

# WELCOME TO THE FUTURE





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WITH YOU



Moving is essential to connect with people, to work... and simply live. As “The Mobility Company”, we empower your freedom to move every day. It must therefore read as a commitment: that of operating and integrating the best mobility solutions of daily life, serving communities and individuals. Transdev is a global operator and integrator of mobility solutions. We are proud to provide 11 million passenger trips every day thanks to efficient, easy-to-use and environmentally-friendly transportation services that connect people and communities.

We keep a simple goal in mind: to create the best mobility solutions for our clients and our passengers, which necessarily means that mobility must be the key lever for quality of life and sustainable development.

Transport is one of the main sectors that, by its action, can positively affect the daily lives of citizens, the smooth running of the economy and combat climate change. Therefore, our approach to CSR is in line with our vision of mobility and our strategy: CSR is at the core of everything we do. Transdev is advancing with the communities it serves, ensuring that we provide a positive effect for these territories.

In short, as “The Mobility Company”, we believe that *People, Planet and Performance must naturally be aligned*“.

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## **Acting for the planet** (greener, thanks to new mobility solutions)

Sustainability is not an option. At Transdev, our approach to tackling climate change is delivered through offering increasingly innovative offers. Limiting our environmental impact must not come as a cost to the service our customers receive. Developing inspiring solutions and services is key to encouraging people adopting shared mobility means. It is a fact: reducing our use of individual cars reduces traffic congestion and our ecological footprint. This is why we are creating positive change that supports and works for our communities. The development of more efficient vehicles and the use of green energies enables our customers to use effective, affordable and most importantly, responsible mobility. 64% of our fleet is composed of clean vehicles.

## **Acting for people** (serving People)

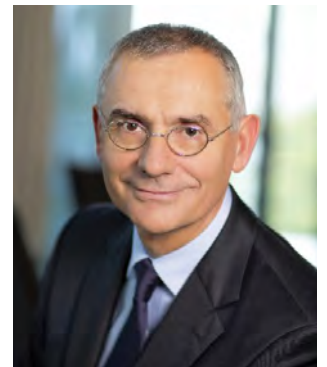
We are a team of people serving people to achieve better mobility for all. Our greatest asset and our performance resides in the daily commitment and engagement of our 82,000 employees, who everyday transport more than 11 million passengers across 19 countries worldwide. In order to have a deep understanding of our customers to better serve them, anticipate their needs and increase ridership, we strive to foster an environment of trust, wellbeing, diversity and engagement. Safety is an absolute priority and a key program for us, for our teams and for our passengers. Our management model, We@Transdev, promotes collaboration, asking for and bringing help, supporting one’s peers and teams.

## **Acting for sustainable innovation**

Innovation is our way to stay ahead of our customers and clients needs in a fast-paced environment. We have our vision for tomorrow’s mobility, which translates through our P.A.C.E. model: a Personalized, Autonomous, Connected and Electric mobility which is more inclusive and enables mobility for all. At a time when mobility is a fundamental need, Transdev is working to develop autonomous shared transport to ease traffic congestion in cities and reduce pollution in urban areas. Our autonomous vehicles will bring real daily benefits by offering flexible, personalized and accessible services, more extensive services in time and/or space, less noise and air pollution, thanks to 100% electric vehicles, more safety and comfort.

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Our Communication on Progress provides us the opportunity to highlight Transdev’s dedication to integrating CSR into our ever day activities, creating social inclusion and limiting environmental impact. As a Partner of the Global Compact since 2003, Transdev continues to fully commit itself to the Global Compact principles and integrate them into its daily practices.



**Thierry MALLET**

Chairman & CEO  
Transdev Group



# GROUP PROFILE





**1<sup>ST</sup>**

private electric  
bus operator  
in Europe

**43,000**

vehicles  
*64% of our fleet  
is eco-friendly<sup>(1)</sup>*

Leading  
tramway  
operator

**1<sup>ST</sup>**

private rail  
and bus operator in  
Germany

**3.5**

BILLION TRAVELLERS  
IN 2017

**82,000**

EMPLOYEES  
WORLDWIDE







# INSPIRING RESPONSIBLE INCLUSIVE LEADERSHIP

## POSITIVE CHANGE, HEAD ON

At Transdev, our commitment to designing the future of mobility defines our core identity. Each innovation, idea, project, discussion, doubt, success or strategy fosters one single purpose: translating people's expectations. For this, we engage all of our stakeholders and value their insight. Corporate Social Responsibility is the ideal platform on which to shape the future of our organisation. It is a bridge between us, our strategy and know-how, and society as a whole. It connects our ambition to reality.

More than ever, we feel the urgency to succeed, to act, to transform. Public expectations have never been so high, so pressing. And it is with great confidence that we strive to address in-depth issues by combining two major levers of success: unconditional quality and true responsibility.

## OUR VISION

# EMPOWERING YOUR FREEDOM TO MOVE, EVERY DAY.

Our WHY, which motivates us deeply, is both very simple and very engaging: because moving is essential to meet each other, to work, to study, to see friends... in other words to just live, we empower your freedom to move, every day.

