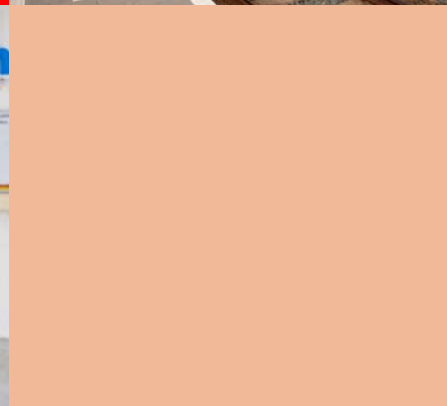




# CSR REPORT FY 2021



**Read  
more**

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## CEO Statement

This is Transdev Netherlands' first CSR report. That in itself is something to be proud of. I'm extra proud because this first report is about a remarkable year. 2021 revolved around Covid-19. And that certainly applied to Transdev. The Netherlands had to remain accessible for people in crucial jobs, for people who depend on our services. All our employees went above and beyond every day. Covid-19 also strengthened cooperation, within Transdev and with fellow companies. Together, we kept our country accessible. And we did so in a sustainable, people-friendly way.

In 2021, we introduced dozens of new zero emission vehicles and participated in the launch of a hydrogen fueling station. Our new sustainable public transport concession in Gooi & Vechtstreek was also launched, the

first European bus concession that will consist entirely of ZE vehicles. We also train our drivers to drive sustainably and switched to 100% green electricity. This is why we have achieved level 3 of the CO2 Performance Ladder.

But our assets are only part of Transdev's sustainability ambitions. Our employees are the heart of our organization. CSR is part of our DNA. We all contribute to our sustainable ambitions every day. After all, we can't work in a sustainable, innovative and people-oriented way without our more than 6,000 employees. People with very different backgrounds, who work together towards our common goal: the best possible service and care for our travellers, clients and patients.

Together with these colleagues, we have some challenging years ahead of us. The effects of corona will be felt for a long time, if only because a significant part of our travellers has embraced working from home. But in the meantime, I also see the added value that we, as a mobility company, can offer in the upcoming years. A good mobility network is indispensable for achieving the climate targets.

The Netherlands is facing major challenges with regard to sustainability. Transdev can contribute substantially to solving these challenges with new and flexible mobility

solutions. For solutions in the short term, but also for generations to come. I am convinced that we have the right expertise to meet these challenges. Because together, we are Transdev. And we can be proud of that.

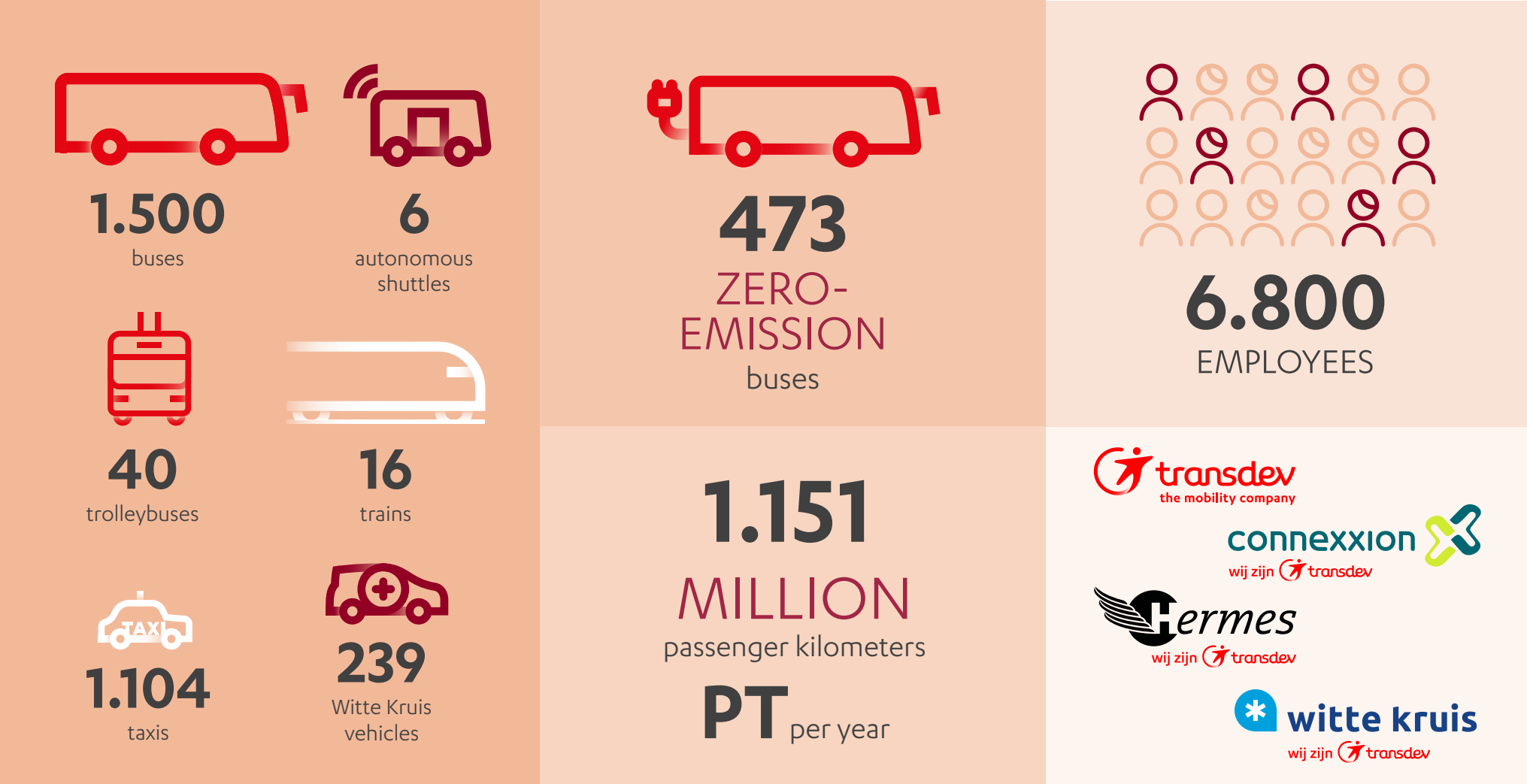
Wij zijn  transdev

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# Key figures in 2021



# CSR Made in Transdev

Our purpose: “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.

