div><div><div>13</div><div>CLIMATE ACTION</div><div></div></div></div>	<ul style="list-style-type: none">• Fleet decarbonization and Zero Emission• Global carbon footprint• Energy transition of operations• Sustainable and circular resource use• Local pollution from transport & operations• Biodiversity preservation• Resilience to climate change	<ul style="list-style-type: none">• Accidental / Gradual ground pollution• Regulatory and contractual noncompliance in environmental matters• Gradual air pollution	<div>Pandemic</div> <ul style="list-style-type: none">• Contributing to the reduction of CO₂ emissions in communities• Reducing congestion and preserve air quality from local pollution• Increasing our non-diesel fleet in response to the depletion of fossil resources• Commitments made to communities through partnerships to preserve nature and biodiversity• Accelerating the transition to a circular economy• Reducing water withdrawals, consumption and discharges
PASSENGERS, CLIENTS & PATIENTS	<div><div><div>3</div><div>GOOD HEALTH AND WELL-BEING</div><div></div></div><div><div>8</div><div>DECENT WORK AND ECONOMIC GROWTH</div><div></div></div></div>	<ul style="list-style-type: none">• Health, safety and security of passengers, clients and patients• Passengers, clients and patients' information and experience• Development and promotion of public transportation• Inter- and multimodality• Financial, physical and geographic accessibility• Digitalization of transport services	<ul style="list-style-type: none">• Serious train or bus accidents• Assaults on passengers, clients and patients• Terrorist attacks	<ul style="list-style-type: none">• Strengthening governance and compliance, improving health and safety performance• Applying strict sanitary measures in our vehicles and stations to combat Covid-19 to ensure the safety of our passengers and the public• Implementing all resources necessary to protect the health, safety, security and tranquility of passengers, clients and patients

FIELDS	CHALLENGES	SIGNIFICANT RISKS	COMMITMENTS
<div>EMPLOYEES</div>	<div>     </div> <ul style="list-style-type: none"> • Attraction and retention of employees • Working conditions • Health, safety and security of employees • Diversity, Equity and Inclusion • Employee engagement and awareness • Talent and career development 	<ul style="list-style-type: none"> • Workplace accidents • Assaults on employees • Terrorist attacks 	<ul style="list-style-type: none"> • Strengthening governance and compliance, improving health and safety performance • Promoting a positive and proactive culture of wellbeing and safety • Implementing all resources necessary to protect the health, safety and security of employees and subcontractors
<div>COMMUNITIES</div>	<div>     </div> <ul style="list-style-type: none"> • Health, safety and security of third parties and communities • Economic and social development • Collaboration with local players • Philanthropy • Promotion of education, arts and culture • Heritage preservation 	<ul style="list-style-type: none"> • CSR claims against a supplier 	<div>Pandemic</div> <ul style="list-style-type: none"> • Raising awareness among our suppliers and subcontractors to sustainable initiatives • Ensuring they undertake to comply with our ethical principles • Taking into account their commitment to responsible business • Assessing the relationship with our suppliers
<div>GOVERNANCE</div>	<div>    </div> <ul style="list-style-type: none"> • Ethics and compliance • Responsible procurement • Dialogue with stakeholders • CSR governance and risk management 	<ul style="list-style-type: none"> • Failure to respect human rights • Personal data breach • Corruption • Anti-competitive practices 	<ul style="list-style-type: none"> • Enabling all employees to exercise their whistleblowing rights without fear • Protect personal data of our stakeholders • Zero tolerance for corruption

ENVIRONMENT

CHALLENGES

- › Fleet decarbonization and Zero Emission
- › Global carbon footprint
- › Energy transition of operations
- › Sustainable and circular resource use
- › Local pollution from transport & operations
- › Biodiversity preservation
- › Resilience to climate change

COMMITMENTS

- › Contributing to the reduction of CO₂ emissions in communities
- › Reducing congestion and preserve air quality from local pollution
- › Increasing our non-diesel fleet in response to the depletion of fossil resources
- › Accelerating the transition to a circular economy
- › Commitments made to communities through partnerships to preserve nature and biodiversity
- › Reducing water withdrawals, consumption and discharges





Mitigating climate change is not a choice, but an obligation. At Transdev, we are committed to reducing our footprint every day. We do this by implementing emission-free, sustainable and circular solutions. This way, we empower our passengers and clients to move every day. Michael de Ruiter, Chief Performance Officer

Transdev, a sustainable mobility player

Transdev is aware of its role in the fight against climate change. We have made it a priority to support communities in their approach to sustainable and low-carbon mobility. We mobilize the full range of expertise to provide genuine alternatives to individual mobility and develop energy solutions for cleaner travel.

To manage our emissions, we are audited annually by an independent accredited company. In 2022, we fulfill all the requirements of the **CO₂ Performance Ladder** regarding insight, reduction and communication to be **eligible for level 3 certification**. We aim to be the leader in sustainability, that is why we are launching new initiatives to reach level 5 by the end of 2023.

VIDEO – Transdev achieves
level 3 certification
CO₂ performance ladder

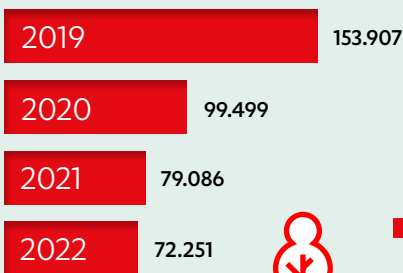


Transdev is committed to:

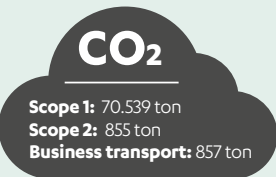
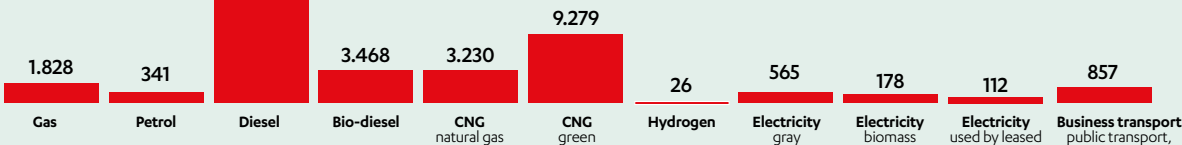
- reducing CO₂ emissions by 70% by 2025 (base year: 2019);
- being emission-free by 2030.

This is what we do to reduce our CO₂ emission

Our emissions (ton of CO₂)

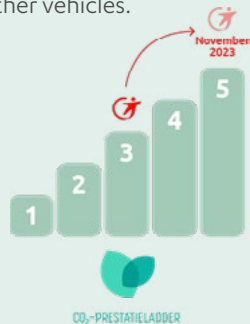


Footprint 2022 (72.251 ton of CO₂)



Transdev focus for the coming years

- 🔌 Even more Zero Emission: we are increasing the number of ZE buses, taxis and other vehicles.
- 💡 100% renewable energy.
- 🌿 Reduce our Scope 3 emissions.



Fleet decarbonization in 2022

Public transport



40
trolley buses



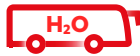
500
ZE buses



55
biodiesel buses



269
CNG buses



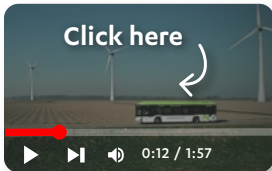
24
hydrogen buses

Percentage Zero emission buses per total buses.

	2017	2018	2019	2020	2021	2022
% ZE	5%	15%	20%	25%	30%	33%

“Trolley 2.0”

In 2022, our colleagues from **Hermes** expanded our trolley network in Arnhem without building new overhead lines. Two ‘Trolley 2.0’ buses were fitted with a battery on board that recharges itself through the overhead wires while driving. In 2023, Solaris Bus & Coach will supply 10 more trolley buses.