Because our duty is above all about people serving people, the mobility we offer is first and foremost human. This human dimension is absolutely essential; it is the pride of our 82,000 employees around the world. Our credo is for seamless and easy-to-access mobility. Beyond our role as a transport operator, we become an integrator of daily mobility solutions addressing the needs of today and tomorrow.

Finally, we develop mobility that is resolutely innovative, focused on solutions that are more efficient, easy to access, more economical and – of course - more sustainable.

## OUR CORE VALUES ARE THE FOUNDATION OF OUR RESPONSIBLE LEADERSHIP.

### PASSION

Passion is at the heart of our team's engagement, every day

### PERFORMANCE

Individual and collective performance is what drives us as a Group

### PARTNERSHIP

We share the same culture as our clients, and we value open collaboration

### COMMITMENT

by tackling global issues of mobility via innovation as part of our daily mission



## ACTION SPEAKS LOUDER THAN WORDS

### Redefining mobility in Grenoble - France

In 2017, we were honoured to win the Smart Cities Awards organised by Le Monde, the national newspaper.

This prize celebrates our "*Chrono en marche !*" innovation: a digital solution that allows residents to be associated with the urban evolutions of their neighbourhoods, in particular with the design of facilities next to public lines and pedestrian pathways.

Holistic and responsible mobility? That is simply the perfect mix.

# STORIES

## HYBRID FERRY SHUTTLES IN SUNNY TOULON - FRANCE

The Toulon network, in Southern France, is considered as the most dynamic maritime network in the country with 5,000 passengers every day. Of the twelve shuttles, two are now hybrids. All harbour manoeuvres, which are usually the most polluting, are now completed using electrical energy.

The use of hybrid shuttles has created a 30% reduction in fuel savings. Passengers can divide their journey by 2 and contribute to significant fuel savings. Génial !



## DESIGNING THE MOBILITY OF TOMORROW WITH RENAULT-NISSAN

We have decided to join forces with Renault-Nissan to develop ground-breaking mobility services founded on autonomous electric fleets and on-demand transport networks. Together, we will collaborate to create a new comprehensive and modular transport system enabling seamless and intuitive management for passengers and operators. The future is bright!







## GREENER FERRIES MAKE HAPPY PEOPLE IN SWEDEN

Taking Ferries is easy in Gothenburg. Through our subsidiary Styröbolaget, we provide a successful ferry service between the city and its archipelago. Directly connected to the bus and train lines, the service - enhanced by greener and smarter solutions such as the BlueFlow Technology System - is deeply rooted in the region's network of 49 municipalities. Today, over 5,000 islanders rely on it...and are happy with it.

## MUSICAL THERAPY TO HELP THE DISABLED IN KOREA

We are the first private operator in South-Korea, and we operate Seoul Line 9 (SL9), the latest line of Seoul's metro network. In 2018, a head teacher of Dasalrang and our SL9 team decided to help people with health conditions or impairments to build self-esteem and confidence through musical therapy. Samul-Nori, a traditional Korean percussion genre emerged as a perfect fit! With its beat, rhythm and harmony, this teamwork music can help people releasing stress and bond. Awesome.



## GENDER EQUALITY IN MOTION DOWN UNDER

Transdev Australia CEO, has been inducted into a group of high-profile Australian CEOs called the Male Champions of Change. Its focus is to support gender equality across organisations and Australian society. Focus groups have shed light and depth on the barriers that women face. This insight is a great platform to draft action plans and address issues raised around recruiting, scheduling practices, amenities, sexism and safety.



# CSR INSPIRES RESPONSIBLE LEADERSHIP

## POSITIVE CHANGE, EVERY STEP OF THE WAY

At Transdev, we are absolutely certain that Corporate Social Responsibility is the ideal platform on which to design and build our future. CSR brings relevance to our strategies, connects our vision to reality and brings clarity and purpose to our teams around the world. That is why it is absolutely crucial to put CSR under the spotlight.

CSR is at the very core of our business, and we are proud of it. Nevertheless, positive change takes time, energy and commitment. Our dedicated CSR department ensures that orientations are designed at the very top of our organisation and are founded on the input and expectations of all our communities. And we strongly value the support of our shareholders. This provides us with the immensely valuable trust we need to move forward.



## TRANSDEV'S CSR MATRIX

# CSR

4 DOMAINS  
16 PRIORITIES

**SOCIAL  
PERFORMANCE**

**INVOLVEMENT  
WITH COMMUNITIES**

**ENVIRONMENTAL  
PERFORMANCE**

**GOVERNANCE**



### GOVERNANCE

- Strong shared ethics
- Attentiveness & dialog with stakeholders
- A performance & differentiating level
- Sharing & promoting the CSR approach



### SOCIAL

- Quality of life (working conditions)
- Organisation of work (private/work life balance)
- Culture & management
- Inclusion & diversity



### SOCIETAL

- Dynamism & local development
- Responsible purchasing
- Social & urban cohesion
- Awareness (external)



### ENVIRONMENT

- Protection of the environment
- Lobbying & coproduction of the mobility systems of tomorrow
- Circular economy (waste, resources, etc.)
- Adapted & responsible transport offers

## GLOBAL CERTIFICATIONS

One of the major keystones of our CSR approach is ensuring quality management in our operations. 75 locations worldwide including the Transdev Group headquarters' major processes, such as CSR reporting, are ISO 9001 certified, which demonstrates our capacity to meet customer needs through continuous improvements.