Transdev deploys its ‘Moving You’ strategy to serve communities:

- › **Passengers** – Regain the confidence of passengers
- › **Clients** – Assisting our clients in managing new risks
- › **Innovation** – Supporting the ecological and solidarity transition in the communities
- › **Performance** – Investing to build the mobility of tomorrow
- › **Teams** – Engaging teams in a sustainable, digital and collaborative business

Our sustainable strategy is based on 5 CSR pillars:

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



# Sustainable Development Goals

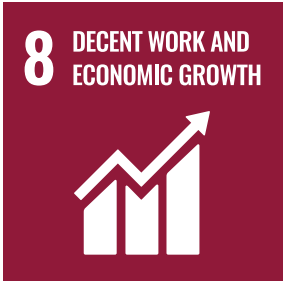
The United Nations Sustainable Development Goals (SDGs) were adopted by the UN in 2015. These 17 goals provide a framework for collective action to address the global challenges and ambitions. The SDGs are an universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity.

At Transdev, we have an important part to play on these SDGs. Transdev has decided to focus on 11 SDGs, separate into two categories, 5 significant SDGs and 6 priority SDGs.

## Our 5 significant SDGs



## Our 6 priority SDGs



### Achieve gender equality and empower all women and girls

Transdev is involved to promote respect for fundamental rights. We are convinced that Diversity and Inclusion is a performance lever, we are committed through a specific Program. We promote a more inclusive economy.

### Promote inclusive and sustainable economic growth, full and productive employment and decent work for all

We make the health, safety and security of our employees a priority and we are attentive to the needs of all our employees, social dialogue at the heart of our HR policy. Transdev promotes social and economic inclusion by working with local stakeholders.





**Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation**

Transdev deploys Environmental commitments. Also, we develop and promote clean, autonomous and electric mobility solutions. Transdev provides smart funding solutions to achieve the ecological transition under increased budget vigilance.



**Make cities and human settlements inclusive, safe, resilient and sustainable**

Transdev contributes to territorial resilience through strong cooperation with local actors to design tomorrow's mobility. We connect shared-mobility offers and ensure an efficient modal shift. Transdev deploys an Environmental Policy and a Safety & Security Policy.













**Reduce inequality within and among countries**

Transdev deploys an Ethics and Compliance Management System and a Policy to promote respect for fundamental rights. We make public transportation a lever for social cohesion by integrating universal and inclusive mobility solutions. Transdev develops Learning programs to enhance opportunities for its employees as well as a Diversity and Inclusion program.



**Take urgent action to combat climate change and its impacts**

Transdev deploys an Environmental Policy and is committed to a more ecological and cleaner mobility. We improve the customer experience to accelerate the shift from private cars to alternative solutions. Transdev is also committed to working with communities for the ecological transition.

FIELDS	CHALLENGES	SIGNIFICANT RISKS	COMMITMENTS
ENVIRONMENT	<div><div> 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</div><div> 11 SUSTAINABLE CITIES AND COMMUNITIES</div><div> 12 RESPONSIBLE CONSUMPTION AND PRODUCTION</div><div> 13 CLIMATE ACTION</div></div> <ul style="list-style-type: none"><li>• Decarbonization of the fleet and zero emissions</li><li>• Local pollution from transportation</li><li>• Sustainable and circular use of resources</li><li>• Global carbon footprint</li><li>• Preserving biodiversity</li><li>• Energy transitions of operations</li><li>• Resilience to climate change</li></ul>	<ul style="list-style-type: none"><li>• Accidental / Gradual ground pollution</li><li>• Regulatory and contractual noncompliance in environmental matters</li><li>• Gradual air pollution</li></ul>	<ul style="list-style-type: none"><li>• Contribute to decrease CO2 emissions in the communities</li><li>• Reduce congestion and preserve air quality against local pollution</li><li>• Increase our non-diesel fleet to cope with the depletion of fossil resources</li><li>• Commit to communities through partnerships to preserve nature and biodiversity</li></ul>
PASSENGERS	<div><div> 3 GOOD HEALTH AND WELL-BEING</div><div> 8 DECENT WORK AND ECONOMIC GROWTH</div></div> <ul style="list-style-type: none"><li>• Passenger experience and information</li><li>• Financial, physical and geographic accessibility</li><li>• Inter- and multimodality</li><li>• Health, safety and security of passengers</li><li>• Digitalization of transport services</li><li>• Development and promotion of public transportation</li></ul>	<ul style="list-style-type: none"><li>• Serious train or bus accidents</li><li>• Assaults on passengers</li><li>• Terrorist attacks</li></ul>	<div>Pandemic</div> <ul style="list-style-type: none"><li>• Strengthen governance and compliance, improve health and safety performance</li><li>• Implement strict sanitary measures in our vehicles and stations to fight against Covid-19 in order to ensure the safety of our passengers and the public</li><li>• Put in place all means to ensure the health, safety, security and tranquility of passengers</li></ul>
EMPLOYEES	<div><div> 3 GOOD HEALTH AND WELL-BEING</div><div> 5 GENDER EQUALITY</div><div> 8 DECENT WORK AND ECONOMIC GROWTH</div><div> 10 REDUCED INEQUALITIES</div></div> <ul style="list-style-type: none"><li>• Working conditions</li><li>• Health, safety and security of employees</li><li>• Diversity, inclusion and equal opportunities</li><li>• Developing talent and careers</li><li>• Attracting and retaining employees</li><li>• Passion for our activity shared by employees</li></ul>	<div><ul style="list-style-type: none"><li>• Workplace accidents</li><li>• Assaults on employees</li><li>• Terrorist attacks</li></ul></div> <div><ul style="list-style-type: none"><li>• Absenteeism and low employee commitment (including psychosocial risks)</li><li>• Poor skills planning</li></ul></div>	<div><ul style="list-style-type: none"><li>• Strengthen governance and compliance, improve health and safety performance</li><li>• Promote a positive and proactive culture of wellbeing and safety</li><li>• Implementation of all means to ensure the health, safety and security of employees and subcontractors</li></ul></div> <div><ul style="list-style-type: none"><li>• Deploy an engagement survey every two years</li><li>• Improve and enhance social dialogue</li><li>• Promote social diversity, equity and inclusion at all levels of the company</li></ul></div>



FIELDS		CHALLENGES	SIGNIFICANT RISKS	COMMITMENTS
COMMUNITIES		<ul style="list-style-type: none"><li>• Collaboration with local players</li><li>• Economic and social development</li><li>• Promoting education, arts and culture</li><li>• Health, safety and security of third parties and communities</li><li>• Heritage preservation</li><li>• Philanthropy</li></ul>	<ul style="list-style-type: none"><li>• CSR claims against a supplier</li></ul>	Pandemic <ul style="list-style-type: none"><li>• Raising awareness among our suppliers and subcontractors about sustainable initiatives</li><li>• Ensuring they undertake to comply with our ethical principles</li><li>• Taking into account their commitment to responsible business</li><li>• Assessing the relationship with our suppliers</li></ul>
		<ul style="list-style-type: none"><li>• Responsible procurement</li><li>• Dialogue with stakeholders</li><li>• CSR governance and risk management</li><li>• Ethics and compliance</li></ul>	<ul style="list-style-type: none"><li>• Failure to respect human rights</li><li>• Personal data breaches</li><li>• Corruption</li></ul>	

