

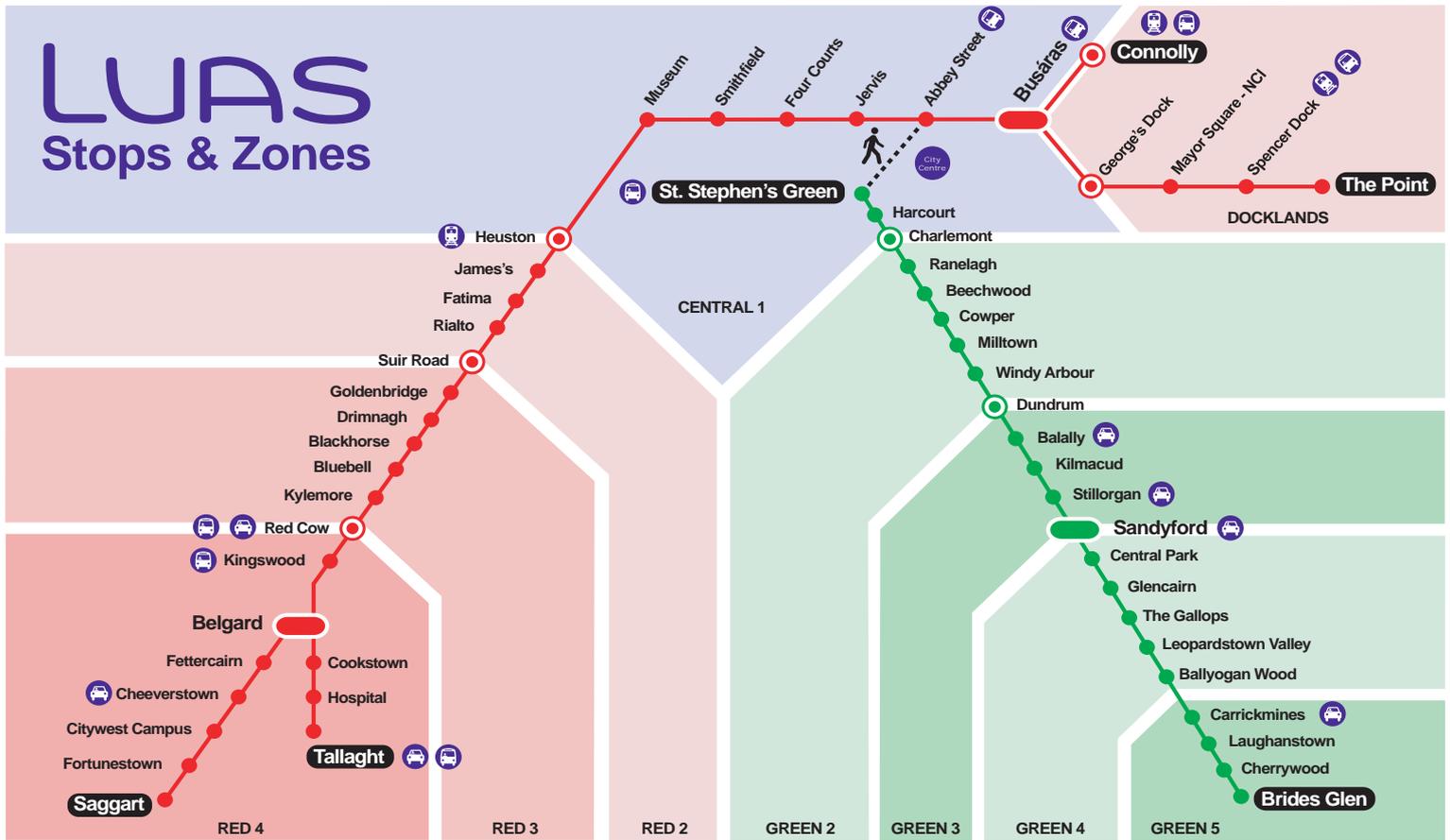


Going the
EXTRA MILE

Transdev Dublin
Corporate Social Responsibility Plan 2014



LUAS Stops & Zones



Transdev Dublin is the Luas Operator.

Previously known as Veolia Transdev the name changed following a company merger.

We employ 280+ employees.

29.4 million passengers carried in 2012

80,000 passengers carried on average daily

There are two Luas tram lines, the Red Line and the Green Line. The Red Line is 20kms in length and has 32 Stops. It runs from Tallaght to The Point and from Saggart to Connolly. The Green Line is 16.5km in length and has 22 Stops. It runs from Brides Glen to St. Stephen's Green via Sandyford.

Construction has commenced on Luas Cross City - Dublin's newest light rail link which will extend the Luas Green Line from St. Stephen's Green through the city centre creating interchange with the Luas Red Line at O'Connell Street. It will then continue on the North side to connect with the railway line in Cabra.

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“ OUR VISION:

Luas is at the heart of Dublin, providing safe, sustainable connections and access to opportunities for the people we serve. Our local communities, employees and visitors to Dublin take pride in our high quality service experience which contributes proactively to Dublin’s prosperity. ”

Foreword

Brian Brennan, Managing Director

Dear Stakeholder,

I am delighted to introduce our Corporate Social Responsibility (CSR) Plan 2014 “*Going the Extra Mile*” which outlines aspirations and objectives the company wants to achieve in the CSR field by the end of 2014. This represents a major part of our commitment to work in accordance with the best sustainable business practices.

As a part of Transdev’s overall business vision “*Mobility Inspired by You*”, our goal in Dublin is to undertake a responsible approach in the role of transport operator, through the way we do business and connect with others. We always strive to excel ourselves and to become a proactive and engaging partner, anticipating the needs of our stakeholders.

Luas is a fundamental part of Dublin City. It has generated social and economic development in areas which previously had limited access to transport and connections to the City. It is no surprise that Luas was voted the most positive major infrastructure project in Dublin at 98% in 2011*.

Over the past 10 years, Transdev Dublin has played a crucial role in delivering an outstanding transport service to the city of Dublin. We have introduced and developed many initiatives and programmes to make this success possible and achieve the aspirations of our client, the Railway Procurement Agency, on whose behalf we operate Luas. As a result, our safety results are excellent and our customer satisfaction results, audited every year, speak for themselves: 89% of people recommend Luas as a transport service*, and 92% of people rate the Luas journey experience as positive**.

We have continuously contributed to the development of the Irish economy. 94% of our suppliers are local suppliers and in 2012, we have spent over €33 million on Irish based businesses.

Passion and commitment, and the supporting behaviours we instil in all managers and staff are our way of delivering real social and economic performance. In partnership with all our stakeholders, we always strive to do business in a responsible and ethical way, to be a responsible leader - fair, transparent and open - and to continuously improve our activity and processes.

As the Luas transport operator, we are fully committed to working towards a more sustainable future for Dublin’s businesses and citizens.

Yours Sincerely,



Brian Brennan, Managing Director



* 2011 Your Dublin Your Voice Survey (Dublin City Council)
** May 2013 - Customer Satisfaction Survey (Behaviour & Attitudes)
*** May 2013 - Mystery Shopping Survey (Behaviour & Attitudes)

Our Approach

WHAT IS CORPORATE SOCIAL RESPONSIBILITY (CSR)?