VIDEO –
Trolley 2.0



VIDEO – Transdev Netherlands is
well on its way to a fully Zero Emission fleet in 2030!

Transport-on-Demand



304
ZE taxis



140
CNG taxis

Percentage Zero emission commercial vehicles per total commercial vehicles.

	2020	2021	2022
% ZE	6%	16%	24%

Our first 100% Zero-Emission concession

Good news for the Brabant region: we provide 100% electric school transport for the municipalities of Eindhoven and Waalre.



Our electric vehicles can travel around 400 km on a single battery and are an important step for the city of Eindhoven, which aims to be emission free by 2026. In 2022, we ordered 212 new electric vehicles for the deployment of various contracts.

Witte Kruis



10
hybrid GP transportation vehicles

Witte Kruis on the road to Zero-Emission vehicles

In 2022, Witte Kruis initiated discussions with **Ambulancezorg Nederland (AZN)** and the entire sector regarding the transition of the vehicles. The aim of this round table is to work together to explore the possibilities of switching from diesel to Zero-Emission ambulance care vehicles.

The project was launched in March 2023, but in its future-oriented ambition, Witte Kruis has already carried out a one-week trial in October 2022 with a few Zero-Emission vehicles in The Hague.



Focus Circular Economy

The Dutch government has established the goal of turning the Dutch economy 100% circular by 2050 and by 2030, the consumption of primary raw materials must be reduced by half.

Our circularity actions are not only focused on the transition towards Zero-Emission mobility, which we started in 2016, but also via a circular strategy. We apply circularity principles throughout our operations to become more efficient in the use of our resources. We do this by following the R9 approach and agenda below.

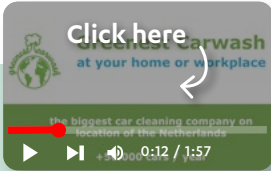
<div>Circular economy</div> <div>↑</div> <div>Linear economy</div>	Smarter product use and manufacture	R0 Refuse	Make a product redundant: abandon function or use different product
		R1 Rethink	Make product use more intensive: sharing or multi-functional products
		R2 Reduce	Consume less through efficient manufacturing or use
	Extend lifespan of products and its parts	R3 Re-use	Re-use of functioning discarded products by another use
		R4 Repair	Repair and maintenance of defects to keep original function
		R5 Refurbish	Restore and update
		R6 Remanufacture	Use parts in a new product with the same function
		R7 Repurpose	Use products or parts in a new product with a different function
	Useful application of materials	R8 Recycle	Process materials to obtain the same (high grade) or lower (low grade) quality
		R9 Recover	Incineration of materials with energy recovery

Smarter product use and manufacture

In 2022, Witte Kruis signed a new partnership with **Greenest Carwash**. This company cleans our ambulance vehicles, without any water! This practice benefits the environment by **refusing water consumption**. A similar initiative has been launched to wash our trains.

VIDEO – Greenest Carwash

Click here

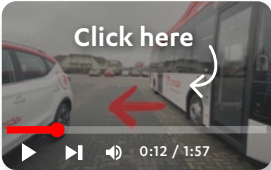


0:12 / 1:57

The number of **Personnel Pick-up Service vehicles** has increased significantly. These 100% electric vehicles **reduced our emissions** from employees’ travels, from depots to stations and line departure/arrival points.

VIDEO – New Personnel Pick-up Service vehicles

Click here



0:12 / 1:57

RijWijzer (Driving Guide) is our **eco-driving program** based on our Zero-Emission expertise. This program improves passenger comfort and **reduces CO2 emissions** through responsible use of our buses.

VIDEO – RijWijzer program

Click here



0:12 / 1:57

Extend lifespan of products and its parts

As part of the sustainable project ‘Anubis’, our partner VDL Bus & Coach and the German energy company RWE are giving second life to the batteries of the 43 electric buses operated by Transdev subsidiary Hermes in Eindhoven. The batteries are **reused as energy storage systems** in the RWE power plant in Moerdijk.



Through our partnership with **De Meeuw**, we make our buildings more sustainable, via new **fully modular, reusable and gas-free constructions**. De Meeuw has already built six sustainable buildings offices and eight driver's cabins for Transdev. This partnership is a success, which is not surprising considering that both companies are highly committed to sustainable development.



VIDEO – De Meeuw builds office and driver's accommodation for Connexion

With our partner **Albeka**, furniture is **refurbished** and comes to us with high quality, but without the environmental impact. After our usage, the furniture is returned to Albeka to be **reused**. We are proud of this sustainable solutions, which allows us to avoid unnecessary procurement of furniture and to give them a second life.



Useful application of materials

In our activity, tyres suffer and have to be replaced regularly, which is certainly not sustainable: **our partner Roline repairs our used tyres and recycle** them into “new and usable” tyres instead of buying new ones. After being scanned for safety reasons, our used tyres are fitted with a new tread and sidewall.



VIDEO – ROLINE

At Transdev, 35% of the clothing we offer our drivers is made from recycled materials. In accordance with the **Extended Producer Responsibility** legislation, we will increase this proportion to 50% by 2030. Clothing that cannot be recycled is given a second life, for example as insulation material.

If it's possible, **we remanufacture employee uniforms**. For example in Breng, retiring employees hand in their uniforms to be reused.



BIODIVERSITY - Our new ‘bat-friendly’ depot in ‘t Harde

In 2022, our new Witte Kruis depot in ‘t Harde became the first ‘bat-friendly’ depot in our entire company. In collaboration with the Municipality and in harmony with the local environment, several bat boxes were installed on the walls of this building. This depot is a pioneer regarding biodiversity and we are proud to contribute to its success. At the same time, the depot has been built to accommodate ZE vehicles in the future, with a heat pump cooling and heating system and 92 solar panels have also been installed.

Focus Energy

Reducing economic and energy dependence on fossil fuels and accelerating the energy transition has been one of our key priorities for years. But the energy crises has made this challenge even more critical in 2022 and we have developed new plans over the past few months.

We endeavor to reduce our CO₂ emissions, of course through the ZE fleet, but also via a number of initiatives to minimize our energy consumption and achieve our goal of using 100% renewable energy sources.

Collaboration with our stakeholders

Listening to and working with our PTAs

POCITYF project in Alkmaar

Alkmaar is one of the two Lighthouse cities that will serve as a test bed for the innovative solutions of POCITYF. The city is strongly committed to local energy production through its sustainable energy policy and sets a **very ambitious long-term goal of becoming an energy-positive city by 2050**.

Connexion is the project leader for energy transition regarding 'E-mobility integration into smart grid'. The project will last until the end of 2024 and includes round tables with the consortium partners involved in the municipality.



Refurbish buses in Amstelland-Meerlanden region

To stretch the ambition of the PTA and reduce the CO₂ emission further, Transdev has been working on the refurbishment of the diesel buses in its AML concession. We explored the possibility of converting 18 'double-decker' buses from regular diesel to 100% HVO.

This initiative was carried out in collaboration with our bus supplier VDL, to fit buses to the new combustion fuel, upright an fuel storage and intake facility in conjunction with the PTA. All phases of the project were a completed and successfully implemented, thanks to the involvement of all parties.

This process enables us to reduce our CO₂ emissions, without replacing our fleet, which also reduces vehicle production and allows us to optimize our purchases.