Transdev shows its commitment to environmental preservation by certifying its networks with ISO 14001. For example, in South Korea, Ireland, Portugal, France, Spain and all operations in Sweden, 14001 compliance has enabled us to be at the forefront of COP 21 priorities.





## INCLUSIVE CSR

Building a relevant and effective CSR strategy implies identifying our stakeholders and their expectations. We therefore encourage seamless and formalised dialogue at Group level. We monitor trends and emerging needs by surveys. Transdev values dialogue with all our stakeholders and considers it as a key factor to fulfil our mission. We cooperate respectively with clients (Trans.Cité), customers (CRM programs to manage complaints, suggestions and questions) and our teams and employee representatives.

As the creator of the Living Labs open workshops, Transdev expresses its desire to build bridges within our industry and share experiences on issues regarding the future of mobility.

**Only together can we design the future of mobility.  
Let's talk: this report is an invitation!**

## A STABLE AND HEALTHY SHAREHOLDING STRUCTURE

**THE GROUP CAISSE DES DÉPÔTS** has been our major shareholder since 2016 with 70% of the capital. The leading French public sector financial institution created in 1816 strives to support territorial development in the public interest.

**VEOLIA GROUP** holds 30% of our capital. It supports industrial companies, cities and their communities in the optimized management of resources through its 3 main activities: water, waste and energy management.



## TRANSDEV, AN HISTORIC MEMBER OF THE GLOBAL COMPACT COMMUNITY

We signed the Global Compact back in 2003. This initiative, led by the United Nations, encourages companies to adopt socially and environmentally responsible behaviours by adopting and promoting 10 fundamental guidelines regarding human rights, international work standards, environmental protection and anti-corruption.

Every year, we publish our Communication on Progress (COP): the written illustration of our own initiatives and projects in accordance with the Global Compact principles. Since 2016, our COP has been assessed at the GC Advanced level, the highest standard. We are truly proud to be among this elite group. Beyond

celebrating our commitment, this label encourages us to go further and challenge our own certitudes. We want to improve our CSR performance and inspire others by sharing best practices. We hope this document will do just that!

### By the way...

We participate in the promotion of sustainable development challenges within the International Association of Public Transport (UITP) as signatory of its charter. To us, it is certain that the public transportation sector can act as a positive force in the development of a greener and more inclusive economy.

## OUR CODE OF ETHICS

Clarity is vital to act responsibly. That is why we list our ethical principles in our code of ethics. Each principle embodies our commitment to our stakeholders. Placed under the scrutiny of an Ethics and Compliance Committee, this code provides each employee and manager with clear guidelines to guarantee that actions are consistent with our vision of business. Everybody within our Group can therefore “know how to act right”.

Awareness-raising campaigns are regularly conducted to get everyone on board and generate adhesion.

## ASSESSING OUR CSR PERFORMANCE

EcoVadis evaluates our CSR performance as a supplier. This independent organisation provides a specific solution for the implementation and monitoring of sustainable development practices. Its mission is to produce reliable assessments of CSR performances through a thorough and comprehensive diagnosis and data comparison. EcoVadis has assessed Transdev France's CSR commitment in 2017 at the « Confirmed » level on a scale ranging from Outstanding to None and including Advanced, Compliant and Partial.

Transdev's overall score is 56/100, compared to an average score of 39.6/100 for large companies and 42.4/100 for SMEs for all assessed businesses. Scrutiny and transparency are key to progress



## CSR IN ACTION IN THE NETHERLANDS

We are engaged in supporting the Netherlands in their national ecological transition towards zero emission with the goal of rolling out fully electric fleets by 2025. Transdev has invested significantly to make this vision a reality. We aim for 203 electric vehicles by 2024. Nationwide transformation has been made possible thanks to in-depth collaboration with local partners and strong dynamism from Transdev and public authorities.

*“Transdev and the Netherlands both are responsible leaders regarding collective mobility. It's a natural fit. We are truly pushing boundaries”.*

**Peter Krumm,**  
Strategy & Development Director at Transdev



# MOBILITY SOLUTIONS THAT TRULY MAKE A DIFFERENCE

At Transdev, we believe that teaming up with all of our stakeholders is the best way to lead the mobility revolution and to meet and exceed the expectations of our publics. Mobility is a key platform to foster social wellbeing, ecological transformation and cultural prosperity. This, of course, implies acting as a true partner: being capable of identifying issues, needs and opportunities for today and tomorrow. For that, we strive to act as a collaborative force, open to the world and devoted to transparency, curiosity and empathy.





## ACTIONS SPEAK LOUDER THAN WORDS

Goodwill is fine, sure, but our key success indicator is the satisfaction of our 3.5 billion passengers carried last year. Our responsibility is to enable our customers to travel safely, responsibly and comfortably every day, wherever they may live. One of our driving motivations can be summed up by considering each passenger equally, as a valued client. Needs vary from one area to the other. Our publics expect us to fully adapt our solutions and operations to the environments in which we operate. This has led us to become experts in multimodality, with an increasing know-how in many modes of transportation, ranging from ferries in Sydney (Australia) to e-busways in Nantes (France).