# ENVIRONMENT

## CHALLENGES

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



## COMMITMENTS

- › Contribute to decrease CO2 emissions in the communities
- › Reduce congestion and preserve air quality against local pollution
- › Increase our non-diesel fleet to cope with the depletion of fossil resources
- › Commit to communities through partnerships to preserve nature and biodiversity






Photo: Everfuel

# Road to a sustainable mobility

Transdev is aware of its part in the fight against climate change and the necessity to accelerate the transition to a sustainable and carbon-free mobility. To manage our emissions, we are audited annually by SGS Nederland who measures our efforts for the CO<sub>2</sub> Performance Ladder. Thanks to our commitment to CO<sub>2</sub> reduction in 2021, we are eligible for level 3 certification of the CO<sub>2</sub> Performance Ladder. As part of this certification, our footprint is recalculated every six months.

These actions will enable us to meet our ambitious environmental targets to fight climate change, contribute to quality of life in the communities we serve, address the depletion of fossil resources and contribute to the protection of biodiversity.

### Transdev focus for the coming years

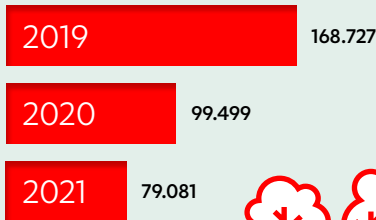
-  Even more Zero Emission: we are increasing the number of ZE buses, taxis and other vehicles.
-  We use 100% Dutch green energy.
-  We are collecting data of the emissions from our supply chain, known as Scope 3 emissions.

### Transdev is committed to:

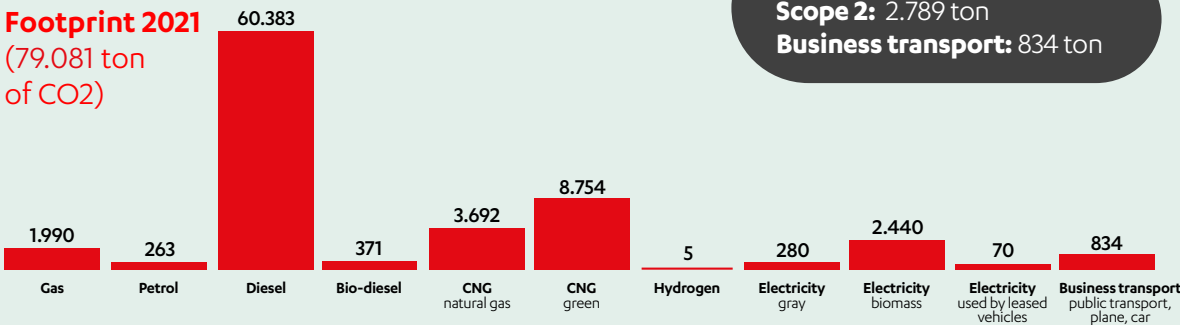
- › reducing CO<sub>2</sub> emissions by 70% by 2025 (base year: 2019);
- › being emission-free by 2030;
- › controlling our pollution risk in the communities we serve;
- › preserving nature and biodiversity through partnerships with communities.

## This is what we do to reduce our CO<sub>2</sub> emission

### Our emissions (ton of CO<sub>2</sub>)



### Footprint 2021 (79.081 ton of CO<sub>2</sub>)



CO<sub>2</sub>

Scope 1: 75.458 ton  
Scope 2: 2.789 ton  
Business transport: 834 ton



# Fleet decarbonization in 2021

The Netherlands is the largest Transdev's fleet in Europe – Together with our concession partners, we are committed to improve air quality, reduce noise and increase driving comfort for passengers and drivers. At the end of 2021, **473 ZE buses** were operating on the Dutch roads under the Transdev flag. This makes it the largest electric fleet in Europe.

## Achievements in 2021

### Most sustainable in Gooi and Vecht region

The Gooi and Vecht region is the first European bus concession that will become 100% Zero Emission, using wind and solar energy from the region! The concession was officially launched in 2021: the first Dutch bus concession under the Transdev name with only zero emission buses from VDL and Ebusco.

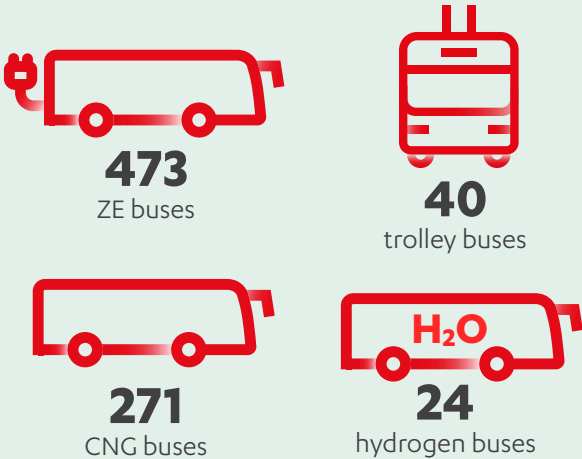


### New Hydrogen buses

New Solaris Bus & Coach hydrogen buses in the Connexxion Hoeksche Waard - Goeree Overflakkee region. The first 2 buses have already arrived in Heinenoord in 2021, they will be joined by 18 other buses in 2022. In this way, together with the Province of South Holland, we are taking a further step towards sustainability.

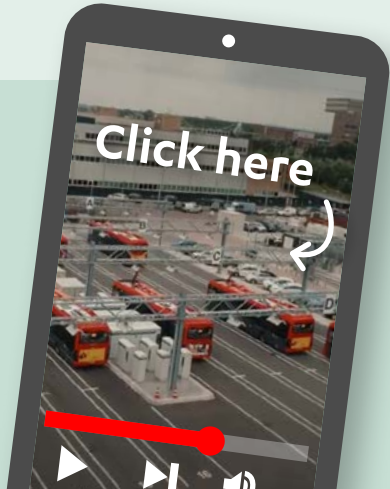
Our goal is to operate **600 ZE buses** by the end of 2022

# FIGURES



Percentage Zero emission buses per total buses.

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



ZERO EMISSION  
IN THE  
NETHERLANDS



# Circular Economy

Our actions in favor of circularity are not only focused on the transition to green electric mobility, the integration of the circular economy model must take place throughout the production and life cycle of our products.