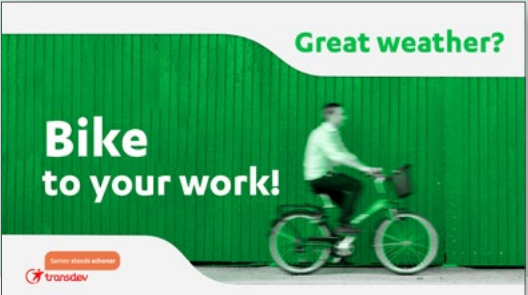
VIDEO – Smart power grid through collaborative systems

A multidisciplinary project for communities

Transdev is part of the **MEGAMIND project**. A multidisciplinary team is working on a local, self-managed electricity system that benefits everyone equally. The official start of this four-year project was given in November 2022. This program, funded by the **Netherlands Organization for Scientific Research** strives for a sustainable energy system that is also reliable, affordable and fair to all.

Sharing energy-saving tips with our employees

Because we want to involve our employees in the company’s challenges, we decided to launch an internal communication campaign entitled ‘Energy saving tips for the office’. We shared and asked our employees for some tips and tricks on how to reduce electricity and gas consumption. For example, we received notifications about appliances that are always on or unnecessary lighting.



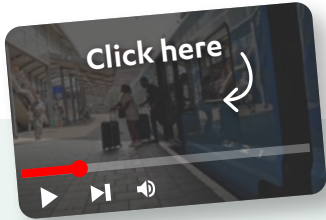
Energy saving in our operations

Transdev is working to reduce energy consumption in its operations, including buildings, depots and facilities. To go further, we have ambitious target by 2025:



‘TakeCharge’ is a project that aims to improve the operation of our electric fleet and depot management by identifying the optimal bus-battery-charging grid-energy & contract sizing. ‘TakeCharge’ provides ultra-fast and constantly updated visibility of all deployed buses on a daily basis. We are able to optimize our operations by knowing where, when and how much to charge, allowing us to manage scheduling and planning with minimal ‘waste’. The goal is to understand battery behavior and increase lifespan.

VIDEO – Saving energy on Valleilijn



- › at least 6 bus storages/buildings/offices without gas;
- › the total annual gas consumption of buildings and facilities is reduced by 10% compared to 2019;
- › the total annual electricity consumption of buildings and facilities is reduced by 30% compared to 2019.

In September 2022, the renovated bus workshop in Hilversum was completed with sustainable upgrades: LED lighting, the roof and the rear façade have been renewed and insulated. Best of all, the building is now completely off gas thanks to a modern heat pump that can both heat and cool.



The pilot phase was successfully completed in 2022 in South East Brabant, Amstelland Meerlanden and Haarlem-IJmond. We are currently working on adjustments that will allow us to cover more depots. After these improvements, ‘TakeCharge’ will be implemented in the market and made available to our stakeholders.

PASSENGERS, CLIENTS & PATIENTS

CHALLENGES

- › Health, safety and security of passengers, clients and patients
- › Passengers, clients and patients' information and experience
- › Development and promotion of public transportation
- › Inter- and multimodality
- › Financial, physical and geographic accessibility
- › Digitalization of transport services

COMMITMENTS

- › Strengthening governance and compliance, improving health and safety performance
- › Applying strict sanitary measures in our vehicles and stations to combat Covid-19 to ensure the safety of our passengers and the public
- › Implementing all resources necessary to protect the health, safety, security and tranquility of passengers, clients and patients





As Transdev colleagues, we are proud to bring our passengers to their destination every day, by offering them safe, reliable and sustainable mobility solutions. This is how we make our cities accessible and liveable.

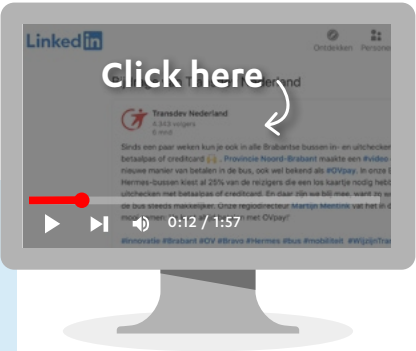
Martijn Mentink, Regional Director Zuidoost • Erik van Essen, Regional Director Noord-Holland • Ben Dwars, Regional Director Zuidwest

Promotion of public transportation

We are dedicated to our passengers

Our activity enables us to mitigate the carbon footprint of the public transportation sector, but also to reduce road traffic and the massive emissions it generates. Our first catalyst in favor of the environment is to meet the challenge of bringing back our passengers and regaining their confidence to ensure the continuity of our operations:

- by encouraging dialogue with our clients and local players driven by our detailed knowledge of the communities we serve;
- by improving the passenger experience;
- by adapting our offer to passengers' needs;
- by reducing the environmental impacts of our activities.

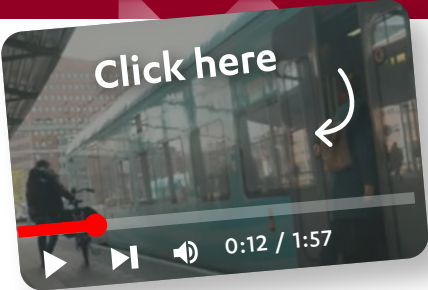


Transdev extends OVpay in concessions

OVpay is the new way of payment in public transit in the Netherlands. In 2021, Transdev started to introduce OVpay and today, OVpay is implemented in all our concessions, with more than 1.330.000 check-ins with OVpay in 2022. By 2023, all residents of the Netherlands will be able to pay by bank card, Apple Pay, Google Pay and other tokens with EMV technology.

For instance, these videos illustrate the deployment of OVpay in our Valleilijn trains and in the province of Noord-Brabant.

VIDEO – OVpay x Valleilijn



VIDEO – OVpay x Province Noord-Brabant

Transdev also initiated an account based platform in order to provide better personal and relevant mobility services. Public Transport and Transport-on-Demand passengers and clients can easily create their own Transdev account in order to control all bookings, payments and personal services. This improves the passengers ability to use public mobility services , thus increasing their loyalty.



Strong performance in 2022

Best public transport company in the Netherlands

According to the annual ‘OV-Klantenbarometer’, passengers who have used Transdev and Connexxion services are the most satisfied with their journeys. Transdev and its subsidiary brands Connexxion and Hermes achieved a national score of 8+.

In the Amstelland-Meerlanden region, the average rating was 8.2, the best score of all continental carriers. The Haarlem/IJmond and Noord-Holland Noord regions follow closely behind with an 8.1.



Most Customer-friendly Company

In 2022, Connexxion was once again named the most user-friendly transport company in the Netherlands. This award is the outcome of the largest independent survey on customer-friendliness in the Netherlands, conducted by MarketResponse.



Transdev gives you the freedom to travel

Since December 2022, a special service host has been deployed on lines 2 and 3 in Hilversum. The service host is there to welcome our passengers, answer questions about the journey and provide physical assistance when boarding and disembarking. In this way, we help elderly travelers to travel independently on public transport.



Tailoring our offer to our passengers

Transdev has introduced new offers in 2022 to meet the needs of our passengers. For example, ‘Zeeland Voordeel’, a new smart form of public transport subscription that thinks along with passengers to make public transport more accessible. Zeeland Voordeel was nominated for the Public Transport Innovation Award at the OV Expo 2022.

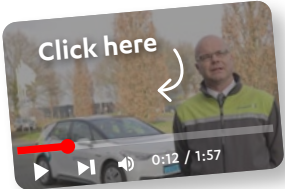


In addition, other initiatives such as “OV-chipkaart bundle”, “Winter weekend ticket” or “Sixpack summer tickets” were created in 2022 to encourage people to use public transport and make their trips easier and more flexible.





Transdev employees in Transport-on-Demand services ensure that everyone has access to mobility, especially for citizens with a distance to general mobility facilities. In this way, everyone has the freedom to move. Lucien Brouwers, Director Transport-on-Demand



VIDEO – Working for Connexxion Taxi Services

Promotion of Transport-on-Demand

We are dedicated to our clients

Connexxion Taxi Services (CTS) provides pupil transport, regional taxi, business transport, patient transport and airport taxi services, among others. Every day, we get people to their destinations. We believe that mobility is essential in everyone’s life by connecting people and giving the freedom to go wherever.