**Responsible leadership is collaborative leadership.**



## TRANSDEV, A 360° MOBILITY COMPANY

The explosion of customer data and communication channels, the diversity of modes of transport and mobility schemes are a real challenge for public authorities. At Transdev, we have a long experience in customer relationship management, which allows us to tackle these new challenges, head on. Our transport data expertise and more recently, customer data, allow us to deploy effective and efficient services such as ticketing, reservations TAD, e-commerce, geo-marketing. This integrated multichannel and multimodal base is the preamble to any multiservice approach.

## MULTISERVICE, MULTI-TALENTED, MULTIMODAL

Our portfolio of 13 major transport modes enables us to develop fluid and seamless transport options from collective mobility to on-demand. With the "Carrefour de mobilité", a tried and tested programme ran in Grenoble and scheduled in La Rochelle, Transdev goes one step beyond: mobility services are fully reconnected by the implementation of pedestrian routes (made more practicable and accessible via the enhancement of existing infrastructures). This customer journey approach is now warmly welcomed by users across France. To be duplicated on a larger scale for sure!

## VIVA INTERMODALITY! 13 transport modes from collective to personalised mobility



### TRAIN

20 tramway/street cars  
2 tram-trains  
31 passenger rail lines  
1 touristic train  
3 metros



### LIGHT RAIL

World leader with 22 networks  
in 9 countries



### PREMIUM BUS SERVICE

Creator of the TEOR concept  
in Rouen (France)



### BUS

24,600 vehicles in 13 countries



### COACH

French leader in intercity transit



### MARITIME

90 ferries, 13 networks in 5 countries



### CAR SHARING

2 services in Nice and La Rochelle  
(France)



### PARATRANSIT AND AMBULANCES,

Witte Kruis, leading ambulance service  
in the Netherlands - 130,000 patients



### SHARED SHUTTLE BUS

Leader in the US with 9,000,000 passengers



### BIKE SHARING

16 cities in France



### CAR PARKING SERVICE

180,000 spaces

## ON-DEMAND TRANSPORT AS A GAME-CHANGER IN NEW SOUTH WALES (Australia)

Getting around in Sydney and its neighbourhoods is becoming a whole lot easier with the launch of Transdev Link. Our new on-demand ride service offers customers a flexible door-to-door solution to get to and from major activity hubs such as bus and train stations, medical and business precincts and shopping centres. Our smart routing software and technology, already proven in the US and the Netherlands, optimises travel times and routes. The combination of on-demand transport, with traditional bus, rail and ferry services delivers better customer service outcomes, reduces congestion and offers value for money for local Government.

## CUSTOMER-CENTRIC INNOVATION

At Transdev, our goal is to square the circle: anticipate the rapidly evolving expectations of our passengers, respond to local challenges, separate gadgets from real revolutions and leveraging innovation to strengthen our strong corporate culture. In order to do so, we have launched our first Innovation Committee bringing together innovation experts from around the world.

Every innovation is an answer to a local issue, identified by our clients. That is why we are determined to integrate them into our innovation processes. And to bring life into our innovation culture, three major initiatives were launched last year: Innov'Cluster (3rd edition), a 6-month competition for all our employees around the world; Customer and Clients Intimacy, two working groups to connect the needs of our publics and our creativity goals; and Design Lab, a dedicated collaborative space allowing each employee visiting Group HQ to take a course in innovation and creativity techniques.



## INSPIRING IDEAS, DISRUPTIVE INNOVATIONS

### #PERSONALISED

#### BYE BYE EMPTY BUSES, HELLO BREN FLEX

Bren Flex, a smart sharing transit solution conducted a 12-month experiment in the city area of Arnhem Nijmegen. And guess what! It will become a permanent fixture in the region and beyond. With a fleet of 10 minibuses running on green gas and eight Hyundai IONIQ Electric cars, around 550 people book the service each day by using an app or making a phone call. In November 2017 Bren Flex was awarded the Happy Traveller Award by a jury of branch experts in the Netherlands. The service is genuinely appreciated by customers with an average trip rating of 4.7 out of 5.

### #AUTONOMOUS

#### SOLAR-POWERED SUCCESS IN THE US

Transdev has won an inspiring commercial contract in Florida to manage a local shuttle network. And it's 100% autonomous! This on-demand AV shuttle, developed in Babcock Ranch, will provide a flexible, green and innovative transportation system for the 50,000 local residents.

### #CONNECTED WHIM,

#### THE FREEDOM TO MOVE, ALL INCLUSIVE

This solution, launched in Finland, provides customers with direct access to all available transportation services, including taxis, through one single travel pass. Its journey planner makes travelling easier. The app offers different monthly rates depending on the customer's needs. City bikes will also become available in 2018. Travelling has never been so simple and smart!

### #ELECTRIC TRANSDEV,

#### LEADING EUROPEAN ELECTRIC BUS OPERATOR

Of course, offering the best and most effective mobility solutions to our customers implies caring about their wellbeing. By strongly developing our electric bus operations in Europe and overseas, we strive to connect our environmental commitments to our belief in the freedom to move.