**Transdev signed a new partnership with waste processor REMONDIS**

We want to treat waste in the most sustainable way possible. In 2021, Transdev has chosen REMONDIS, a leading recycling company, as its new partner in the field of waste processing. All Transdev’s sites together represent around 1,500 tons of waste per year. This requires professional waste management.

Special waste bins have been placed at Transdev branches to collect various waste streams such as paper, coffee cups and residual waste separately. These waste streams are then sorted and recycled, after which they can be reused.

**Other best practices on the circular path:**

**ROLINE gives a second life to our tyres**

Our partner, Roline repairs our used tyres and transforms 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. They are ready for a new life in our buses.







**Reusing our employees’ clothes at Breng**

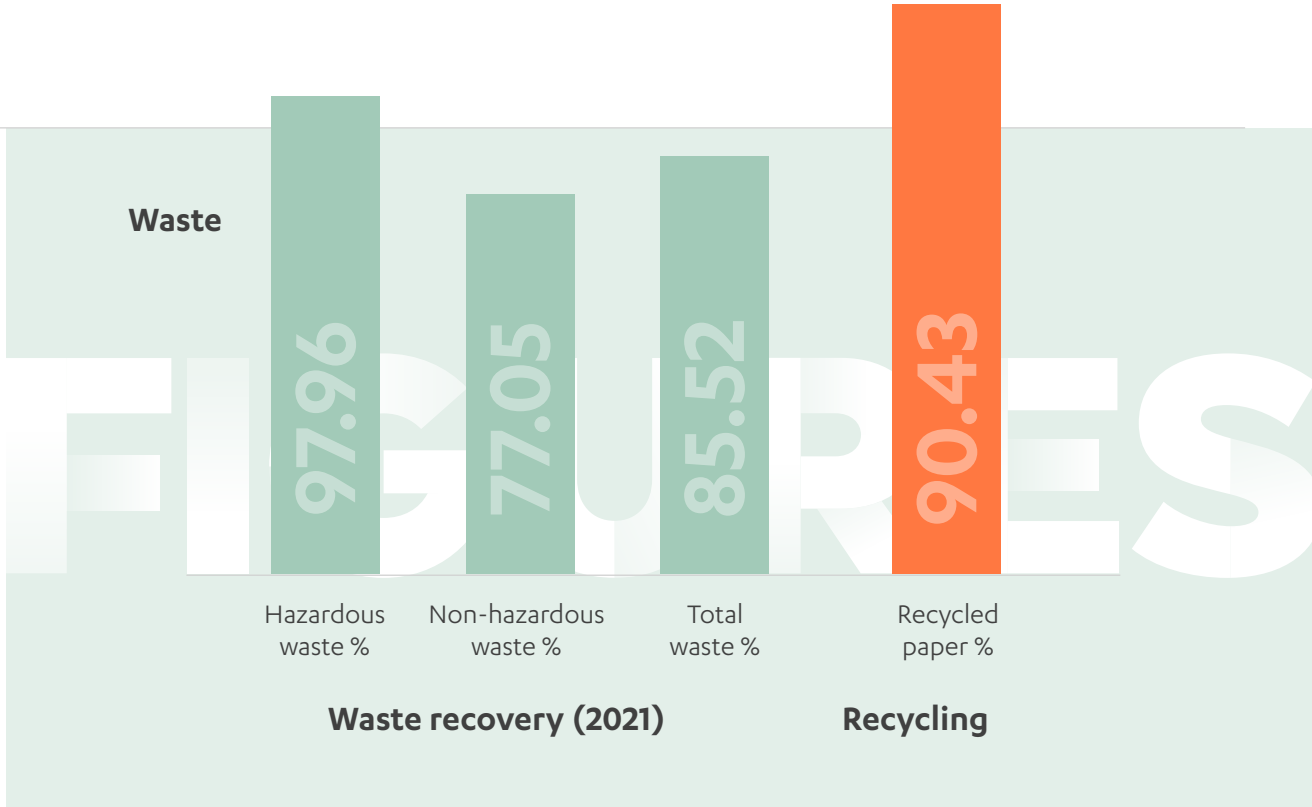
Throughout 2021, the old locker at our office in Bemmelen will be set up as a clothing store. Employees who retire from service hand in their uniforms here, and these uniforms are reused. All new intake drivers from the entire Breng region will get with all the accessories needed for a bus driver.

This is a sustainable initiative, which makes our bus drivers happy as it saves on production (less raw materials needed, less water used to dye fabrics, less transport of fabrics and uniforms), purchase (cost reduction) and shipping (from supplier to bus driver).

**RijWijzer Program**

RijWijzer is our eco-driving program that focuses on improving driving performance. The main target is improving travel comfort for passengers. Secondary targets are fuel savings, environmental targets, vitality of drivers, efficient maintenance, and damage reduction. Elements that contribute to a healthy working and living environment.

Eco-driving is part of the professionalism and environmentally conscious of all our bus drivers. This is how we reduce CO2 emissions but that’s not all: it ensures a pleasant journey for our passengers, a relaxed drive and reduced risks.



COMMITMENTS		KPIs	2019	2020	2021	TRENDS
ENVIRONMENT	Prevent soil and groundwater contamination	Number of contaminations greater than 10,000 euros in remediation costs*	1	1	1	=
	Reduce congestion and preserve air quality against local pollution	Zero-emission fleet rate ( <i>electric, hydrogen</i> )*	20%	25%	30%	↗
	Commit to communities through partnerships to preserve nature and biodiversity	CO2 emissions kg / km travelled ( <i>only our commercial vehicles</i> )*	0.770	0.674	0.566	↘
	Reduce electricity consumption	- kWh / kilometer public transport buses* - kWh / kilometer public transport Valleilijn Train*	1,40 5,08	1,30 4,24	1,24 4,09	↘
	Reduce diesel consumption	Liter diesel / kilometer public transport ( <i>buses and trains</i> )*	0,31	0,29	0,25	↘
	Reduce electricity consumption in buildings (compared to 2019)	Electricity consumption (kWh / m2) - <i>excluding outside's m2</i> *	65,47	56,61	56,87	↘
	Reduce gas consumption in buildings (compared to 2019)	Gas consumption (m3 gas / m2) - <i>excluding outside's m2</i> *	12,73	11,49	12,63	=
	Reduce paper and cardboard use (compared to 2019)	Amount of paper and cardboard (1.000 kg)**	266	196	122	↘
	Reduce the amount of residual waste (compared to 2019)	Amount of residual waste (1.000 kg)**	730	725	650	↘

\* Scope: Public Transport

\*\* Scope: Transdev Netherlands

# PASSENGERS

## CHALLENGES

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

## COMMITMENTS

- › Strengthen governance and compliance, improve health and safety performance
- › Implement strict sanitary measures in our vehicles and stations to fight against Covid-19 in order to ensure the safety of our passengers and the public
- › Put in place all means to ensure the health, safety, security and tranquility of passengers



# Promotion of public transportation

Due to the pandemic, public transportation ridership has fluctuated significantly for several reasons: the need to travel decreased, in particular due to remote working, a fear of overcrowding and the risk of contamination.