Corporate social responsibility is defined in ISO 26000 as the responsibility of an organisation for the impacts of its decisions and activities on society and the environment, through transparent and ethical behaviour that:

- Contributes to sustainable development, including the health and welfare of society
- Takes into account the expectations of stakeholders
- Is in compliance with applicable law and consistent with international norms of behaviour
- Is integrated throughout the organisation and practised in its relationships

Transdev Dublin has chosen to approach CSR through the ISO 26000 model following consultation with Irish stakeholders and the Transdev Group. ISO 26000 provides guidance rather than requirements. It helps clarify what social responsibility is, helps businesses and organisations translate principles into effective actions and shares best practices relating to social responsibility. It is aimed at all types of organisations regardless of their activity, size or location. The standard was launched in 2010 following five years of negotiations between many different stakeholders across the world. Representatives from government, NGOs, industry, consumer groups and labour organisations around the world were involved in its development, which means it represents an international consensus.

THE BENEFITS OF A PROACTIVE APPROACH TO CSR

Transdev Dublin's focus is the delivery of an excellent tram service for Dublin. We believe that doing our job in a sustainable way, based on guidance from the ISO 26000 standard, will have a significant positive impact on our business financially, socially and environmentally.

We aim to continuously provide the best value for money we can for our client, customers and stakeholders. Where possible we aim to minimise costs while also having a positive impact on society and the environment. Some examples are:

- Reducing energy consumption, for example through eco-driving initiatives
- Reducing staff turnover through engagement and personal development opportunities
- Making sure our services run as efficiently and effectively as possible

We also aim to increase revenue through growing passenger numbers, as a result of:

- Higher customer satisfaction
- Encouraging motorists to use public transport
- Providing a comfortable, safe and secure environment to our customers

Finally CSR is an integral part of an integrated management system in the company. We have set up and are committed to fulfilling objectives to maximise the mutual social, economic and environmental benefits our relationships with stakeholders can bring. All these objectives are supported by specific actions and key performance indicators.



Our Commitments

We want to be a sustainable and responsible company in everything we do. We also want to support and encourage our stakeholders in achieving their CSR aspirations. We work with a wide and diverse range of stakeholders. These include:

- Our client, the Railway Procurement Agency
- The National Transport Authority
- Business partners and the business community
- Cities, communities
- Other public transport providers
- Employees and potential employees
- National and local government and regulatory authorities
- Passengers and potential passengers

By engaging on issues we share and by forming partnerships, Transdev Dublin, the Railway Procurement Agency and all Luas stakeholders will achieve mutually beneficial objectives. For instance, we will:

- Increase our understanding of the likely consequences of our decisions and activities on specific stakeholders, and determine how best to increase their beneficial impacts
- Address the link between the stakeholders' interests and our responsibilities to society, improving the transparency of our decisions and activities

As a result, we will have a deeper understanding of how we can improve our performance for greater benefits. In the following section, we will outline a range of commitments we make to each group of stakeholders.

TO THE RAILWAY PROCUREMENT AGENCY AND THE NATIONAL TRANSPORT AUTHORITY, we commit to:

- Providing support to designing comprehensive and sustainable transport solutions as part of the wider city development plans
- Achieving high standards for service delivery
- Managing the business in a cost-efficient way to give good value for money
- Building fair and long-term business relationships
- Helping private organisations meet their CSR targets by increasing the use of sustainable transport
- Reducing our own carbon footprint
- Lowering production of waste
- Improving the recyclability of rolling stock and consumables

TO BUSINESS PARTNERS (subcontractors, suppliers, business stakeholders), we commit to:

- Selecting every time we can and where possible Irish suppliers in order to contribute to Irish economic development
- Paying our subcontractors and suppliers in a timely manner
- Using our influence to facilitate socially-responsible behaviour across the business community
- Becoming the preferred partner to work with on CSR projects

TO THE CITY OF DUBLIN AND COMMUNITIES, we commit to:

- Enhancing the inclusion of local communities
- Enhancing the economic development of communities and the city of Dublin
- Reducing overall carbon emissions through promoting the use of sustainable transport
- Reducing noise and the tram system's impact on biodiversity
- Lowering consumption of non renewable resources

TO OTHER PUBLIC TRANSPORT PROVIDERS, we commit to:

- Playing an active role in developing positive partnerships in the public and private transport sector
- Increasing awareness and improving the image of sustainable transport amongst decision makers
- Fostering innovation
- Contributing to raising the overall performance of sustainable transport

TO EMPLOYEES AND POTENTIAL EMPLOYEES, we commit to:

- Maintaining and improving employee safety
- Providing fair compensation and benefits
- Providing good working conditions
- Improving diversity and multi-culturalism
- Increasing employee engagement through professional development and by valuing their skills and the work they do
- Fostering an awareness of CSR amongst all our employees
- Improving employees' health, lifestyle and fitness
- Improving respect for the role played by our employees

TO GOVERNMENT AND REGULATORY AUTHORITIES, we commit to:

- Being a leading company in matters of working conditions
- Working with governments to define a framework for developing sustainable public transport systems
- Respecting local cultures and values

TO PASSENGERS AND POTENTIAL PASSENGERS, we commit to:

- Maintaining and improving passenger safety and security
- Working actively towards the goal of providing access for everyone to all forms of sustainable transport
- Promoting the use of sustainable transport
- Finding tangible ways of helping passengers and potential passengers to reduce their carbon footprint



Supporting our City

Many of our stakeholders have published a mission statement for a sustainable delivery of their services. Transdev Dublin's goal is to fully understand the city's vision and identify where we, as a transport provider, can contribute and support the city towards a sustainable social, economic and environmental development.

We have selected a number of key stakeholders which we believe are crucial to work hand in hand with, especially in light of Luas Cross City.

RAILWAY PROCUREMENT AGENCY: RPA is committed to showing leadership in the sustainable delivery of public transport. RPA's vision is to get people in Irish cities out of cars and on to public transport. This vision aims to contribute to the sustainable development of Irish cities, through providing reliable public transport with minimum negative environmental impacts and maximum social benefits. (Source: www.rpa.ie)

NATIONAL TRANSPORT AUTHORITY: "The National Transport Authority is focused on providing a mass transit system for the Greater Dublin Area that is fully integrated between the different public transport modes and more importantly which takes account of land use plans for the Greater Dublin Area". (Source: www.nationaltransport.ie)

DUBLIN REGIONAL AREA, COUNCILS AND AUTHORITIES: The vision of the Greater Dublin Area Council and Authorities is to become:

- A city region that protects and improves the natural environment and manages resources efficiently while maximising energy security and adapting to local and global challenges.
- A socially inclusive capital city region of resilient communities with a high quality public domain connected through exemplary pedestrian, cycling and integrated transport network.
- A city region promoting vibrant culture and a diverse innovation based economy which supports the livelihoods and well-being of its citizens. (Source: www.dublincity.ie)

CIE GROUP: The vision of CIE, as defined by the Department of Transport is to provide a well-functioning, integrated public transport system, which enhances competitiveness, sustains economic progress, promotes balanced regional development and contributes to social cohesion. (Source: www.cie.ie)