- **1st European operator**
- **400 minibus and electric buses**
- **7 countries**

### RESPONSIBLE LEADERSHIP

#### IMPLIES RESPONSIBLE PURCHASING

Fully implemented in our CSR policy, the Purchasing function contributes to improving our Group's overall performance, enhancing our brand image and reinforcing the quality of our relationships. It is about growing together with our suppliers and partners. For that, our responsible purchasing programme includes a Supplier CSR Charter based on our Code of Conduct.

Our purchasing system – MyProcurement – helps us preventing illegal labour. We assess the CSR performance of our partners in order to make sure common values are shared within our working environment.



## AT TRANSDEV THE FUTURE IS KNOCKING AT THE DOOR

At the Smart City Expo World Congress in Barcelona, we were proud to present, with Lohr (an awesome mobility solution manufacturer) a new, leading-edge mobility solution resulting from their partnership initiated last August: "i-Cristal", the future electric fully autonomous shuttle. This new vehicle, for sale before the end of 2018, will be offered to regional authorities and private customers.

*"Our vision of mobility is PACE: Personalized, Autonomous, Connected and Electric. i-Cristal takes us one step further in the autonomous vehicle revolution, creating new, flexible, clean mobility solutions, accessible to everyone, everywhere".*

#### Yann Leriche,

CEO of Transdev North America  
and of Transdev Autonomous Transportation Systems



# OUR ECOLOGICAL TRANSITION IS A JOURNEY: WE WANT TO MAKE IT WITH YOU

Beyond designing, developing and sharing more responsible mobility solutions, we strive to support local communities in their positive environmental transformation. This means that we firmly believe that our approach - regarding energy consumption, modal shift and efficient networks - can contribute to the wellbeing of citizens, wherever we operate. This motivation drives us to seamlessly challenge our know-how to provide bespoke and highly valuable solutions for our partners.



## TACKLING OUR TRANSFORMATION HEADS HIGH...

The impact of climate change on the quality of the air we breathe represents a severe threat to our common environment and public health. As a leading member of the International Association of Public Transport (UITP), we are committed to taking action. At Transdev, we are fully conscious of the responsibility of the transport industry and the impact of our activities. Our fleet of vehicles represents by far our most significant impact. This is why we are making it a better one. How? By continuously replacing former vehicles with high-standard Euro 6 compliant vehicles, by developing our expertise in electric buses and by implementing greener energies (hybrid or electric technologies, NGV).

## ...FOR THE BENEFIT OF THE COMMUNITIES WE SERVE

Naturally, being a responsible leader in public transit solutions goes further than merely operating a greener fleet. Our relevance is also evaluated in our capacity to answer local needs by adopting a truly tailored approach. At Transdev, energy transition has become one of the most significant assets of our service offer. Environmental performance is embedded in our solutions, from the implementation of articulated electric buses in Amsterdam (Holland) or hydrogen buses in Valence (France) to the equipment of trams with microsenors in Grenoble (France) to monitor air pollution.



### INSPIRING DATA

## MORE THAN 26,616

clean vehicles (carbon-free or in line with emissions standards Euro 4, 5 and 6), i.e. 64% of the fleet

### ENVIRONMENTAL PERFORMANCE SUPPORTED BY OPTIMISED SERVICES

Today, thanks to embedded tools created and developed by Transdev, more than 5,000 vehicles (on land and sea) benefit from accurate real-time data. This information helps our drivers to adapt and limit energy consumption. Results are significant: polluting emissions can decrease by up to 6% thanks to eco-driving. That is why we train our drivers every five years to make sure we stay up-to-date with the most efficient driving techniques out there.

## 3 PLATFORMS FOR POSITIVE CHANGE

**LIMITING THE ENVIRONMENTAL IMPACT OF OUR ACTIVITIES** by developing an exemplary fleet founded on green energies, eco-friendly driving and more efficient vehicles

**ENCOURAGING ALTERNATIVES TO PRIVATE VEHICLES** by supporting and promoting multimodality

**CREATING THE FUTURE OF MOBILITY** through innovation and open collaboration with our community

## HOW TO MAKE THIS ENVIRONMENTAL TRANSFORMATION ATTRACTIVE AND SUCCESSFUL?

### BY COLLABORATING WITH OUR STAKEHOLDERS

Ensuring the success of the energy and ecological transition implies being able to rely on a solid foundation of know-how, enriched by our strong culture of experimentation. The Living Lab Bus Electric is a community in which we - alongside experts, clients and partners - analyse and share the outcomes of our different electric mobility experiments worldwide. Its goal is to make operational progress in environmental performance and make it accessible to public authorities. These governing bodies can, therefore, make the best possible choice for the communities they serve. In Nantes, after three years of research, Semitan and Transdev have decided to turn the local Busway into an e-Busway by the end of 2019. Besides, Transdev is currently testing batteries specially developed to cope with extreme temperatures for bus networks in northern Sweden.



### EXTREME PERFORMANCE FOR EXTREME CONDITIONS

In Umeå, northern Sweden, our nine fast-charging electric buses are perfectly suited to the extreme temperatures of the region (1°C on average during the winter season). With an extra 33 electric buses added to the local network by 2019, more than half of Umeå's fleet will be electric.