## We are dedicated to our passengers

Our activity enables us to reduce the carbon footprint of the transportation sector, but also to reduce congestion and the massive emissions it generates. Besides these environmental benefits, our first priority is to attract passengers in our transport:

- › 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 our activities.



## Inter & multi-modality

To travel to Rotterdam by bus in comfort and without traffic jams, Bus station Heinenoord has a new P+R (Park & Ride) since November 2021. The bus station at Reedijk has been expanded with a P+R where 90 cars can park for free. Travelers from the municipality of Hoeksche Waard can now easily switch from car to bus to be in Rotterdam in less than 20 minutes. The Connexxion buses run 4 times per hour during rush hour and largely free of traffic jams on their own bus lane.

## Transdev introduces OVpay in first concession

In 2021, Transdev has started implementing OVpay in the Netherlands. OVpay is the new way of payment in public transit in the Netherlands. 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.



From October, in the concession Gooi&Vechtstreek passengers can pay with OVpay. This is the first concession in the Netherlands where it has been contractually agreed that passengers will have this new payment-possibility. Transdev is also developing new payment propositions through Account Based Ticketing, which allows customers to automatically save for more discounts per month per trip. This not only makes travelling by public transportation more attractive via open payment standards, but also more flexible and opens the doors to interesting partnerships. In 2022, OV Pay will be implemented in all other Transdev concessions & with all other operators in the Netherlands.



# Bringing our passengers back

## Our actions to regaining passenger confidence

Faced with this challenge of winning back passengers and to ensure the continuity of our operations, Transdev has developed a dedicated action-plan focused on specific initiatives:

- › understanding new passenger behaviors;
- › continuing to reassure passengers;
- › accelerating passenger winback;
- › expanding digitalization of the customer experience;
- › ramping up the fight against fraud and reaccustoming people to validating their ticket;
- › developing solidarity actions and community integration.



### OV = OK!

All transport companies in the Netherlands have worked together to welcome passengers back. Naturally, Transdev was actively involved on the campaign OV = OK'.



Moreover, to align actions with speeches, Transdev has introduced the **Meerreizen Bundel (Multi Travel Package)**. With this product for the personal OV-chipcard, you could travel in all Transdev, Connexxion and Hermes concessions in the Netherlands with a fixed price of € 1,50 per journey.

## High appreciation for our public transport services in 2021

The 'OV-Klantenbarometer', is a large-scale national survey of travellers' opinions on public transport. In 2021, 54,648 passengers were questioned on various topics, from punctuality and frequency of journeys to ease of travel and hospitality in the vehicle. Passengers who used the public transport services of Transdev and Connexxion in 2021 were very pleased with their journey. **Transdev/Connexxion scored a national 8+ rate.** Passengers in North Holland rated their journey with the buses of Transdev and Connexxion the highest in the country with an **average score of 8.3** in Connexxion's Amstelland-Meerlanden region. The Gooi & Vechtstreek concession follows with an **score of 8.2**.



# EMPLOYEES

## CHALLENGES

- › Working conditions
- › Health, safety and security of employees
- › Diversity, inclusion and equal opportunities
- › Developing talent and careers
- › Attracting and retaining employees
- › Passion for our activity shared by employees

## COMMITMENTS

- › Strengthen governance and compliance, improve health and safety performance
- › Promote a positive and proactive culture of wellbeing and safety
- › Implementation of all means to ensure the health, safety and security of employees and subcontractors
- › Deploy an engagement survey every two years
- › Improve and enhance social dialogue
- › Promote social diversity, equity and inclusion at all levels of the company



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

Our employees, who are Transdev ambassadors, are responsible for the excellence of our services on a daily basis. Transdev is committed to implement necessary conditions to protect its employees, facilitate their individual and collective performance, and promote development and inclusion for all.

## Social dialogue

Social dialogue is a key element of Transdev's strategy to provide our teams a working environment that corresponds as closely as possible to their aspirations. Social dialogue has been crucial to our resilience in the face of a difficult economic and social situation.

### Engagement Survey

Listening to employees is essential to enable them to reach their full potential. Every two years, an engagement survey is conducted. The previous survey was performed in 2020, among our bus drivers, with 929 responses. In 2022, Transdev is conducting an updated survey

for public transport, headquarters and transport-on-demand.

*VIDEO – Thank you to all employees!*

## Attracting and retaining talent

Despite the new challenges created by the crisis, Transdev is strongly engaged to attracting talents and increasing the attractiveness of our businesses.

### Transdev Academy

The Academy was launched 2006. In 2021, after more than a year of Covid stagnation, our Academy was back. With our 13 buses, we are training about 200 drivers/year. Thanks to our certified instructors, we are able to assist our future drivers to obtain their driver's license. We also provide group and individual training in class, on site or in a vehicle. In addition, the Academy provides training for our technicians, mechanics and Service & Safety teams.

**Academy**  
wij zijn  transdev

VIDEO – Academy

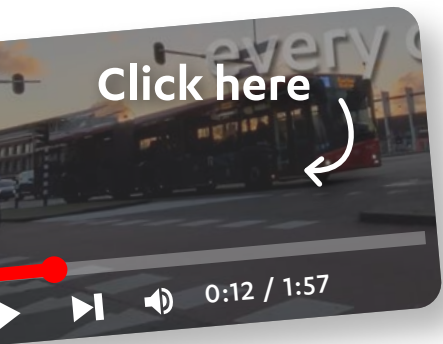
### Social Return On Investment (SROI)

Transdev wants to be a reflection of society. The application of Social Return on Investment (SROI) criteria in public contracts (contracts or tenders) is mainly aimed at providing more opportunities for people with low employability. We are proud to include disadvantaged people into the labor market and to invest into people who want to give their best. We actively support them during their training and integration in our organization.

### Employee development

The development of each individual's talents is a key challenge for the Transdev's performance and employee motivation. To ensure the development of its employees, Transdev focuses on 2 major themes:

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



## Diversity, Equity & Inclusion

The Diversity, Equity and Inclusion program is coordinated at the highest level of the company by the Executive Committee. It requires to focus on three areas of action:

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

### Employees with mental disability

Transdev employs various 'Cleanteams' throughout the country; men and women with a mental disability and distanced from the labor market who clean our vehicles up to five days a week with great enthusiasm. This initiative is part of Transdev's Diversity & Inclusion path.