AN GARDA SÍOCHÁNA: The mission of An Garda Síochána is to work with communities to protect and serve. Their promise to children and young people is that they will work to ensure their protection and will be professional and respectful to them, sensitive to their rights and needs if they come in conflict with the law or require their assistance. (Source: www.garda.ie)

DUBLIN CHAMBER OF COMMERCE: The Dublin Chamber of Commerce vision is to be the voice of Dublin Business, to be Dublin's best business network, locally and internationally and to deliver inspiring business learning and leadership. (Source: www.dubchamber.ie)

IBEC: IBEC's mission is to lead, shape and promote business policy and conditions to drive economic success. It aims to be the most influential, dynamic business representative organisation in Ireland, driving the Irish business agenda in Europe. (Source: www.ibec.ie)

GRANGEGORMAN DEVELOPMENT AGENCY: The vision of the Grangegorman Development Agency is to develop a world class integrated campus fulfilling, amongst others, the following objectives:

- To generate community benefit through enhanced physical environment, sport and recreational facilities, arts and cultural spaces, social and educational amenities, and economic opportunity.
- To develop a new City Quarter which links with and adds value to its surrounding neighbourhoods and the city in general.
- To maintain a communication strategy throughout the delivery of the project that facilitates meaningful consultation.

(Source: www.ggda.ie)

BUSINESS IN THE COMMUNITY IRELAND: BITCI's mission is to harness the power of Irish business to maximise its positive impact on all its stakeholders and society. (Source: www.bitc.ie)



We believe that Transdev Dublin will contribute to the achievement of the city stakeholders' missions by:

- Ensuring simpler, easier and seamless transport solutions
- Providing reliable and innovative operations, combining quality of service, economic performance and dedication to the public interest
- Unlocking the economic potential of the greater Dublin area while ensuring the preservation of the environment



Transdev Dublin's CSR Assessment



In 2012, Transdev Dublin undertook a CSR audit with Business in the Community Ireland. We were delighted to achieve the 'Business Working Responsibly Mark', Ireland's only certification for responsible and sustainable business practices. Only 11 companies in the country have been awarded this Mark.

The 'Business Working Responsibly' Mark gives any organisation, in various industry and service sectors, the opportunity to evaluate, certify, and benchmark its sustainable and responsible practices across operations. Achieving the Mark indicates that we have excellent practices in the area of environment, reporting systems, corporate governance, customer care, staff wellbeing and many other areas.

Tina Roche, Chief Executive, Business in the Community Ireland said: "I congratulate Transdev Dublin on achieving the Business Working Responsibly Mark. It is a challenging time, but the uptake of the Mark demonstrates that companies are still focused on transforming their businesses in order to have a positive impact on society."

Based on the completion by Transdev Dublin of the Business in the Community Ireland Business Working Responsibly Mark Questionnaire (July 2012) and audit by the National Standards Authority of Ireland (August 2012), Transdev Dublin achieved an overall score of 79%. This is an excellent result and clearly indicates the leadership position the company holds as a responsible corporate citizen.

The audit allowed us to assess our strengths in CSR policy, practices and performance and identified where there was room for improvement. Our CSR Plan aims to bring these results to an even higher level and excel in the five categories identified as the foundation pillars of Corporate Responsibility:

- Workplace
- Marketplace
- Environment
- Community
- Management and Communication

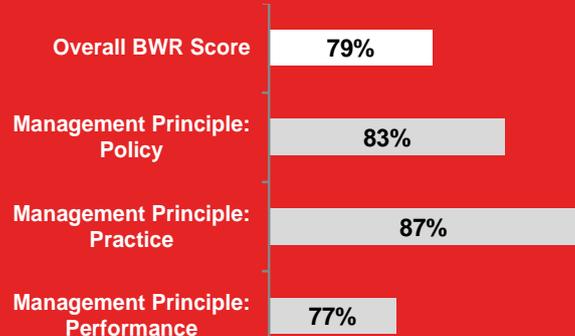


Brian Brennan, Transdev Dublin's Managing Director, receiving the Business Working Responsibly Certificate at BITC Ireland CEOs Forum 2012, Guinness Storehouse, Dublin.

BUSINESS WORKING RESPONSIBLY RESULTS (2012):



EVALUATION BY MANAGEMENT PRINCIPLE (2012):