We aim to be the best choice for regional transport services in the Netherlands by providing transport solutions:

- › available and accessible;
- › sustainable and intelligent;
- › flexible, efficient and personalized.

Connexxion Transport app

It is essential to inform our clients or reassure parents. With the Connexxion application, you have all the information regarding pupil transport at your fingertips. You can see the location of the vehicles in real time and make quick and easy adjustments to schedules.



High clients satisfaction in 2022

In 2022, Moventem carried out a satisfaction survey among active Taxibus cardholders. The result showed that CTS customers were well satisfied. 1,507 travelers gave ratings for all aspects of their travel experience. We are grateful for this result, which encourages us to continuously improve our performance to increase clients satisfaction.

Ratings



Connexxion Taxi Services is devoted to care transport

From taking elderly people to day care, transporting pupils or people with disabilities: our employees are there for target groups that need extra attention.

Our daily dedication to pupil transport and people with disabilities

In many municipalities, CTS provides transport for thousands of special education pupils. Pupil transport must be carried out with special care every day, as children require special attention. Calmness and regularity as well as a high level of professional commitment are crucial for our drivers. This makes us the largest company in the country in this field.



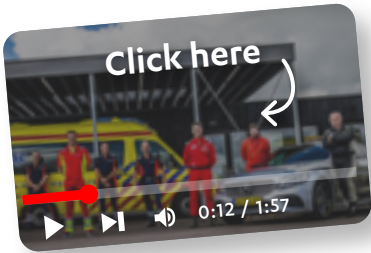
Our daily dedication to elderly people

CTS is the main sponsor of mobility at Nationaal Ouderenfonds. Because interaction and social life are challenging for many older people, we joined forces to support the elderly and promote an accessible and age-friendly mobility. We started this collaboration with specific mobility projects, such as the ‘BoodschappenPlusBus’.





It is our mission to help any person in urgent need of care the best way possible. We aspire to be the leading emergency care organization by providing the right care at the right place by the right person at the right time. Saskia Louwers, General Director Witte Kruis



VIDEO – Zandvoort Grand Prix

Witte Kruis - Driven by care

We are dedicated to our patients

Witte Kruis is the largest independent ambulance organization in the Netherlands. We employ passionate professionals who are devoted to **ambulance care, event care, General Practitioner transport, Witte Kruis training and civil assistance**. Witte Kruis endeavors to improve health, safety and quality of life by performing more than 157,000 ambulance transports per year for over 4 million people living in the five regions where we operate.

By providing the best care as close as possible, where it is needed, when it counts:
We are ‘driven by care’.

The Witte Kruis Patient Council

The Witte Kruis Patient Council has been appointed in January 2022. Its main purpose is to represent the interests of patients. The Patient Council cooperates in its duty to ensure the best for all patients, including safety, quality of ambulance care, hygiene or privacy.

The 4 core values of our Patient Council and Witte Kruis:

- › We can put ourselves in each other’s shoes;
- › We are willing to listen to each other;
- › We involve each other from the beginning of the discussions and engage proactively;
- › We value a culture of mutual integrity and transparency.

Patients satisfaction survey 2022

In 2022, according to Nivel’s third National Ambulance Patient Experience Survey, ambulance care patients rated the care they received with an **average score of 9.1**. All regions also have a **9+ rating**.



AMBULANCEZORG
NEDERLAND

New organ donation transport division

Since January 2022, a specialized team has been in charge of a very special type of transport: **the transport of organ donations**, including the transport of transplant teams, in the west and south of the Netherlands.

In 2022, there were more organ donors in the Netherlands than ever before. In total, 1,402 organ transplants were performed. We are proud of all our colleagues who are commissioned by the **Dutch Transplant Foundation**.

Our special Events Care division

As a leader in quality care, we always adapt our medical services to the specific circumstances and risks of an event. We have developed a full set of equipment for our vehicles and drivers. For example, our teams were involved in the **Zandvoort Grand Prix**. From the state-of-the-art medical center at the circuit, the extrication team and the ALS team, among others, work together to provide medical services during the race.

EMPLOYEES

CHALLENGES

- › Attraction and retention of employees
- › Working conditions
- › Health, safety and security of employees
- › Diversity, Equity and Inclusion
- › Employee engagement and awareness
- › Talent and career development

COMMITMENTS

- › Strengthening governance and compliance, improving health and safety performance
- › Promoting a positive and proactive culture of wellbeing and safety
- › Implementing all resources necessary to protect the health, safety and security of employees and subcontractors
- › Deploying an engagement survey every two years
- › Improving and enhancing social dialogue
- › Promoting social diversity and parity at all levels of the company





“Attracting and retaining talent is our main challenge. Transdev has strengthened its commitment to attract candidates into our professions by improving support for career paths and developing the potential of all our employees equally.” Minke Jansma, HR Director

The women and men at the heart of our sustainable performance

As a responsible employer, Transdev’s most valuable asset is the men and women in the company. Attracting the best talents and developing them within the company are among our priorities, along with promoting Diversity, Equity and Inclusion and enhancing social dialogue at all levels of the organization. These are tools to enhance the attractiveness of our company externally and to stimulate employee engagement internally.



VIDEO –
Thank you, colleagues!

CULTURAL VALUES



We work together
are curious about each other, about improvement and are in direct conversation with each other



We show courage
dare to speak out, are transparent and dare to push boundaries



We continue to improve
challenge each other constructively, celebrate successes and the way forward it



We trust
generate trust, work from confidence and do what we promise

Maintaining and enhancing social dialogue

The health and economic crises have confirmed that social dialogue is essential in our HR strategy. It allows difficulties to be highlighted and appropriate solutions to be found. It is a key driver of collective resilience and has been crucial to explain and carry out the necessary adjustments, to continue to serve our passengers, clients and patients under the best possible conditions, and to offer our colleagues a framework that most closely corresponds to their aspirations.

Listening to our employees

We deploy an **Employee Engagement Survey** every two years, the next one is planned for 2024. In March 2022, the survey was conducted among 5.800 colleagues within Public Transport, Transport-on-

Demand and Headquarters. It revealed a high level of satisfaction regarding ‘Meaningful work’ and ‘Role clarity’, which we are proud of. However, 3 areas of improvement were identified: ‘Social support from supervisor’, ‘Control on working schedule’ and ‘Development opportunities’. Witte Kruis conducts its own survey, the next one is planned for 2023. The previous survey showed a strong engagement, good employer practices and enthusiasm. One of the issues highlighted by our drivers from public transport is the lack of work-life balance and control over working schedule. Transdev is actively working to address these challenges and make schedules more flexible. One of the solutions is **Driver Centric Scheduling**: A pilot project called ‘**Werken naar wens**’ (Work as you wish) started in 2021 in North Holland, following an initiative by Connexxion’s works council. Drivers can indicate their preferred working hours and days off in a system. 8 days prior to the shift, an algorithm examines all the possibilities and plan the final timetable. Thanks to this tool, drivers have more influence over their working hours and days off. This benefits our current colleagues, but also potential new drivers. Transdev Netherlands is the first, and so far the only public transport company to work on this initiative. We aim to promote flexibility as a lever in our ambition to be an **employer of choice**.



Promoting Diversity, Equity and Inclusion

As a key player in the mobility of today and tomorrow, it is our responsibility to promote our CSR values, both as an employer and as a business partner. To do so, we are committed to:

- › striving to embed diversity, equity and inclusion in our identity;
- › pursuing our goal to be a leader in diversity, promoting this value within our industry, and fully integrating best practices in the way we work and in our business activities;
- › aiming to create a work culture where individual differences are understood, anticipated, valued and capitalized on.