### BY EMPOWERING OUR PASSENGERS

At Transdev, we are firmly convinced that passenger-centrism must be at the very core of the ongoing ecological revolution. Green innovation, intermodality and environmental performance have to serve the general transportation experience of our passengers. Naturally, we see that their expectations regarding environmental issues (especially their environmental footprint) are rising. Nevertheless, the ecological improvements cannot negatively impact the quality of their travelling experience.

*"Customers want to get to their destinations as safely and comfortably as possible. Knowing that their bus is an advanced piece of technology that improves local air quality is a great bonus. Over time they will come to expect this from all our vehicles".*

#### **Doran Barnes**

Executive Director, Foothill Transit (USA)

We believe that this new paradigm generates a whole new array of opportunities to enhance our offer and to convince many new customers to leave their car in the garage. For that, we strive to make intermodality fluid, easy-to-use and affordable.



## INTERMODALITY IN JUST ONE CLICK

Intermodality made user-friendly and optimised management of transit systems help us to reduce our local carbon footprint and will provide enhanced mobility solutions to our passengers. In Mulhouse (France), customers can gain access to an integrated offer of services, in just a few clicks: public transportation, bicycle-share or rentals, car-share, car parks. The solution is very simple to use - one single account, monthly payment (depending on the services used), consumer follow-up in real time.

This Compte Mobilité was awarded the GOLD Label during the French summit Forum Interconnectés.



## BY SETTING THE PACE ON GREEN INNOVATION

Innovation is quite simply the cornerstone of our ambition for an inclusive ecological revolution. Our R&D teams around the world are fully committed to identifying means to boost social inclusion and improving the connection between our passengers and the places where they go. Naturally, smart technology is a great platform to connect greener mobility solutions with the needs of our passengers.

We believe that this new paradigm generates a whole new array of opportunities to enhance our offer and to convince many new customers to leave their car in the garage. For that, we strive to make intermodality fluid, easy-to-use and affordable.



## I-CRISTAL - DESIGNING TOMORROW'S SHARED MOBILITY

We have joined forces with Lohr to present a new cutting-edge mobility solution offering regional authorities and private customers a flexible and clean mobility solution, accessible to everyone, everywhere. i-Cristal is a full autonomous shuttle designed to promote shared mobility with increased comfort, extended accessibility (including wheelchairs) and free of any constraints. i-Cristal is equipped with a fast-charging system, able to recharge 50% of its battery in 30 minutes and 100% in 90 minutes. Complementary to mass-transit systems (metro, tram and bus systems), i-Cristal meets the specific transportation needs of closed industrial sites, university campuses, business parks and airports. Connected to Transdev's Universal Routing Engine (URE), it is also adapted to an extensive panel of open-road services, from fixed-line services to flexible transport on-demand.

This new vehicle will be for sale before the end of 2018. Exciting times ahead!

*"Today, the group's maturity enables us to deploy proven solutions for the benefit of all and roll them out massively. At the same time, we are working on the so-called 'next wave'. Artificial intelligence, robotisation, connected objects (among others) represent limitless opportunities to promote smart and more efficient solutions combining environmental and operational performance".*

**Xavier Aymonod**, Director of Innovation





# PEOPLE SERVING PEOPLE

At Transdev, our vision of society translates into the way we strive to foster talent. This in-house environment of trust, wellbeing and ambition is crucial. Our goal as an employer is to inspire the development of a culture of innovation and performance while making sure each employee feels confident, safe and valuable. With our Health and Safety policy acting as our primary platform, we can focus on three specific action plans: Social Inclusion, Collaborative Innovation and Talent Management.

*"Our ability to manage the diversity of our teams, our customers and our passengers is at the heart of our vision of performance, commitment and raison d'être. Placing the accomplishment of our collective project at the core of our preoccupations while addressing each person in his/her singularity and richness - this is our daily challenge, and it resonates with our social responsibility".*

**Clément de Villepin**  
HR Director, Transdev Group



# SNAPSHOT OF OUR H&S POLICY

## BUILDING A STRONG SAFETY CULTURE

- Security certification for 3,000 managers via our e-learning training programme
- The organisation of our yearly Security Trophy
- Deployment of our 10 Safety Principles at Group level