### Toppers from Transdev

The diversity of our employees is a strength and inclusion a necessity. Every day, Transdev's employees ensure that

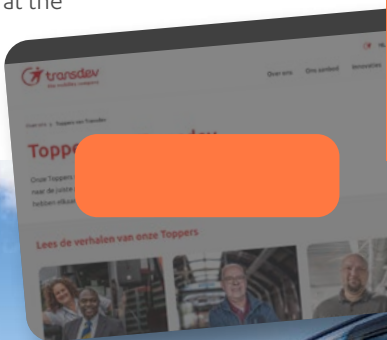
our passengers can be transported to the right place. From cleaners to directors, we all need each other. Because Transdev wants to communicate about its employees, you can read the stories of our toppers on the page '[Toppers van Transdev](#)'

For example, you can find the story of Tim de Vries. Bus driver for Connexxion in Zaandam for almost 20 years and now a Paralympic champion at the Tokyo Olympic Games in 2021.



### PSO Certification

Transdev is a company at the heart of society. 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 is at **Level 1 on 4** for the year 2021 and aims to reach **Level 2 by 2022**.





# A social and vital company

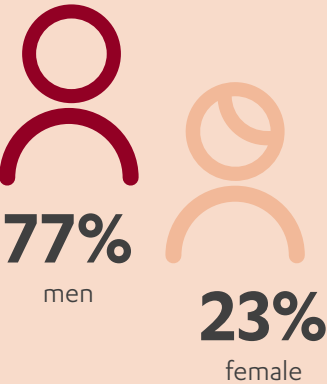
VIDEO –  
International Women’s Day



Transdev Netherlands has a **Social Fund**.  
The objective of this Fund is to provide financial support to employees and their families for the purchase of contact lenses or hearing aids, for example.

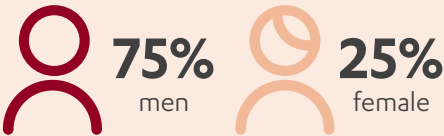


M/F



**TARGET:**  
At least 25% female

M/F in management positions



**TARGET:** At least 30% female

M/F in drivers



**TARGET:** At least 25% female

AGE

61%

of our employees are over 50 years old

21%

of our employees are under 40 years old

75%

of our employees are drivers

**INTERNSHIP:**

55 interns in 2021



This welfare association has been working for public transport’s employees for over 100 years. **Villandry** provides appropriate care services to our employees, as well as a contribution to the care costs that are not covered by the ‘regular’ health insurance for employees and their families.

# COMMUNITIES

## CHALLENGES

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

## COMMITMENTS

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





# Transdev, an economic and social partner of local communities

Transdev plays a major role in the economic and social development of the communities. As a mobility company, our actions enable our passengers to access employment, training, social interaction and leisure activities.

## Supporting an inclusive mobility

Transdev actively contributes to improve access to communities and is committed to a more-inclusive mobility. Transdev wants to guarantee social inclusion by providing access to public transport for all. For example, the design of stations and vehicle access ramps, the deployment of low-floor buses, audio signage and tactile communication channels.



Transdev was proud to offer its depot for guide dog training with our partner KNGF Guide Dogs. Future hero dogs are often travelling on public transport with their owners, so it is important for Transdev to be part of the formation. During the lockdown, in Amstelveen, dogs were trained to get in and out of the buses.

## Supporting a social mobility



Transdev is involved as project leader alongside associations and foundations it supports. Since October 2021, Transdev is the new main sponsor of mobility at **Nationaal Ouderenfonds**. Because interaction and social life are challenging for many older people, both our organizations are joining forces to support the elderly and promote an accessible and age-friendly mobility in the Netherlands. We started this collaboration through our Transport-on-Demand product line, with specific projects in the field of mobility, including the **BoodschappenPlusBus**, and further develop new plans. Public transport is also a big challenge to this partnership. As one third of older people are not keen on travelling by public transport. Tailoring our transportation services will be an essential part of this partnership.



## Supporting inclusiveness

### Pride 2021 in Amsterdam

#### Rainbow buses for Connexion

For the first time in 2021, 2 Connexion buses, within Vervoerregio Amsterdam were driving in rainbow colors, the symbol of Pride.

### Our Pride bus at the Pride Walk

One of our Pride buses took part in the Pride Walk through Amsterdam. The bus drove to the front of the parade and carried participants with disabilities who still wanted to 'walk' along. Nice promotion for inclusiveness in public transport.



# Focus Responsible Procurement

Transdev contributes to the vitality of communities as an economic player and through its supplier relationships. Beyond the mere purchase and supply of goods and services, we endeavor to maintain lasting relationships with our suppliers on the basis of our principal commitments:

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

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 over €100,000.



## Transdev's suppliers are committed to:

- › Compliance
- › Environment
- › Health and safety

## Transdev's suppliers are partners through:

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

## Transdev's suppliers are efficient in:

- › Business control
- › Respect of employee rights

# GOVERNANCE

## CHALLENGES

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

## COMMITMENTS

- › Allow each employee to exercise their right to alert / whistle blow without fear
- › Protect the personal data of our stakeholders
- › Zero tolerance for corruption

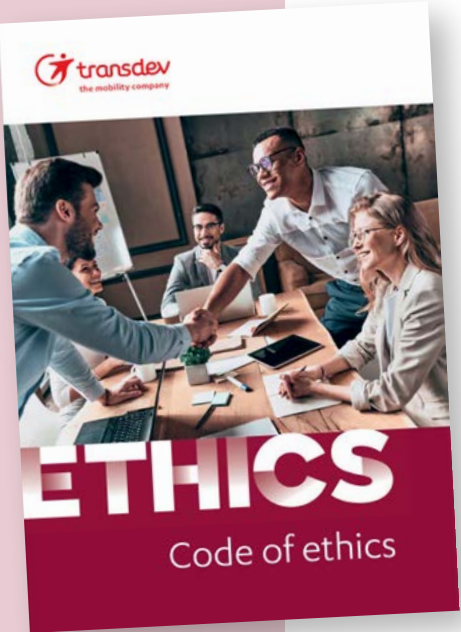


# A robust ethical process

At Transdev, we develop mobility solutions which aims to simplify people’s mobility. This places us at the heart of everyday life in communities. It makes us a key player committed to serve the common good, the general interest, develop local services and protect the environment. Transdev performs these missions in accordance with the Transdev Group’s strong ethical principles.



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 supplemented by specific measures that explain the vision and the organization it has 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 Right

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.



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** aims to become **ISO 27001** certified.



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.