Incorporating diversity, equity and inclusion into our business activities

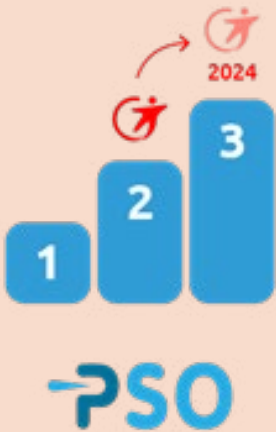
At the highest level of the company and in all our day-to-day actions, we value diversity in terms of expression, points of view, origins, priorities and orientations. In 2022, we reaffirmed our commitment to accelerate change by achieving Performance ladder for Social Entrepreneurship (PSO in Dutch) certification level 2 and by publishing a Diversity, Equity and Inclusion

Charter and Manifesto, which define in very concrete terms the actions we have put in place.

Performance ladder for Social Entrepreneurship

Transdev is a company at the heart of society and wants to reflect it. Transdev helps people with a distance to the labor market, for example our 'Cleanteams' throughout the country; men and women with a mental disability and distanced from the labor market who professionally clean our vehicles up to five days a week with great enthusiasm.

The PSO certification measures how organizations demonstrably offer employment to vulnerable population groups in the labor market. These workers are now an integral part of our company and feel valued by their colleagues. Transdev reached Level 2 on the 'Performance ladder for Social Entrepreneurship' in 2022 and aims to reach Level 3, the highest level by 2024.



Diversity, Equity and Inclusion Charter and Manifesto

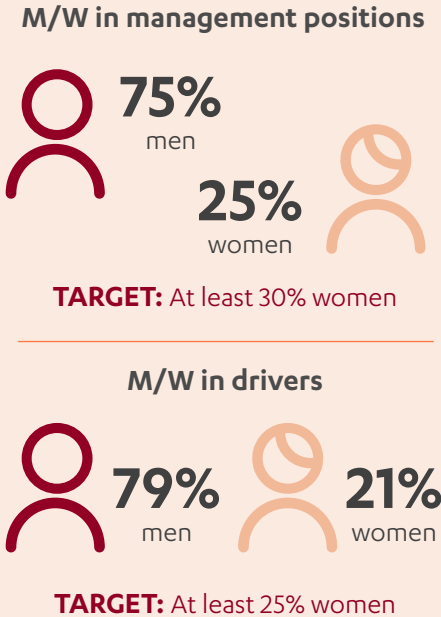
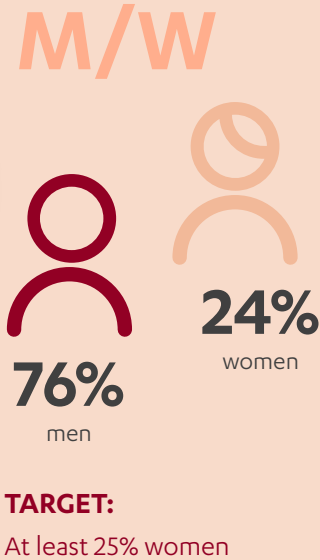
In our Diversity, Equity and Inclusion Charter and Manifesto we have formally set out our ambitions and the concrete means we implement:



VIDEO – Handbike with Tim de Vries

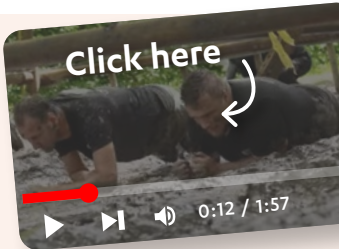


Establishing ambitious roadmaps



Acting to promote diversity, equity and inclusion

At Transdev, we believe that sport is a powerful lever of inclusion and culture to promote diversity. In 2022, our employees were involved in sports and solidarity initiatives. For example, winners of the Transdev Activity Weeks, an internal initiative to support the Lung Fund, received a training session from our bus driver and Paralympic athlete Tim de Vries. This event was a fantastic opportunity to raise awareness of sport for people with disabilities. In addition, 60 employees from different branches and business units participated in the Mud Masters race.



VIDEO – Transdev colleagues brave the Mud Masters!

Social Return On Investment (SROI)

The application of Social Return on Investment (SROI) criteria in public contracts or tenders is mainly aimed at providing more opportunities for people with ‘low employability’. Transdev helps people who are distanced from the labor market by actively supporting their training and integration into our organization. To this end, we offer personalized programs learnings and work pathways.

Our tailor-made programs

Training SROI groups thanks to customization

Transdev offers complete training for drivers. We also invest in tailor-made training to help SROI groups to become drivers. We have all the time and space necessary to adapt the training to the candidates:

- › Preliminary psychological examination to identify the candidate’s needs during the training.
- › Personal coaching: our training is more than just a driving course, we provide a personal trainer.
- › Slower pace: for candidates who need more time, we offer a 5-month training instead of 3 months.
- › Driving simulator: inexperienced candidates can practice challenging driving scenarios.
- › Alternative options: if the step to bus driving is too high, opt for a support job or a job as a taxi driver.

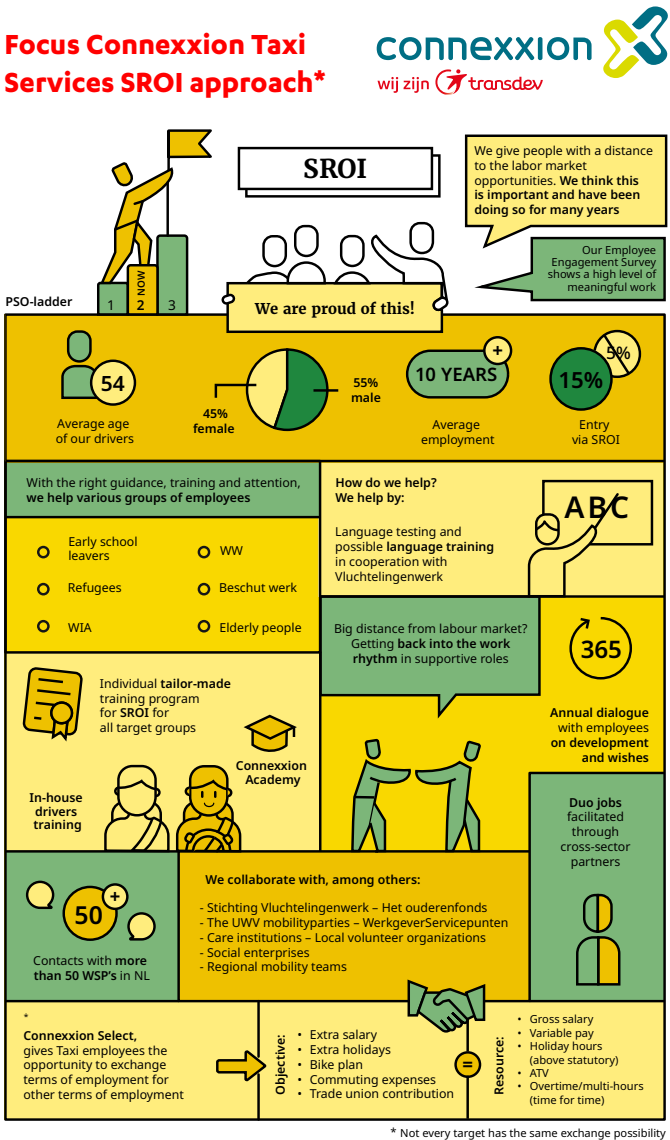
Paying for the training time of apprentices with no other income

Driver training is an intensive process. In practice, it is not easy to work during the training, especially if you already have other challenges in life. We are tackling this undesirable situation: we offer a compensation package during training from 3 to 5 months for candidates who have no other source of income.