## ROBUST H&S ORGANISATION WITH CLEARLY DEFINED RESPONSIBILITIES

## IMPLEMENTATION OF A SAFETY MANAGEMENT SYSTEM (SMS)

- **100** audited entities based on 83 requirements, every year

## MONITORING KEY SAFETY PERFORMANCE INDICATORS

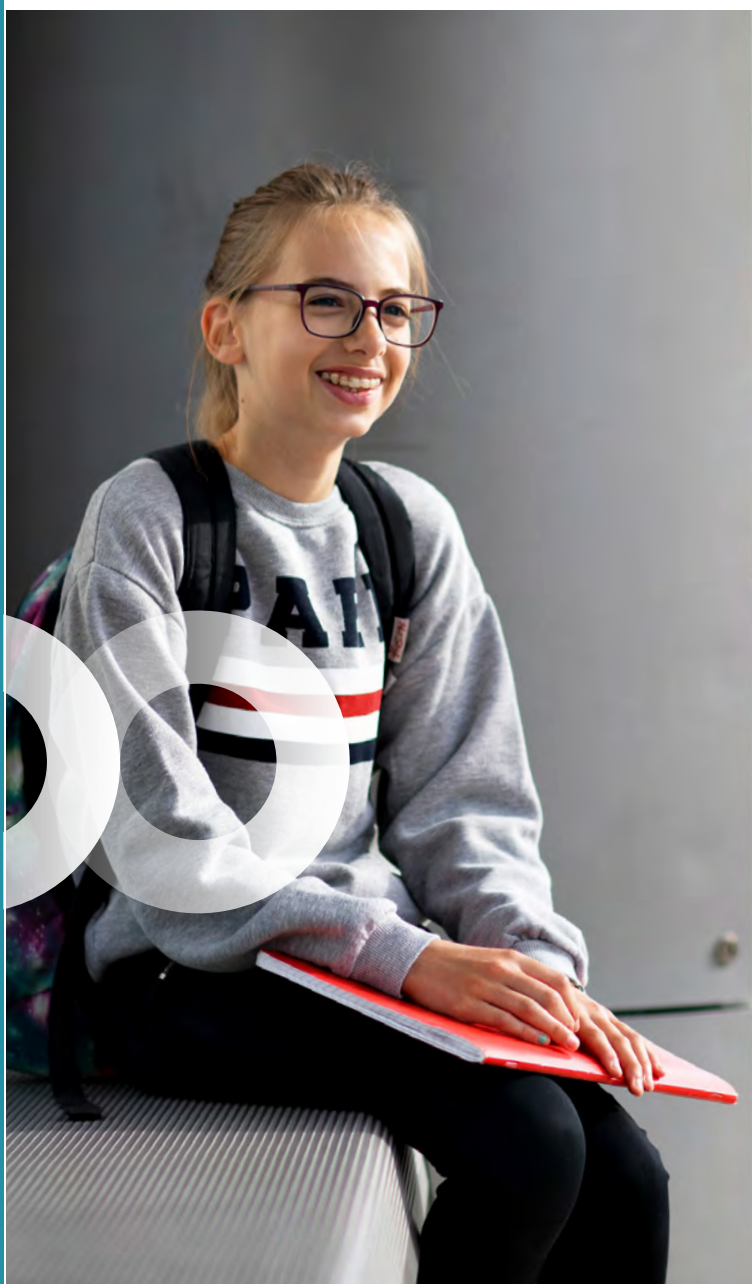
- completed with action plans to enhance performance

## MANAGEMENT OF AN INTERNATIONAL SAFETY COMMUNITY

- sharing of best practices, know-how and experience regarding H&S events

## SAFETY INNOVATION

- introduction of new technologies



## HEALTH AND SAFETY... OR NOTHING

Our credo says it all: “uncompromising Safety”. It is an absolute priority for us, for our teams and for our passengers. Seamless improvement defines our approach to H&S management.

The strength of our policy plays a significant role in our approach to operational performance since it dramatically determines our reliability and preserves the trust we share with all of our stakeholders.

## CAR@SCOL

### digital innovation supporting safer school transportation

Transdev joined forces with its partner Groupeer to create a monitoring solution adapted to the specific safety requirements of school transportation. This digital innovation (the first in Europe) counts the number of children and checks their route.

It helps bus drivers to focus on the road. Reassuring messages are even sent to parents when their children have been safely dropped off at school.

## OUR CORPORATE CULTURE, IN MOTION

Giving life to our common values on a daily basis is a huge and inspiring task. That is crucial to us. we@transdev is our management model: a common tool to drive positive change within and beyond our organisation. Founded on three strong drivers (performance,

innovation and collaboration) it provides our managers and teams all around the world with a common framework to foster virtuous behaviours and to reinforce our corporate culture.

### FOSTERING COLLABORATIVE INNOVATION

Every innovation starts with a local issue. Collaborative innovation is about integrating our clients into our innovation processes. Why? Naturally, because their insight is incomparably valuable. Innovation at Transdev is part of what makes us unique. We aim to deploy sizeable open innovation projects which would enable us to co-develop tomorrow's solutions with the relevant stakeholders. It is the best way to anticipate the needs of our passengers. For that, we strive to create a real culture of collaborative innovation. Three major initiatives have been launched in this direction.

**Innov'Cluster** - a six-month competition for all our employees around the world to stimulate the most innovative ideas within the Group