In this specific **Business Integrity** document, which is supplemented, whenever necessary or useful, by appropriate procedures, including on anti-corruption, conflict of interest, gifts and entertainment, sponsorship and donations. The anti-corruption approach is deployed through an **Ethics and Compliance Officer** in the Netherlands and focuses on employee training. Each manager is required to complete an e-learning course.



CHALLENGES	RISKS	SDGs
<ul style="list-style-type: none"><li>› Health and Safety of passengers</li><li>› Health and Safety of employees</li><li>› Health and Safety of Communities and third parties</li></ul>	<ul style="list-style-type: none"><li>› Serious train accidents</li><li>› Serious bus accidents</li><li>› Workplace accidents</li></ul>	<div><div>3GOOD HEALTH AND WELL-BEING</div><div>8DECENT WORK AND ECONOMIC GROWTH</div></div>

The main objective is to ensure a timetable as accurate as possible, which is how we keep our passengers satisfied. But this is not the only purpose, the OCC’s assistance in case of a collision or emergency is crucial for our drivers. That’s what makes this service so valuable.

## Focus Safety

“Safety First!” is Transdev’s priority! Day after day, ensuring the Health, Safety and Security of our employees, passengers and the communities we serve is the essential basis for the trust they place in us.

### We are focus on the following strategic principles:

- › developing and deploying Transdev’s Policy Statement on Health and Safety;
- › strengthening Transdev’s Health and Safety governance and compliance;
- › improving Health and Safety performance;
- › promoting a positive and proactive culture of Safety and wellness.

SAFETY  
FIRST!



### › Our Operational Control Center

When an unexpected event happens, whether it is a defective bus, a rail obstruction or an incident, the Operational Control Center (OCC) monitors our public transport vehicles and guides them if necessary. All reports from drivers and train drivers are received by the OCC. This small group of specialists supports the drivers 24/7 in their daily work, from planning sudden deviations to calling for assistant in an emergency.



Video - Simulator

### › Camera mirrors

In 2020, the very first Dutch pilot of an electric bus without side mirrors took place in Haarlem. In 2021, we started to operate those new Connexxion buses. The side mirrors have been replaced by 2 HD cameras outside and 2 screens inside the bus. This is easier for the driver and safer in traffic.

### › Driving simulator

In our Transdev Academy, drivers can use our bus-simulator. This immersive experience recreates various driving situations. This technological tool assures a better user experience and improves the safety of our employees and passengers.

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

## Focus Security

Protecting our passengers, employees, communities and third parties from malicious acts and providing them a sense of security is an essential mission. Awareness of these issues requires a comprehensive and truly professional handling of security issues.

### Strategic partnerships in the area of Security

› National agreement on Security

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

› Staff Monitor Public Safety

Every two years, all public transport companies participate to a national survey on social safety for public transport. In 2021, more than 1,000 colleagues completed the survey!

With an **average score of 7.3**, Transdev employees awarded us a **score 0.6 points higher** than the national average (6.7) for safety at work. Safety is a very important condition for performing our job successfully. We are pleased with this result, despite the strange year and all the restrictions due to the pandemic.

### Technological innovations in the area of Security

› Pilot Bodycam

In 2021, a bodycam pilot was carried out in the AML concession. The bodycam has a de-escalating effect on troublemakers. The pilot was completed successfully. In mid-2022, bodycams will be rolled out to our service and security staff.

› Silent alert system

Transdev equipped its vehicles with a silent alert system. Three warning buttons have been installed in the driver’s booth, which can be activated to signal a passenger’s incident. If the driver presses any of these buttons, an alert is immediately sent to the Operational Control Center. In the event of an emergency, the inspectors can request the involvement of the police and/or the security agents.

› Security training and awareness system

Staff awareness and training on security issues is an essential condition for handling these topics. To deal with gender-based harassment, we have introduced a training module for handling sexual and gender-based assaults on our networks and providing support to the victims.

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



# Being part of Transdev Group

Transdev Netherlands is part of Transdev Group, a leader in mobility with more than 82,000 employees worldwide. The Group is present in 18 countries and every day 11 million people travel with us on 5 continents.

## International Communities

Throughout the Group, we are part of international communities with all other countries where the Group operates. These communities provide us expertise and the opportunity to share best practices that contribute to a common benefit:

- › CSR community
- › Health and Safety community
- › Security community
- › Communication Community
- › Zero-Emission team

Moreover, we also have access to international HR programs:

- › **e.teams**: our community of international experts
- › **“On The Launch Pad”**: this 18-month international program offers to talented young individuals employees
- › **“Trans’lead”**: a six-month international development program for top managers.

## Group’s international Events

### 6th edition of the Living Lab

Since 2016, Transdev has brought its clients together to discuss the challenges of the ecological and energy transition, in particular the issue of zero-emission mobility. In 2021, the discussions and experience sharing focused on carbon-free mobility, innovations, and trials of these technologies adapted to local contexts. Clients, public transit authorities and multi-energy experts discussed their local adaptations and realities. A common goal emerged from the discussions: a return to pre-pandemic passenger numbers. All parties agreed on the importance of data for maximizing the return on zero-emission solutions. One thing is certain: we believe in electric mobility as a tool to promote the environmental transition.