OUR VALUES

Safety

Performance

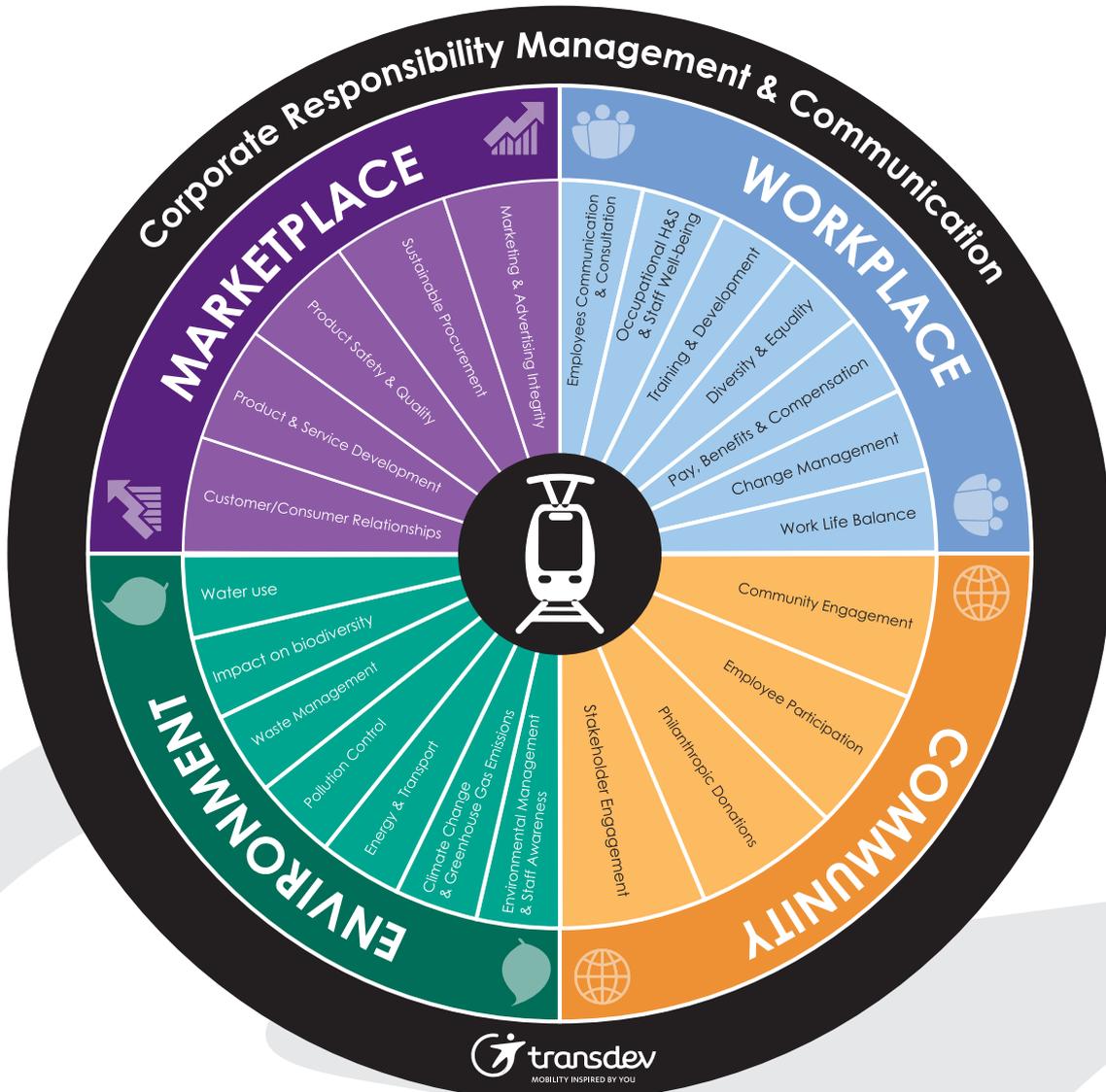
Passion

Partnership

Commitment

Our Strategy

We aim to implement a variety of actions in five categories that we have defined as our CSR pillars: Workplace, Marketplace, Environment, Community and Management & Communication.



Because of the nature of our activity, Safety and Security is our number one priority and should be taken into account in any action led by Transdev Dublin or by any stakeholder if it involves Luas passengers, staff, infrastructure, vehicles, environment and/or surroundings.

REPORTING CORPORATE SOCIAL RESPONSIBILITY

Transdev Dublin has consulted specialists in sustainability reporting to develop a plan and a reporting system in accordance with the requirements and standards of ISO 26000 and the Global Reporting Initiative (GRI).

Our priority is to report indicators that are the most important and relevant for the company and our stakeholders. We will remain authentic, use stakeholder views to supplement performance data and identify clearly the economic, social and environmental impacts and outcomes of our activity.

We set up a monitoring system in 2013, identified our baseline data and have defined precise targets for 2014.

MARKETPLACE

STAKEHOLDERS involved

- Business Partners (subcontractors, suppliers, business stakeholders)
- Passengers and Potential Passengers
- Competitors and Public Transport Sector

OBJECTIVES

- Improve passenger safety and security
- Increase passenger satisfaction
- Use our influence to promote sustainable behaviour amongst our business partners
- Become the preferred partner to co-operate on CSR projects
- Maintain our ISO 9001 and 14001 Standards and have all our depots certified OHSAS 18001, a standard for occupational health and safety management systems
- Promote the use of sustainable transport
- Work actively towards the goal of providing access for everyone to all forms of sustainable transport and find tangible ways of helping passengers and potential passengers to reduce their carbon footprint
- Play a leading role in the public transport sector
- Increase awareness and improve the image of sustainable transport amongst decision makers and professional organisations
- Encourage innovation

KEY PERFORMANCE INDICATORS

		Baseline Data	Target 2014
Sustainable Procurement	2012	0% suppliers have signed the Transdev Procurement Policy 94% of our suppliers are local €33 million spent on local suppliers	Minimum 50% suppliers to have signed the Transdev Procurement Policy Maintain 94% of our suppliers as local and the €33 million spent on them
Standards and Certificates	2013	ISO 9001 Certificate ISO 14001 Certificate	Maintain the ISO 9001 Certificate Maintain the ISO 14001 Certificate Obtain the OHSAS 18001 Certificate
Safety	2012	31 Road Traffic collisions	Under 30 Road Traffic collisions
Passenger Satisfaction	2013	83% overall satisfaction	85% overall satisfaction
Business Networks	2012	5 networks of which we are paid-up members	Maintain the membership in the 5 networks



INITIATIVES to deliver objectives

Customer Relationships and Service Information

- Analyse and take action based on feedback from passengers and potential passengers obtained through focus groups, 'Meet the Manager' events as well as feedback forms and social media
- Deploy a rigorous feedback management system
- Use digital technology to promote the use of and access to sustainable modes of transport

Product and Service Development

- Consult with relevant staff on new service developments
- Support the RPA and NTA in designing comprehensive and sustainable transport solutions
- Participate in relevant national and international sector workgroups, meetings and researches
- Promote and lead actions towards developing a certifiable sustainable public transport standard (for example, public transport integration, marketing campaigns)

Product Safety and Quality

- Collect information by type of incident involving passengers; analyse and compare with international statistics and identify areas to focus on
- Organise workshops with safety experts and have joint recommendations accepted by management
- Continue our "near miss" reporting process
- Maintain a zero tolerance policy for alcohol and drugs, with random testing

Sustainable Procurement

- Ensure that as many business partners (subcontractors, suppliers, business stakeholders) as possible are local
- Commit to pay our sub-contractors and suppliers in a timely manner
- Review our standard contract terms to ensure they include CSR criteria (clauses on human rights, sustainability, local suppliers) and implement a CSR policy for procurement
- Help train suppliers through brochures, discussions, attendance at relevant conferences and other training opportunities and promote our skills in various ways

Marketing and Advertising Integrity

- Adapt survey questionnaires to include questions on social inclusion and ensure the marketing activity is in line with sustainable development thinking



ISO 9001:2008 recognises companies with outstanding **quality** management systems.
ISO 14001:2004 recognises companies with outstanding **environmental** management systems.

Transdev Dublin has been awarded both standards for **five consecutive years**.



IMPROVING THE CUSTOMER EXPERIENCE

Marketplace - Best practice

MEET THE LUAS MANAGER EVENTS

This initiative sees members of Transdev Dublin and Railway Procurement Agency Management teams surveying passengers at stops and asking them for their opinion of Luas, seeking feedback to inform continuous improvement.

Over the years, we have improved this exercise by introducing an online survey, branded jackets specific for the exercise and promotion through social media. This exercise recorded satisfaction levels of 86% on the Red Line in February 2013 and of 97% on the Green Line in April 2013.

Meet the Manager allows us to identify customer issues and take actions for change. For instance, in 2010 we identified security as a customer issue and as a result of this direct customer and staff feedback we made a decision to again increase our security levels. We also entered into partnership with Merchants Quay Ireland to carry out a study on begging and anti social behaviour.



WORKING WITH AN GARDA SÍOCHÁNA

The safety and security of Luas staff and customers is of paramount importance to Transdev Dublin. Understanding crime trends and developing good relationships with An Garda Síochána is key to the success of Luas.

In order to reinforce the longstanding relationship we have with An Garda Síochána, Transdev Dublin holds regular meetings with the Garda stations located along the Green and Red Lines. Each Garda area in the proximity of the Luas lines is represented at the meetings. Transdev Dublin compiles details of all anti-social behaviour incidents recorded in our Traffic Event Database and forwards them to the Gardaí prior to the meeting. These reports form the basis of discussions. The Gardaí respond and update the meeting on all information they have on the reported incidents. The Gardaí also update the meetings on issues, incidents and arrests they have made which relate to Luas.