Recruiting refugees (Status holders)

At Transdev, we support refugees by providing Dutch language and cultural behavior lessons to facilitate integration. Through cooperation with various partners, we enable interested refugees to join the company. It is in line with Transdev’s international and inclusive culture to attract new talents.

*This visual is from a tender document and complies with our client’s graphic charter.



* Not every target has the same exchange possibility

Being an employer of choice

Since 2006, the Transdev Academy has been a key part of our commitment to provide access to mobility careers. With our 18 buses, we are training about 230 drivers every year. We provide group and individual training in class, on site or in a vehicle for drivers, technicians, Service & Safety teams, etc.

Supporting the career development of our employees

In 2022, we introduced **me@transdev**, a unique tool dedicated to employees where they can access their career path: training and development proposals, internal mobility, annual evaluations and career interviews.



Transdev Netherlands is the only Transdev country to deploy this tool for drivers as well.

Developing the potential of all our employees

Our aim is to develop individual skills, provide opportunities, through our Learning process. This is a key tool for sharing and strengthening our corporate culture. Transdev focuses on 2 major themes:

- providing Support for career paths;
- strong Learning approach.

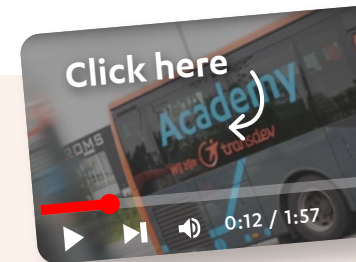
In November 2022, the **TOP@Transdev** program started at the Academy. For a few months, 10 ambitious young colleagues from various units and departments learned on themes related to personal development. This initiative is part of the **Culture and Leadership program**.

Attracting talent and enhancing the appeal of our professions

Attracting and retaining talent of all profiles is a major challenge that Transdev must meet to maintain performance at the highest level. This is why we have invested in the attractiveness of our professions and in the promotion of our company.

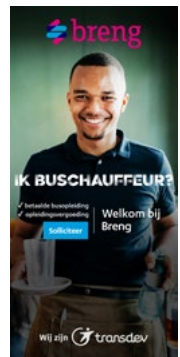
Improve our communication

In 2022, we launched our new jobsite 'werken bij transdev'.



Recruitment campaigns

'I drive the bus' days are initiatives to recruit new drivers across the country. It is an introduction to the profession of bus driver. All participants exchange with our team (made up of instructors, HR staff and a recruiter) and at the end of the day, they can sit behind the wheel of our buses. These days are an opportunity for us to promote Transdev and to attract new employees.



Improving Brand knowledge

We want to promote the 'Transdev' brand all over the Netherlands. To do so, we are present at events such as **The National Career Fair**. The objective of our participation is not only to recruit new employees, but also to make Transdev's name known in the market. These actions serve as the foundation of our brand reputation.



Vitaal Transdev program



Vitaal Transdev is a program that aims to strengthen the vitality of our organization and provide a healthy and safe working environment for our employees. In this way, we can optimize our vitality and prevent absenteeism.

We have an activity calendar with a variety of topics (Exercise, Mental, Healthy Food, Sleep, Quit Smoking, Relaxation, Finances, etc.) which is shared with all team leaders. In addition to this calendar we offer programs to help our employees on these topics by sharing videos, tips and trainings.

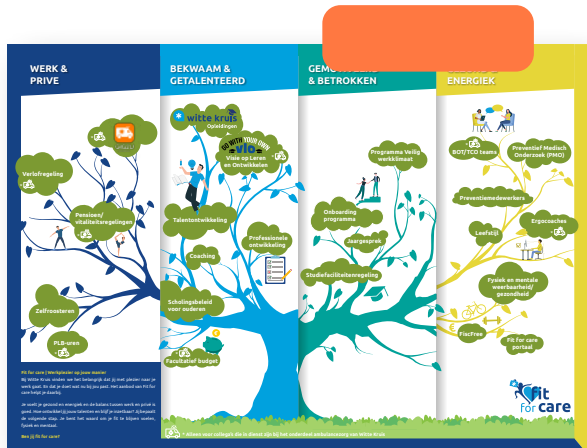


Our combined ZitFit package

In 2022, we paid special attention to posture, in order to correct the sitting position. **ZitFit** helps our drivers, who are sitting most of the day, to look at themselves and to prevent physical disorders. Several of our branches have launched a specific documents that ensures that bus drivers can continue to work in good health and without injury thanks to quick and easy exercises.



Witte Kruis has its own vitality program 'fit for care'. The purpose is to ensure the health, energy and well-being of employees through four pillars: Work & life balance, Skilled and talented, Motivated & committed, Healthy and energetic.



VIDEO – Manu Lageirse introduce the Transdev Activity Weeks 2022



Transdev Activity Weeks 2022

This special initiative is part of our vitality agenda. The **Transdev Activity Week** was organized in 2022. For 4 weeks, our colleagues from all product lines worked hard for their own vitality, but also to help our partner **Longfonds**.

Vitality within Transport-on-Demand

CTS has its own vitality program 'Sterk aan het stuur' ('Strong at the wheel') to promote sustainable employability. Through the **Social Fund Mobility**, various interventions help us to enhance health and vitality employees.

In addition to this program, our Taxi branch is a career-friendly employer since 2018. This video a nice example of what an employer can do for its employees.

VIDEO – Being a career-friendly employer



COMMUNITIES

CHALLENGES

- › Health, safety and security of third parties and communities
- › Economic and social development
- › Collaboration with local players
- › Philanthropy
- › Promotion of education, arts and culture
- › Heritage preservation



COMMITMENTS

- › Raising awareness among our suppliers and subcontractors to sustainable initiatives
- › Ensuring they undertake to comply with our ethical principles
- › Taking into account their commitment to responsible business
- › Assessing the relationship with our suppliers





At Transdev, we are people serving people. Together, we develop mobility solutions for all. This places us at the heart of the daily life of communities.

Jonne van Eck, Manager Corporate Communication



Transdev, an economic and social partner of local communities

Transdev plays a major role in promoting economic and social development of communities. As an integrated and inclusive mobility company, our actions enable the people we serve to have equal access to employment, social life and leisure activities, regardless of where they live. Wherever we do business, we participate in the development of economic and social activity, social cohesion and the ecological transition through our innovations and solidarity initiatives.

Improving access to transportation

In December 2022, we introduced the **ParkShuttle 3.0**, the latest model of our autonomous vehicle. These autonomous driverless vehicles connect the Capelle business park and residential area to the Kralingse Zoom metro station in Rotterdam. Thanks to planned housing development in the area and the connection to the water Waterbus, even more passengers will be able to use this transport option in the future.



VIDEO – Brand new ParkShuttle (Radio Capelle)

To ensure accessibility to rural areas and small towns, we started **OV-op-Maat** in early 2022. This mobility solution is an intelligent combination of modes that can be deployed quickly and flexibly.

In order to create a network with broad coverage, we have concluded an agreement with **DVG Personenvervoer**, a national organization with over 100 franchisees and 8,000 drivers.



Improving access to employment

In January 2022, Transdev signed a cooperation agreement with **VluchtelingenWerk Nederland** (Refugee Council Netherlands). Together we are looking at possibilities to employ refugees from all over the world. This partnership marked the beginning of a sustainable cooperation, starting with the introduction of a long-term learning and training program to address language barrier. In November 2022, the online job platform <http://refugeework.nl> was launched.

Connexxion has joined forces with **Werkgeversservicepunt (WSP) Amsterdam**. We will launch a pilot project to guide people who are far from the labor market into a job on our buses. To bridge the gap to the labor market, it is necessary to invest in these people. That is why we have set up a special training program together with WSP Amsterdam. For the training and during the first period of the employment, these new colleagues will benefit from the advice of a WSP job coach.