Video – 2021 Transdev Group’s retrospective



VIDEO – Safety first



VIDEO – Safety first in the place of pandemic

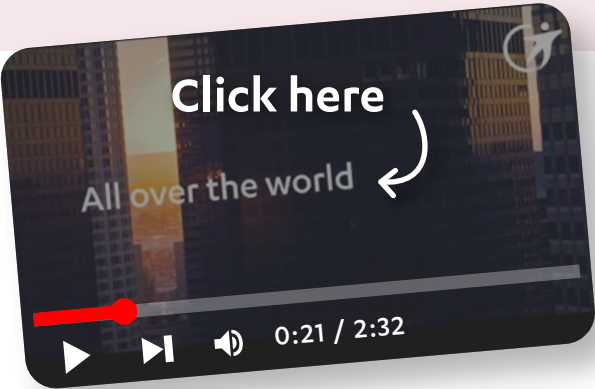
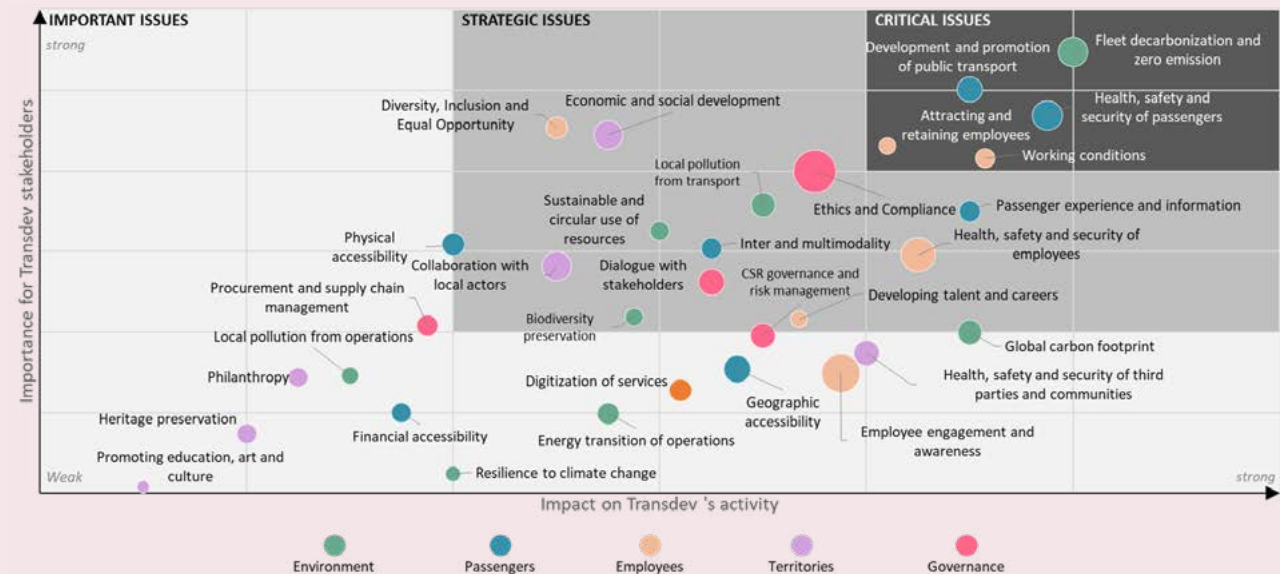
### World Day for Health and Safety at Work

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

Transdev Group’s materiality analysis

In 2021, Transdev Group conducted a materiality analysis, based on 32 CSR issues within our 5 CSR pillars. Transdev Netherlands played an important role in this process, with 6 out of 63 qualitative interviews conducted with our Dutch stakeholders.

In 2022, Transdev Netherlands will be the first Transdev country to complete its own materiality analysis to build a strong CSR strategy and continue to deploy its CSR policies, programs and initiatives to achieve our sustainable goals.

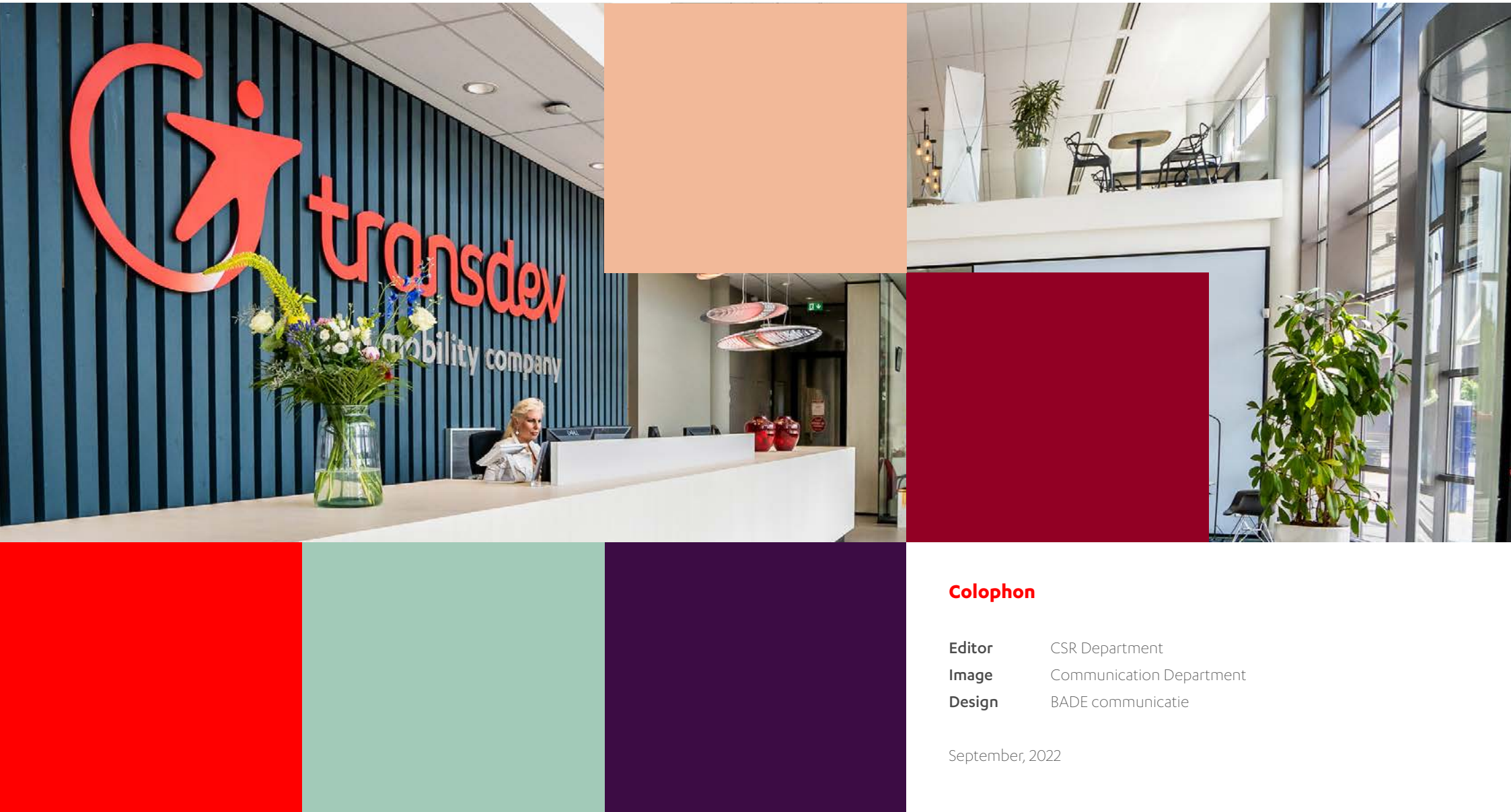


Transdev’s purpose

Transdev Group is proud to share this purpose’s movie. It is the story of 82,000 diverse talents from different backgrounds, with different skills and personalities. Every day, we get up and make the first move, we care, share and dare. For us, removing barriers, providing opportunities for all and building a more sustainable future is part of our job. This is what we do.

VIDEO – Transdev’s purpose





### Colophon

Editor	CSR Department
Image	Communication Department
Design	BADE communicatie

September, 2022