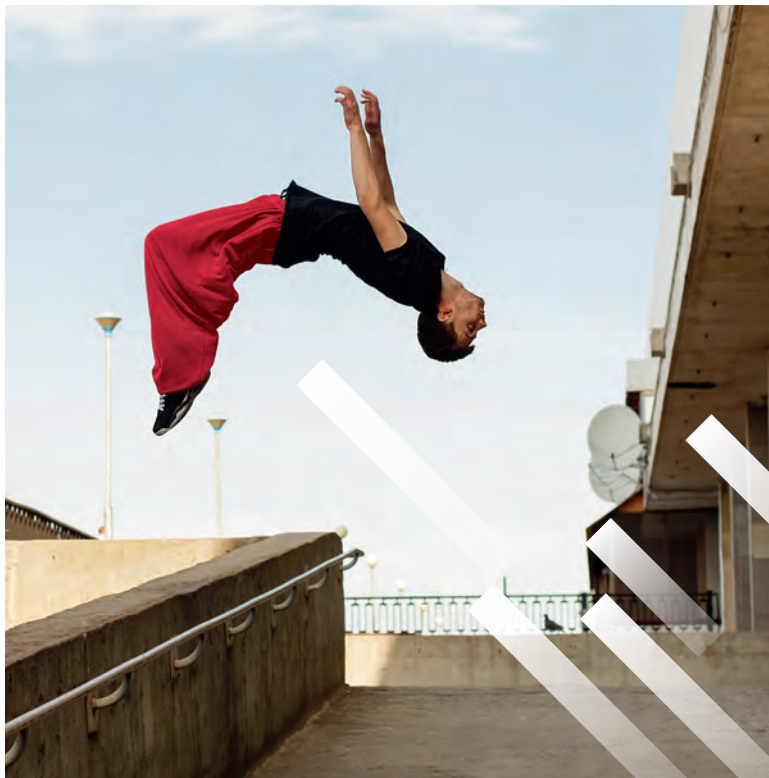
**Customer and Clients Intimacy** - two working groups focused on improving our knowledge and sensitivity to the needs of our passengers

**Design Lab** - a training course in innovation and creativity techniques designed for all of our employees when visiting Group headquarters

### INNOVATION IMPLIES NURTURED TALENTS!

Talent management is essential to fuel our ambition for a living collaborative innovation culture. For that, we provide training for employees throughout their whole Transdev career. Our teams can follow adapted courses, designed according to our technical standards and corporate culture. Courses cover initial and in-house training, as well as any mandatory training that may be required. Levels range from apprenticeship right through to managerial training. International programs such as Transdev Global Executive Program and Transdev European Management Program have been specially designed with the objective of fine-tuning managerial skills.

Naturally, our Human Resources department is committed to identifying and fulfilling the specific needs of our Group. Their goal is to inspire the right balance between agility and performance. Let us not forget that our business environment is continuously changing, sometimes radically. It is crucial to stimulating this flexibility within our walls. This vision is embodied by our management strategy motto: 'the right person, at the right time, in the right place'.



### MORE DIVERSITY, MORE AGILITY!

Diversity is crucial to Transdev's long-term success. We are committed to providing a diverse and inclusive workplace, based on our shared values and as a reflection of the communities we serve. This ensures a wide variety of experiences and ideas. We can draw upon a vast wealth of innovation and the ability to adapt to the different contexts and challenges faced by our customers. On our day to day basis, we also promote diversity via our recruitment policy, our communication and our commitment to local communities.

This is what also makes the idea of made in Transdev genuinely unique.



## DRIVING LOCAL DEVELOPMENT THROUGH SOCIAL INCLUSION

At Transdev, we fully embrace our responsibility as a local economic actor for positive change. The success of our activity can be defined by our financial performance - of course - but also by our ability to create value locally. We make it possible by developing strong partnerships with local suppliers and through an extensive array of activities and sponsorship programs in various fields such as sports and culture. Finally, it often happens that we act as the second largest local employer after the hospital. We ensure that the employment we create is systematically founded on principles of inclusiveness, diversity and solidarity.

It is the Transdev way.



### Making a difference, locally

In Le Havre (France), Transdev is committed to helping young adults (at degree level) kick-start their professional careers. To achieve this, Transdev Le Havre closely collaborates with Emergence, an ultra-dynamic NGO in the Norman city. These students, often from underprivileged neighbourhoods, benefit from our team's experience and are coached to strengthen their job search.

## TRANSDEV FOUNDATION - LIVING AND GETTING AROUND BETTER TOGETHER

Our Foundation works to eliminate exclusion through initiatives in areas such as employment, training citizenship and access to mobility for everyone. Transdev Foundation is the embodiment of the Group's values. Taking them even further, our foundation provides financial support to charities and influential players in local economies, who work in the public interest to support people and foster social cohesion.

### SOLIDARITY CITIZENSHIP COMMITMENT

#### Inspiring data

**110**

representatives  
across all of the  
Transdev Group's  
networks

Since 2002

**255**

projects  
supported

**2.5€**

million in  
total funding  
paid out

Last year, in Lyon, our Foundation supported the local charity La Cravate Solidaire to interviews, sharing company codes, enabling them to regain their self-esteem with the help of image consultants and the attribution of an adapted outfit for their future job.

### EVERYONE IS A JOURNEY MAKER AT TRANSDEV AUSTRALASIA

By developing the Journey Makers community, Transdev Australasia has successfully defined what working in our organisation is all about: our approach to customer relationship, the values we want to translate, our belief in diversity and inclusion. Moreover, this platform facilitates the management of innovative solutions, boosting appropriation, understanding and commitment.

"As a global organisation, we're able to offer tremendous opportunities to help our people gain the skills they need to forge rewarding and exciting careers. The Journey Makers booklet outlines key information about our business, values and policies, together with the various benefits and incentives on offer."

René Lalande, Journey Maker CEO

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