Since 2010, Transdev Dublin has been supporting An Garda Síochána by providing advertising space on the Luas networks for their two main annual prevention campaigns: the 'Safer Communities' and the 'Casualty Reduction' initiatives. Transdev Dublin, along with the RPA, believes that this message is very important for all parties involved, including customers. In addition to the advertising space,

for the past two years RPA and Transdev Dublin have facilitated the official launch of the Casualty Reduction Campaign by providing facilities in the RPA for the press presentation and static trams and staff at Heuston Stop for the photo calls along with other transport providers such as Dublin Bus.



Eileen Carolan, Luas Driver, shows a young girl the inside of a driver cab at the launch of An Garda Síochána 'Casualty Reduction' campaign at the Luas Heuston Stop.



IMPROVING THE CUSTOMER EXPERIENCE

Marketplace - Best practice

TRAM WATCH

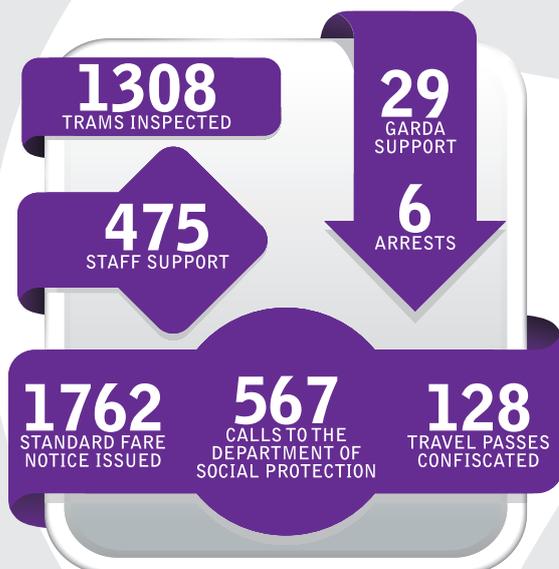
In 2012, 29.4 million passengers travelled on Luas and as the network operator, Transdev Dublin's first priority is to ensure all passengers can travel as comfortably and safely as possible. Anti-social behaviour is one of the many challenges of managing a transport service and can impact all of our stakeholders, from Luas customers to the entire city. Through customer satisfaction surveys and feedback channels, customers identified anti-social behaviour as being on the increase and expressed the opinion that it was jeopardising their satisfaction. Tackling this trend is crucial for us. It enhances Transdev Dublin's core transport service to ensure that passengers can travel in the highest possible comfort, therefore supporting the sustainability of the service over the long term as well as boosting the city's sustainability credentials.



The 'Tram Watch' initiative was the opportunity to show leadership in the public transport sector in the way we address a city-scaled security issue. The initiative is the first of its kind in Ireland and the other Dublin's public transport providers are now looking at replicating an identical programme on their networks.

The 'Tram Watch' initiative brings together the Luas operator, Transdev Dublin, Luas security provider STT, An Garda Síochána and the Department of Social Protection to minimise anti-social behaviour and fare evasion and to ensure all passengers can travel as comfortably and safely as possible.

A calendar is prepared outlining dates, times and specific areas the 'Tram Watch' teams will be patrolling. The teams consist of one Transdev Manager, three Luas Revenue Protection Officers, two STT Security Officers, Garda support, a Traffic Supervisor available for radio communications in the Luas Control Room and a dedicated phone line available in the Department of Social Protection.



2012 Tram Watch Figures

Passengers found with no or invalid tickets are issued with a Standard Fare Notice. The Gardaí assist with confirming names and addresses. If a passenger is found to be travelling on a social welfare free travel pass, a call is made to the Department of Social Protection to confirm the pass is valid. If it is deemed not to be, it is confiscated and returned to the Department. Our patrols also deal with individuals behaving in an anti-social manner on-board and at stops. A number of arrests have been made since the start of 'Tram Watch'.

The initiative has been extremely well received by customers, politicians and media. We conducted an online survey on luas.ie and 71.2% of respondents said 'Tram Watch' was an effective way to reduce anti-social behaviour on Luas.

On 7th November 2012, Tommy Broughton TD "...praised Justice Minister Alan Shatter for Operation Clean Tram, designed to target anti-social behaviour on the Luas." (Source: Irish Daily Mirror).

The initiative was also measured through the media coverage it received. A number of local and national newspapers including the Irish Independent, the Evening Herald, the Journal.ie and the Tallaght Echo, published articles about the initiative.

STAKEHOLDERS involved

- Employees & potential employees
- SIPTU

OBJECTIVES

- Improve employee safety
- Maintain and improve fair compensation and benefits. Provide a comprehensive social protection scheme for all employees
- Maintain and improve working conditions
- Maintain and improve employee engagement through professional development and by valuing their skills and the work they do.
- Formalise and monitor internal communication and employee engagement
- Foster an awareness of CSR amongst all our employees
- Improve employees' health, lifestyle and fitness
- Improve respect for the role played by our employees
- Improve diversity and equality

KEY PERFORMANCE INDICATORS

	Baseline Data		Target 2014
Overall Staff Satisfaction	2013	69% of staff enjoy working for Transdev Dublin	75% of staff to enjoy working for Transdev Dublin
Collective Agreement	2013	100% of operations and commercial staff covered by collective agreement	100% of operations and commercial staff covered by collective agreement
Absenteeism	2012	5% absenteeism 1% occupational injury related absenteeism	4.5% absenteeism Maximum 1% occupational injury related absenteeism
Training	2012 2013	9.4 training hours on average per employee 100% of staff trained at least once a year	15 training hours on average per employee 100% of staff trained at least twice a year
Communication	2012	Quarterly direct communication to every employee	Monthly direct communication to every employee
Diversity	2013 2012	100% of staff receiving diversity training 24 incidents of racial abuse to staff	100% of all staff receiving diversity training Maximum 10 incidents of racial abuse to staff
Staff Turnover	2012	0.75% staff turnover	0.75% staff turnover



INITIATIVES to deliver objectives

Employee Communication and Consultation

- Implement a formal policy and plan for communication with all employees, including targets and objectives for continuous improvement
- Organise a forum or annual review of all communications feedback to assess the impact of employee communication and create plans for follow up

Occupational Health & Safety and Staff Well Being

- Continue our occupational health and safety policy, plan and management system, including targets and objectives for continuous improvement
- Continue to collect information by type of incident involving employees; analyse and identify areas to focus on
- Continue to encourage prevention of safety issues along with tracking sick days and causes of absence
- Implement motivational challenges and programmes for employees eg. safety champions, fitness programmes

Training and Development

- Continue to develop a formal policy and plan for staff training and development, including targets and objectives for continuous improvement
- Implement a Management training programme for all managers using ISO 26000 as a standard

Diversity and Equality

- Implement a formal support plan for employees on diversity and equality, in partnership with the Immigrant Council of Ireland
- Run internal and external campaigns and initiatives on diversity and equality
- Implement joint staff-management health and well-being programmes

Pay, Benefits and Compensation

- Maintain and improve well-being benefits packages offered to employees

Change Management

- Implement a formal policy and plan for communication and consultation with staff on change management, including targets and objectives for continuous improvement

Work life balance

- Implement a formal policy and plan for work-life balance, including targets and objectives for continuous improvement
- Review the flexible working practices available to staff

280+ employees, **23** nationalities, **0.75%** staff turnover



2012 - Outstanding Achievement Award from the Irish Institute of Training and Development

2011 - Irish Institute of Training and Development **Award Winner for Large Enterprises**



PROVIDING SUPPORT TO OUR EMPLOYEES

Workplace - Best practice

TRANSDEV DUBLIN'S EMPLOYEE ASSISTANCE PROGRAMME

An Employee Assistance Programme managed by Laya Healthcare is provided by Transdev Dublin for all its employees. The Employee Assistance Programme is a confidential support line that is open 24 hours a day, seven days a week. When an employee calls with an issue they are given counselling or information over the phone. They can be carefully assessed for onward referral for face-to-face counselling at a time and place that suits them.