Improving the quality of life



Transdev and the **Longfonds** (The Lung Fund) are working on cleaner air together. The Longfonds is fighting for healthy air and healthy lungs. This new partnership gave the go-ahead for our common mission to give everyone the freedom to travel every day in a sustainable way, with care for people, the environment and our society.

Make our station squares smoke-free

In November 2022, we officially turned the station squares of Amersfoort Centraal, Schothorst and Vathorst 'smoking-free'. Transdev hopes to encourage other municipalities to follow this good example.

Transdev Activity Weeks

Our employees also contributed to this partnership during **Transdev Activity Weeks**, running healthy miles to raise money for an important lung research project. Our goal was to help the Longfonds spread the message "Let the children breathe free". The proceeds from the Transdev Activity Weeks raised over 10,000 euros for the Longfonds.



Promoting solidarity initiatives through our partnerships

Several Transdev's locations are offering boxes of delicious fruits from our partner **FRUIT OP JE WERK**. It is a positive initiative for our colleagues, but we also contribute to a good cause. For every 50 pieces of fruit we eat, one piece is donated to the **Food Bank**. In 2022, **5.544 pieces of fruit** were donated to the Food Bank.



Our coffee machine supplier **MAAS** is collaborating with **Made Blue** in the 'A liter for a liter' program. For every liter of coffee, tea or water produced by MAAS coffee machines, one liter of water is donated to developing countries. With our contribution, no less than **177,603 liters of clean drinking water** were donated to developing countries in 2022.

Improving local safety

Witte Kruis is actively contributing to make the whole of the Netherlands a 6-minute intervention zone in case of cardiac arrest. Thanks to **Stan Citizen Assistance** and its smart technology, the thousands of volunteers who have already signed up for Stan can be on the scene within 6 minutes to help with cardiopulmonary resuscitation (CPR).

VIDEO – Stan, the CPR network



Focus Responsible Procurement

As an economic and social actor, Transdev contributes to the development of regions through the relationships with our suppliers. Beyond the mere purchase and supply of goods and services, we support environmental protection, as well as economic and social development of the communities we serve.

Our ambition is to maintain long-term and ethical relationships with our suppliers, based on the following commitments:

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

Transdev’s suppliers are committed to:

- › Compliance
- › Environment
- › Health and safety

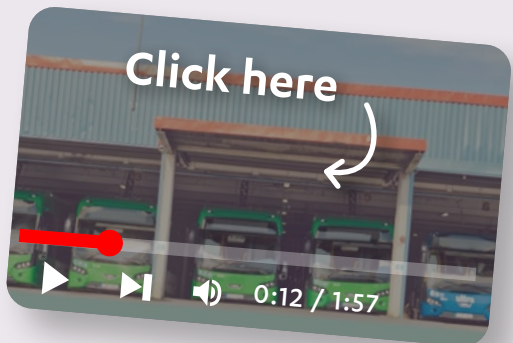
Transdev’s suppliers are efficient in:

- › Business control
- › Respect of employee rights

Transdev’s suppliers are partners through:

- › Integrity
- › Refusal of conflicts of interest
- › Vigorous opposition to fraud and corruption
- › Knowledge of third parties

To promote responsible purchasing practices in order to respond to the risk of CSR challenges to its suppliers, Transdev incorporates a **CSR Supplier Charter** for all new contracts.



VIDEO – Our sustainable procurement policy

Our **Responsible Purchasing Policy** guides our decisions and practices on a day-to-day basis. This policy, which was **adopted at the Group level**, establishes common criteria for our purchasing and procurement.

“Vision Scope 3” project

In July 2022, Transdev Group launched the “Vision Scope 3” project, to measure its carbon footprint across the entire value chain (including Scope 3). Transdev Netherlands is part of this new project with France, Sweden, Germany and Australasia. We shared our approaches and data in this area, to finalize the methodology.

GOVERNANCE

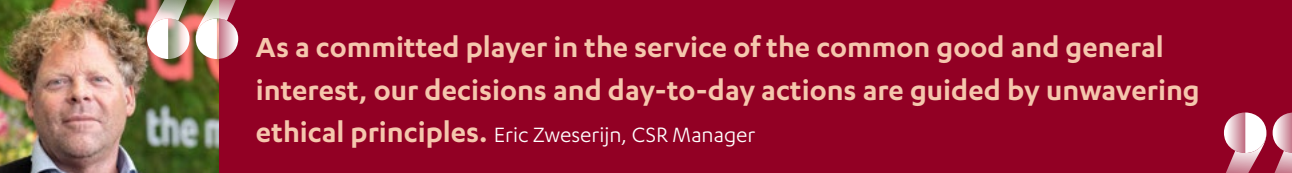
CHALLENGES

- › Ethics and compliance
- › Responsible procurement
- › Dialogue with stakeholders
- › CSR governance and risk management

COMMITMENTS

- › Enabling all employees to exercise their whistleblowing rights without fear
- › Protect personal data of our stakeholders
- › Zero tolerance for corruption





A robust ethical process

In line with our values, our ethical principles shape the image of Transdev, contribute to the relationship of trust we build with our various stakeholders, guide us in our choices and ensure that our actions are consistent with our words. Transdev performs these missions in compliance with Transdev Group.

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



As a counterpart to this Group document, **Transdev Netherlands** has implemented its own code of conduct, which defines the correct behaviours and what we can expect from each other. These rules apply to all employees working at **Transdev Netherlands** and in all its business units.

This **Code of conduct** sets out the rights and obligations that apply in our organization in areas such as freedom of expression, security, confidential information and business integrity.

Human Rights

In its **Fundamental rights protection Policy**, **Transdev Group** reiterates its operating principles (in line with the Code of ethics):

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



In 2022, White Kruis received the official national **Reporting Code for Domestic Violence and Child Abuse** (LVAK in Dutch) certification. With this certificate, Witte Kruis proudly demonstrates its professionalism in the field of Human rights.

Data Protection

Transdev Netherlands manages thousands of employees and millions of passengers. This involves handling large quantities of personal data, which must be protected and processed in the best interests of the various stakeholders.

The adoption of the GDPR has been an opportunity to implement a **Privacy Policy** to ensure optimal and protected management of personal data.

Transdev handles personal data securely by adhering to principles, as transparency, basis and purpose limitation, data minimization, storage period, confidentiality, etc.

This process is supported by a **Data Protection Officer** in the Netherlands to guarantee that personal data is processed in accordance with the Group's principles.



In 2022, Transdev Netherlands achieved **ISO 27001** certification, the standard for information security management systems (ISMS). It is another step towards maximizing data protection.



Anti-corruption

Compliance by all stakeholders is at the heart of Transdev's ethical approach. **Transdev Netherlands** has therefore adopted a zero tolerance principle for corruption.

Transdev Netherlands has implemented a specific **Business Integrity document**, which is supplemented, whenever necessary or useful, by appropriate procedures, including anti-corruption, conflict of interest, gifts and entertainment, sponsorship and donations.

Specific laws and regulations apply to integrity. Naturally, Transdev wants and needs to comply with these. The anti-corruption approach is deployed through an **Ethics and Compliance Officer** in the Netherlands and focuses on employee training. A number of colleagues are required to participate in an **e-learning about corruption**. This includes, for example, colleagues who deal with tenders or procurement.

In 2022, Transdev organized an **internal Integrity Week** and took this opportunity to discuss ethical issues in depth:

- › We explained and discussed our **whistleblowing process** with the support of our **Confidential counsellors** (both internal and external).
- › We discussed **ethical dilemmas** with our employees, such as how to understand undesirable behavior and how to report suspected abuse.
- › We highlighted '**Receiving or giving gifts**' integrity. A useful angle during the end-of-year holiday season.