The counselling service can be used by all employees and their families for advice on a range of issues. Counsellors are trained to help callers feel comfortable in sharing their problems and looking for a resolution. Problems could include: stress, managing change, legal matters, financial or debt worries, harassment, relationship difficulties, bereavement, trauma, career concerns, drug or alcohol abuse and depression.

All calls are answered by qualified counsellors or psychologists and are treated in the strictest confidence. If legal or financial assistance is required, the caller will be passed through to an in-house solicitor or money-management consultant.

DIVERSITY SUPPORT PROGRAMME

There are 23 nationalities represented in Transdev Dublin and providing a safe and secure work environment to all of our employees is one of our top priorities. Several issues have been identified by employees in recent years regarding effective diversity management. To respond to these issues, a Diversity training program was rolled out to all Transdev Dublin commercial frontline staff in 2013 and will be rolled out to all staff by the end of 2014. This two-day training aims to develop skills, knowledge and techniques to deal effectively with growing diversity in Ireland. It supports personal and professional competence in dealing confidently with human and social difference in a commercial transport context. The programme is designed to be highly interactive and engaged. Participants are expected to contribute and voice opinions in a respectful manner where full confidentiality is assured.



By the end of the training, participants were able to demonstrate the following learnings:

- Self-awareness on bias, stereotypes, discrimination and prejudices about diverse groups
- Understanding key elements in human difference
- Defining the main elements of cultural difference that lie behind diversity issues in the commercial transport sector
- Interculturalism and institutional discrimination
- Evaluating the critical roles of leadership and organisational culture in addressing equal opportunities, equity and diversity management. Examining work based solutions in diversity management and HR practice in the operations, customer relations and business model of Transdev Dublin
- Techniques and methods in managing conflict
- Describing key components of diversity in terms of rationale, origin, rights and legislation

The Diversity training has received excellent feedback from both frontline Commercial staff and Management.

COMMUNITY

STAKEHOLDER involved

- Dublin City and local communities
- Civil Society and media
- Public Transport Sector
- Public Authorities

OBJECTIVES

- Formalise the community engagement strategy, implement a volunteering policy and allocate a dedicated budget, including a dedicated local charity fund
- Measure the benefits of all activities for the company and the local community
- Enhance inclusion of communities around Luas
- Enhance economic development of communities around Luas and the city of Dublin
- Reduce security and anti-social behaviour incidents on Luas

KEY PERFORMANCE INDICATORS

		Baseline Data	Target 2014
Community Budget	2012	€20,000 spend on community initiatives during the year	€20,000 spend on community initiatives per year
Employee involvement	2012	100 volunteering hours dedicated to community based projects 10% of staff involved in local support programmes	150 volunteering hours dedicated to community based projects 15% of staff involved in local support programmes
Community Projects	2012	2 community based projects during the year	4 community based projects per year
Schools and Depot Visits	2012	12 schools and depot visits during the year	12 schools and depot visits per year
Impact on Community	2012	Positive feedback from 100% of our community based project partners	Positive feedback from 100% of our community based project partners
Anti-social behaviour	2012	239 incidents of disorder at stop and 277 incidents of disorder on tram 19% of customer complaints related to anti-social behaviour	Reduce all anti-social behaviour indicators by 5% 15% of customer complaints related to anti-social behaviour
Safety incidents	2012	4 tram scutting incidents*	0 tram scutting incidents*

* Scutting is the practice of holding onto a moving vehicle. Children between the ages of 6 and 14 'scut' on the tram by holding on to the side of the Luas.



INITIATIVES to deliver objectives

Community Engagement

- Develop and implement a Community Engagement Strategy based on social inclusion, education, employment, health and wellbeing
- Communicate our Community Engagement Strategy to the public

Employee Participation

- Promote employee involvement in all relevant community engagement projects and initiatives. Encourage Human Resources to allow time or rosters to be re-arranged for employees to participate in community engagement projects and initiatives
- Implement motivational challenges and programmes for employees participating in community programmes eg. Sustainability Champions, Community Champions

Philanthropic Donations

- Allocate an annual budget for philanthropic donations and a selection process
- Encourage employees to act as community support officers

Economic and Social Regeneration

- Develop a policy with staff consultation
- Consider ways of ensuring local suppliers can be involved in doing business with us and how this can lead to local employment or additional regeneration activities
- Organise disability awareness initiatives

Co-operation with Public Authorities

- Monitor closely the main issues the Luas operations and stakeholders are facing (e.g. anti-social behaviour and security in Dublin; accessibility)
- Participation in local debates and community meetings



PLAYING AN ACTIVE ROLE IN COMMUNITIES

Community - Best practice

COMMUNITY SUPPORT

Transdev Dublin believes that it is our duty to play a positive role in the social and economic environment of the communities we serve. Luas Tram Drivers visit schools with the goal of educating children on how important it is to behave safely and responsibly on and around Luas.

For the last 4 years, Transdev Dublin has sponsored the Luas Foróige Summer Challenge, which allows teenagers from the Tallaght area to learn about the Luas operations and visit the Red Cow depot and for 3 consecutive years, Luas has also been the main sponsor of the Drimnagh Community Festival.

Numerous donations are made throughout the year to local groups, institutions and sports and leisure clubs. For instance, we supported local clubs such as the Good Counsel GAA and the St. Anne's Baton Twirlers of Fettercairn so they could purchase new Luas branded clothing.

SCHOOL MENTORING PROGRAMME

In 2012, we decided to go a step further in our commitment to work hand in hand with communities. We partnered with Business in the Community Ireland and with their assistance worked with a school called St. Aidan's in Brookfield, Tallaght. Employees from Transdev Dublin mentored 28 children from St. Aidan's for the year. There were 6 scheduled mentoring sessions with the students on different topics and there were many other spin off sessions throughout the year. The scheduled sessions covered the following topics:

- Transdev Employees met with students from St Aidan's and told them about their job, a day in the life of a Transdev employee.
- A CV workshop and Interview Skills Talk took place with the students and was facilitated by Transdev HR Department. This session guided the students to prepare their own CV for work and tips for doing a good interview.
- Mock Interviews: The pupils of St Aidan's in January 2013 were invited to do a mock interview (10 mins) with two employee representatives. The students had the experience of "waiting in the reception and being called for interview". The sessions took place over two days. The students who performed best in this task were rewarded with a weeks' work placement with the company, a very valuable start for any young person.
- Customer Care Day: this session was designed to give the students a feeling of how important customer care is to a business, to dealing with customers and to making long lasting impressions. All students were able to practice their skills by going on-board the trams, interacting with passengers and checking tickets.
- The students from St Aidan's presented the participating employees with the lessons they learned during the year, how the programme was beneficial to them and their school and next steps in developing the relationship.