CHALLENGES	RISKS	SDGs
<ul style="list-style-type: none">› Health and Safety of passengers, clients and patients› Health and Safety of employees› Health and Safety of Communities and third parties	<ul style="list-style-type: none">› Serious train accidents› Serious bus accidents› Workplace accidents› Signal passed at danger (SPAD)	<div><div>3GOOD HEALTH AND WELL-BEING</div><div>8DECENT WORK AND ECONOMIC GROWTH</div></div>

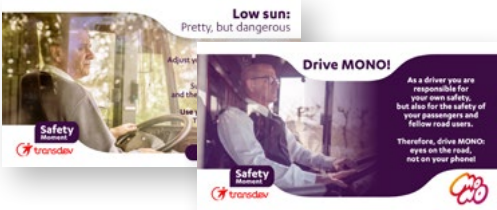
At the end of 2022, a modern and realistic train simulator was installed at Transdev’s headquarters in Hilversum. This technological tools ensure a better user experience and further enhance safety for Transdev employees and passengers.

Connexxion OV Rail obtains ECM certification



In December 2022, our Rail business unit received the Entity in Charge of Maintenance certificate. This performance is the result of a strong collaboration between colleagues from the Amersfoort workshop and the CSR, Safety & Security departments.

Safety Moment



A Safety Moment is an awareness campaign to anticipate a potential danger. If we consider in advance that possible actions from the company or our employees are necessary to avoid a (work) accident, we provide tips to our colleagues, in particular to our drivers in order to make our working environment safer.

Focus Safety

“Safety first” is Transdev’s priority and enables us to build, day after day, a relationship of trust, respect and partnership with our employees, passengers, clients, patients and the communities we serve.

We focus on:

- › promoting a positive and proactive Health & Safety culture;
- › strengthening Transdev’s Health and Safety governance and compliance;
- › continuously improving our Health and Safety performance.

SAFETY FIRST!



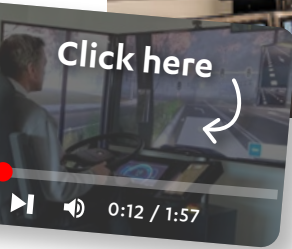
Video – World Day for Safety and Health at Work

Road safety training: new bus and train driving simulators

Our Academy is dedicated to training new drivers, with a particular focus on safety awareness. Modern educational tools are available, such as a bus simulator. This immersive mobile seat offers the possibility to try out different types of buses and recreates various driving situations similar to the reality.



Video – Bus simulator



CHALLENGES	RISKS	SDGs
<ul style="list-style-type: none">› Security of passengers, clients and patients› Security of employees› Security of communities and third parties	<ul style="list-style-type: none">› Terrorist attacks› Assaults on employees› Assaults on passengers, clients and patients	<div><div>3GOOD HEALTH AND WELL-BEING</div><div>8DECENT WORK AND ECONOMIC GROWTH</div></div>

Focus Security

The security of our employees, our passengers, clients, patients and communities and third parties is crucial. We undertake to protect them from malicious acts that, in particular, threaten their physical integrity, as well as ensuring their sense of security.

We focus on:

- › improvement of local security management in close cooperation with stakeholders;
- › passengers, clients and patients awareness to increase prevention of the main security risks;
- › the compliance of security actions, data protection, methods and tools;
- › sharing best practices, through our security community and between all regions in which we do business.

From a national partnership to local agreements

In 2021, Transdev signed the national agreement on security in the public transportation sector applicable until 2025. This agreement provides for a comprehensive and transparent collaboration between institutions and aims to

promote cooperation, exchanges and sharing information, as well as and innovations in the public transportation security field. In 2022, Transdev was focused on local strategic partnerships in the area of Security.

- › In June 2022, Hermes and Connexxion signed an agreement with the **Municipality of Arnhem**. We will work together around the four train and bus stations and lines through Arnhem.
- › In September 2022, Transdev and the **Municipality of Amsterdam** signed an agreement on Social Security in the Amsterdam concession area.

Technological innovations dedicated to safety

Bodycam development

In 2021, Transdev implemented a bodycam pilot in our AML concession. This pilot demonstrated a de-escalating effect on troublemakers. In 2022, body cameras were deployed for all our Service and Security staff in the Netherlands.



Training for Special Investigator Officer

A Special Investigator Officer (BOA) is a sworn officer empowered to investigate certain offences. In 2022, **80 officers** graduated from our Academy.

Security training and awareness system

We have introduced a training module for handling sexual and gender-based assaults on our networks and providing support to the victims.

249 employees have completed and validated this online security training since it was launched in May 2021.



249 employees

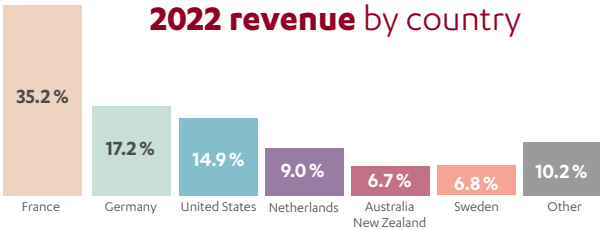


More than ever, the Transdev Group links its sustainable growth to its social and environmental impact in local areas, and to its ability to be an attractive and inclusive company. Transdev Netherlands is a key partner to meet these challenges and make CSR a driver of performance, transformation, commitment and growth. Béatrice Jung, Group CSR Director

Being part of Transdev Group

Transdev Netherlands is part of Transdev Group, a leader in mobility with nearly 84,000 employees worldwide. The Group is present in 19 countries and every day 8.8 million people travel with us on 5 continents.

Transdev Netherlands is Transdev's 4th largest country in terms of revenues in 2022. We work closely with Transdev Group to anticipate future trends and adjust our CSR approach. It is a driver of long-term performance, transformation and shared commitment.



Since 2018, in application of the law, Transdev Group's extra-financial information and procedures have been audited annually by Mazars (an international audit, tax and advisory firm). The audit is conducted at Group level and in a given country. In 2022, Transdev Netherlands was audited as part of this process. Transdev data is declared compliant with the applicable regulations and the fair presentation of the Information taken as a whole in accordance with the Group Protocol. The quality of non-financial information is a priority for the Group and, therefore, our teams are engaged in continuous data quality improvement process.

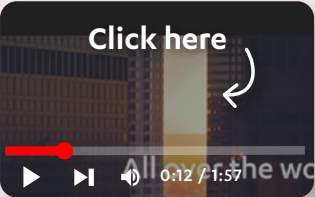
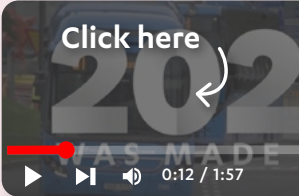


Transdev Group is working on implementing the Corporate Sustainability Reporting Directive (CSRD), which was adopted on November 10, 2022 by the European Parliament, and which amends the non-financial reporting requirements of the 2014 Non-Financial Reporting Directive (NFRD). In collaboration with the countries, we will perform a 'gap analysis' in 2023, covering our environmental, social and human rights impacts.



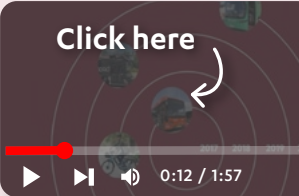
Would you like to learn more about Transdev group?

VIDEO – 2022 Transdev Group's retrospective



VIDEO – Transdev's purpose

VIDEO – Ecological Transition: check out some of our best initiatives from the past 5 years



to read the Non-Financial Performance Declaration 2022



Colophon

Editor	CSR Department
Image	Communication Department
Design	Bureau BADE

June, 2023