We have also partnered with St Killian's National School in Kingswood, Tallaght. Transdev Dublin financially supported their school musical society, enabling them to purchase musical instruments and put on a school show called 'Luas'. The show which is all about how to travel safely on Luas was created by 5th class students. It is easy to sing, memorable and very catchy: like the "safe cross code" song but specifically for Luas. This was a pilot project for Transdev and it is now hoped that we can take all the lessons learned and roll them out with other primary schools and community groups that are close to the Luas Lines.



EMPOWERING PEOPLE TO GET BACK TO WORK

Community - Best practice

READY FOR WORK PROGRAMME



Transdev Dublin partnered with Business in the Community Ireland, the non profit CSR network by supporting their "Ready for Work" Programme. The programme supports people who are marginalised, particularly those who have been homeless, in returning to work.

During the summer 2013, job seekers on the Ready for Work programme were invited to a customer service workshop in the Luas Red Cow Depot where Transdev employees shared their customer care programme called Going for Care.

This programme focuses on the importance of customer care to a business. Nikki Farrell, Customer Care Team Leader explained, "Happy customers make loyal customers. The programme shows how, with the right approach by our staff, a previously unhappy customer can leave with a positive experience. Every business has a customer and employers like people who understand and appreciate their customers".

The partnership will be further enhanced as Transdev Dublin has committed to giving work experience in Luas Customer Care to a participant on the programme. David Horgan, HR Manager will also be working with some participants on their interview techniques and CVs.

Mr Horgan commented " Transdev is inundated with requests from people who wish to drive trams. Some wish to fulfill a childhood dream, others want a change in their employment circumstances. They see Transdev as a potential employer in these challenging times.

A strong CV and interview techniques are a very important part of the Ready to Work programme. I look forward to working with the group and to helping them making a change." The programme is also a fantastic opportunity to enhance employees' engagement in making the company even further socially responsible, which is one of Transdev's core values.

Tina Roche, CEO of Business in the Community Ireland commented , "Transdev's partnership with the Ready for Work programme is an excellent example of how business can play a role in addressing a fundamental issue that is connected to our social and economic wellbeing as a nation. Any person seeking employment, but particularly those with high barriers to employment, need exposure to workplace settings and expertise that inspires them to overcome those barriers. This training for Ready for Work participants was exactly that. It was one of the most highly rated training workshops we have ever offered."

Transdev's most recent customer satisfaction survey* shows that 83% of Luas customers are very satisfied with the service offered to them. This is a great result and Transdev felt that the Ready for Work programme provided an opportunity to demonstrate its best practices in customer care while also helping out people in the job market with an interest in that service area.

*Luas Customer Satisfaction Survey, Behaviour and Attitudes, May 2013

ENVIRONMENT

STAKEHOLDERS involved

- Railway Procurement Agency and National Transport Authority
- Business Partners
- Passengers and Potential Passengers
- Public Transport Sector

OBJECTIVES

- Promote public transport and environmental issues
- Reduce overall greenhouse gas emissions through developing the use of sustainable transport
- Lower consumption of non-renewable resources
- Reduce noise and impact on biodiversity
- Help the business community and the public sector meet their CSR targets by increasing the use of sustainable transport
- Reduce our own carbon footprint
- Lower production of waste
- Improve the recyclability of rolling stock and consumables

KEY PERFORMANCE INDICATORS

		Baseline Data	Target 2014
Electricity Consumption	2012	Reduced by 8% vs 2010	Reduce consumption by 15% vs 2010
Gas Consumption	2012	Increased by 6% vs 2010	Reduce consumption by 15% vs 2010
Water Consumption	2012	Reduced by 50% vs 2010	Reduce consumption by 15% vs 2010
Waste Management	2012	Recycling rate increased by 44% vs 2010	Maintain recycling rate to a constant level of 75%
Raising Awareness	2012	1 high profile environmental marketing campaign during the year 1 internal environmental communication campaign during the year	2 high profile environmental marketing campaigns per year 1 internal environmental communication campaign and quarterly communication to staff on achievements



INITIATIVES to deliver objectives

Environmental Management and Staff Awareness

- Maintain our ISO 14001 Standard recognising outstanding Environmental Management Systems
- Publicise sustainable development initiatives and achievements to staff and passengers
- Achieve targets of the Luas Sustainability Plan 2014 and continue to work hand in hand with RPA and ALSTOM on this plan
- Consult staff regarding environmental policies and initiatives

Climate Change / Greenhouse Gas Emissions

- Calculate the carbon footprint of the overall operations and promote public transport as an environmentally friendly option in Dublin
- Calculate Transdev Dublin's own carbon footprint and set a reduction objective

Energy and Transport

- Identify initiatives to lower our energy consumption (electricity, gas, water and waste)
- Explore the feasibility of introducing sources of energy for operating the depot itself
- Measure and identify ways of reducing our conventional fuel consumption
- Invest in more fuel-efficient motor vehicles for the company's fleet
- Reduce the impact of our employees commuting by developing a green travel plan
- Reduce the impact of business travel by promoting video-conferences, webinars

Pollution Control

- Minimise noise complaints
- Monitor and control emission of pollutants
- Continue to engage with suppliers in relation to pollution control
- Participate in industry and other groups to understand best practice in pollution control

Waste Management

- Reward staff and suppliers for minimising waste production
- Internal and external campaigns and initiatives for reducing waste

Wider Environmental Impact and Resource Use

- Assist organisations in the creation, development and rollout of "green" travel policies and publicise what we do to encourage others to reduce their environmental impact
- Explore the possibility of rainwater harvesting for Sandyford depot
- Explore the possibility of setting up a competition between stops on issues of biodiversity or other environmental indicators



REDUCING LUAS ENERGY CONSUMPTION

Environment - Best practice

LUAS SUSTAINABILITY PLAN

At Transdev Dublin, we believe in working in a sustainable manner to deliver positive change to the environment, increase company profitability and proactively play a role in educating customers and staff. We are committed to showing leadership in the sustainable delivery of public transport. In 2010, we gave a commitment to RPA to reduce the overall emissions from the Luas operations by 15% by 2014. We are proud to have achieved the following results in 2012 compared to 2010:

Water consumption
-50%

Electricity consumption
-8%

Recycling Rate
+44%

ENVIRONMENTAL AWARENESS

Transdev Dublin also focuses on increasing public and staff usage of sustainable transport options and channels of information, the objective being to involve our core stakeholders in the effort to make Dublin a “greener” city. For this purpose, we developed new digital channels, such as the Luas Mobile Website, m.luas.ie, developed our activity on social media platforms and ran a multi-channel advertising campaign on the benefits of travelling in a sustainable manner.

Transdev Dublin, in co-operation with RPA and Transdev Group developed the Luas Eco-Calculator, an online tool allowing Luas passengers to calculate how much CO₂ they are saving by taking a trip on Luas instead of a private car. In 2012, we developed this tool on our mobile website so passengers can now check how environmentally friendly they are on the go.



RESEARCH

Transdev Dublin in collaboration with Railway Procurement Agency through the Dublin Institute of Technology (DIT) also commissioned a research programme to investigate options for reducing energy in the operational phase of a Luas. The research was completed by a Graduate of the Transport Engineering degree in DIT, who also has significant experience of Luas operations from a college work placement completed in 2010-2011.

The research covered all aspects of the Luas system: rolling stock, infrastructure and Luas operations. As a result of the research, we identified energy reduction initiatives which have the potential to significantly reduce the energy consumption of Luas operations and increase sustainability. The significance of the research has been recognised by light rail operators in Barcelona (Spain), Lyon and Paris (France) who are now looking into the results and knowledge gained through the research.

ENVIRONMENTAL AWARDS

- ISO 14001:2004 Standard awarded for five consecutive years.
- 2013 - Finalist in the Sustainable Energy Awards in the Research category
- 2012 - Transdev Dublin was awarded the 'Business Working Responsibly' Mark
- 2012 - Finalist in the Sustainable Energy Awards for Energy Efficiency
- 2012 - Finalist in the Sustainable Energy Awards for Energy Awareness
- 2011 - Finalist in the Green Awards 2011, category 'Green Travel Initiatives'
- 2011 - Highly commended in the 2011 Light Rail Awards, category 'Environmental Initiative of the Year'

STAKEHOLDERS involved

- All stakeholders

OBJECTIVES

- Be a leading company in the public transport sector in terms of CSR
- Work with national and local authorities to define a framework for developing sustainable public transport systems, respecting local cultures and values
- Seek external endorsement and awards for activities

KEY PERFORMANCE INDICATORS

	Baseline Data		Target 2014
Awards	2012	5 nominations and 2 awards won	5 nominations and win at least 2 awards per year
Stakeholder satisfaction	2012	Stakeholder satisfaction not monitored	Annual stakeholder survey: 75% of stakeholders to be satisfied with their level of engagement with Luas
Media Coverage	2012	Positive/Negative coverage ratio: 25% - 75%	Positive/Negative coverage ratio to be 40% - 60%
Communication	2012	Quarterly CSR internal communications No CSR external communication No Annual CSR Report	Monthly CSR internal communication Bi-monthly CSR external communication Publish an Annual CSR Report

INITIATIVES

Corporate Responsibility Performance Measurement and Communication

- Maintain the 'Business Working Responsibly' Mark
- Publish an annual CSR report on initiatives and achievements with key figures
- Frequent communication to relevant stakeholders, lobbying and media releases on social, economic and environmental issues involving Luas in partnership with RPA and NTA
- Frequent communication to employees on CSR initiatives undertaken by the company
- Active participation in various projects and committees
- Participate in appropriate standards setting in the public transport sector area

Corporate Responsibility Governance

- Ensure enough financial and human resources are allocated to CSR projects and initiatives
- Maintain one position dedicated to CSR
- Review of the CSR achievements every year by a nominated board

SHOWING LEADERSHIP IN CSR

Management and Communication - Best practice

TACKLING RACISM

Transdev Dublin became aware that front line staff were becoming more and more subjected to racist abuse during their working day. As an indicator, in 2011, no racist abuse to staff was reported whereas 24 were reported in 2012. 23 nationalities are represented in the company and 23% of our staff has migration background. At a city level, the share of migrants is now over 15% in the City of Dublin.

The Immigrant Council of Ireland (ICI) is an independent human rights organisation and registered charity which advocates the rights of migrants and their families. As part of its anti-racism work, it provides a racist incidents support service to victims and witnesses. Racist incidents include but are not limited to: actual violence or threats, damage to property, insults, graffiti, publications, discrimination at work or when accessing services.



We have zero tolerance of racist abuse and work to protect and support both our customers and employees. Since 2010, the ICI and Transdev Dublin have therefore been working together to tackle racism. The aims of the partnership are to assess the real level of racist abuse directed at Luas staff and passengers, to raise awareness of incidents of racism on public transport and to encourage individuals to report these incidents. Over the past two years, the ICI and Transdev Dublin jointly conducted employee focus groups. One of the findings from a focus group in 2012 was the need for the company to invest in diversity training at all levels across the organisation, for new and current employees. A training programme has been rolled out to all commercial staff.

Transdev Dublin also supported ICI's research and publications regarding racism in Ireland. We decided in 2012 to go the extra mile and use the momentum of the European Week Against Racism 2013 to launch a high profile publicity campaign across trams, buses, trains and taxis: 'Dublin's Transport Links, Racism Divides'. The campaign saw all Dublin's transport providers working together to tackle the social issue of racism. This campaign has further solidified the commitment of the company, in collaboration with the ICI, NTA, RPA and other transport providers, to send a clear and unified message to users of public transport that racism will not be tolerated.

Over the period of the campaign, reports of racist incidents through stopracism@immigrantcouncil.ie increased by 500%.

The 'Dublin's Transport Links, Racism Divides' campaign was shortlisted as finalist in the Chambers CSR Awards 2013.

ENGAGING WITH STAKEHOLDERS & SHOWING LEADERSHIP IN CSR

Transdev Dublin also engaged in various initiatives in order to promote CSR at a city and national level.

In the spring 2013, Brian Brennan, Managing Director, along with Business in the Community Ireland presented to members of the **Houses of the Oireachtas** (Irish Parliament) the benefits of the "Business Working Responsibly Mark" audit and of CSR programmes.

Since summer 2012, Transdev Dublin also participates in a **UN Programme, "Safe Cities for Women"** run by Dublin City Council aimed at bringing various Dublin city's stakeholders together in order to assess which measures can be implemented in Dublin to make it a safe place to live and travel.

Transdev Dublin consults on a daily, weekly and monthly basis with key stakeholders: **RPA, Alstom, An Garda Síochána, Employees, Union, Councils, Community groups, charities and interested parties such as major health institutions, retail centres, sport & entertainment venues and touristic locations**. Their views and initiatives are incorporated into our service delivery and goal setting.

THANK YOU FOR READING TRANSDEV DUBLIN'S CORPORATE SOCIAL RESPONSIBILITY PLAN 2014, "GOING THE EXTRA MILE".



Since we started operating Luas in 2004, Transdev Dublin has made every effort to behave as a responsible company, and ensured we contributed to the welfare of the communities we serve.

We believe through this formalised and cohesive strategy we will evaluate better our Corporate Social Responsibility performance, achieve even better results and communicate our commitments to all our stakeholders.

Each department of the company is involved in this process and will strive to make Luas and Transdev Dublin a world-class reference in Corporate Social Responsibility.

Should you have any question on our Corporate Social Responsibility Plan "Going the Extra Mile" or should you want more details about our initiatives, please contact us at:

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Corporate Social Responsibility Department
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“ OUR MISSION STATEMENT:

Transdev Dublin is an exceptional partner, attuned to the needs and aspirations of the city's local communities and customers. We contribute to unlocking the full potential of Dublin and its surrounding regions, achieving sustainable mobility. ”

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