

# Passenger rail



---

# Your **trusted** **partner** for **pioneering** **in mobility**



In a world of increased complexity we are committed to working with you to build personalized and high-quality sustainable transportation solutions. More than ever, we see our role to support local authorities decipher major trends, identify emerging needs and turn vision into reality.

Pioneering in mobility means facing new challenges; adjusting to evolving customer demands and expectations, and creating a rejuvenation of our industry, all with client budgetary constraints in mind. All the while, never wavering on operational performance, raising our business standards and engaging our teams to greater heights.

Earning your trust means living by our credo of uncompromising safety for our employees, customers and the communities we serve.

Day by day, the foundation of partnership is based on creating a mobility inspired by you, with a unique experience of combining public interest with operational performance.



**Jean-Marc Janaillac**

Chief Executive Officer, Transdev

---

# Operating **integrated** rail services worldwide

Escalating fuel prices, rapid population growth and substantial traffic congestion are increasingly causing city planners to look toward integrated rail services for a solution. These railway solutions, connected to a multitude of other modes of public transportation, are made up of a diversity of passenger rail services including:

- > Commuter rail – Trains connecting downtowns with suburban locations in all directions.
- > Regional rail – Contracted rail services connect large, medium-sized and small cities.
- > Long-distance rail – Train services operating long-distance to connect across regions and cross borders.



Current international trends indicate that passenger numbers has entered a substantial growth period in major cities in Europe, Australia and also in certain American

cities. Overall, short-distance rail travel currently accounts for around 90% of total passenger volume across Europe, however it accounts for 60% when looking at passenger kilometers. That said, long-distance travel is undergoing a slow but steady growth over the past decade. Combined this market growth requires a range of new rail developments and service upgrades to meet future demands including new high-speed railways, transitioning from DMUs to electrification, and capacity enhancements.

Irrespective of which type passenger rail service, today's customers seek a comfortable, accessible and dependable service with short travel and waiting times. For rail operators, this means delivering reliable, frequent and interconnected services with high onboard comfort and quality amenities such as Wi-Fi, electrical outlets, work spaces and comfortable seating.

Market liberalization and competitive procurement opportunities foster quality of service and superior performance because it combines the goal-setting and oversight of public authorities with the efficiency and innovation of private enterprise. It is a successful partnership model because it brings forth the respective strengths of the private and public sectors to respond to the added pressure on quality performance.



*Transdev is a well-positioned and organized partner for integrated high quality rail services. With over 130 million rail passengers per year, we serve people on the move through an innovative approach to mobility. Our implementation and operation of integrated rail solutions connect people, communities and regions, ensuring a sustainable future for all.*



# Good reasons to cho

## PARTNERSHIP

### *In it together*

---

Political decision-makers are confronted by several challenges due to traffic congestion and other environmental issues. The emergence of regions as a leading political force in transportation policy is also a reason for Transdev to help develop new partnerships with providers of engineering services, infrastructure, rolling stock, and digital services.

We are here to transform your ambitions into everyday performance. We can advise you about rail system design, infrastructure maintenance and customer experience, and more.

## TRAINING

### *Investing in people*

---

With the help of a network of training centers worldwide, Transdev provides a collaborative, values-based work environment in which employees receive initial and recurrent training. In 2012 over 60,000 employees were trained, totaling almost 1.7 million training hours out of which 40% were dedicated to safety. Rail employees receive specialized theoretical and practical training by the use of train driver simulators to help insure their continued ability to effectively and safely perform in their profession.



## CUSTOMER CARE

### *A rail passenger focus*

---

They want to get where they are going quickly, comfortably, and safely. In order to provide a high quality of service, we regularly train our employees and measure customer satisfaction through surveys devised especially for rail services. Going for Care, our international customer care program provides our staff with the skills and tools to understand customer needs and how to deliver an outstanding customer experience. Through LISTEN, our proprietary customer feedback program we respond and act on service complaints or comments. We improve communication with customers throughout their trip, delivering real-time information by mobile devices and onboard signage, as well as online.

## ENVIRONMENT

### *We measure and track our impact*

---

Managing our clients' assets in a carbon-scarce economy is a reality we are prepared to meet. In Auckland, New Zealand we have a carbon calculator on our website to show our customers how their rail journey benefits the environment compared to a car journey over the same distance. Transdev has an industry-leading environmental management system which ensures that we meet and exceed all regulatory requirements. We measure our emissions, our carbon footprint, and are implementing aggressive programs to reduce both, by testing new locomotives and driving techniques that are more environmentally friendly. In Germany, our NOB network's eco-driving tools avoid 2,750 tons of CO<sub>2</sub> a year. We are employing green methods of doing our jobs in our rail offices, rail stations and rail shops.

# OSE Transdev

## TRANSPARENCY

### **Reporting performance**

---

We will always be open with our operations and our data. We operate best when we can share what we are doing and how we are doing it with our clients. We have developed a comprehensive performance reporting system with clear and simple dashboards available in real time.

## RIDERSHIP

### **We fill empty seats**

---

We have pioneered ridership growth efforts around the world. In the Netherlands, our rail transport services in Limburg have experienced a large increase in ridership: +40% passengers on the south rail line. In Auckland, New Zealand rail travel has more than tripled in the decade we have been operating there. Targeted marketing campaigns developed by international and domestic marketing teams have delivered special benefits to specific customer segments, attracted more customers and has generated more revenue. We know how to build integrated systems where buses connect efficiently with trains; building ridership through reduced journey times and smooth connecting services.



## SAFETY

### **Our credo – Uncompromising safety**

---

Assuring the safety of our employees and customers is the most important thing we do every day. We measure, analyze, and communicate, without exception, using our Group Safety Management System. We audit and continually challenge ourselves. We rely on a team of global experts and national safety managers who constantly expand our knowledge base in areas such as security, reduction of employee and passenger injuries, training of staff, regulation and procedure control. In 2013 VTMI, our infrastructure maintenance subsidiary in the USA had an exemplary safety record in their Southern California contract with 0 injuries and 0 rule violations. Our credo, Uncompromising safety, is our commitment to a safety culture which makes safe and secure operations the top-of-mind priority for each employee.

## EXPERTISE

### **We know rail**

---

As one of the world's largest private operators of commuter and regional rail services with over 130 million rail passengers per year, as well as subways and light rail systems, we have the expertise and the experience. Our roots are deep in the rail industry, having both launched brand new systems and taken over existing ones on three continents. Every day, Transdev teams manage, drive, maintain and dispatch thousands of trains. They sometimes manage and also maintain the infrastructure they run on. Professional planning tools allow us to make the vehicle and the roster very productive. All of that know-how will be focused on enhancing your rail services.

# Rail from A to Z

To get a train to a platform at a specified time is the product of a complex, set of interdependent processes that goes beyond the operating system. Mastery of all aspects of these intricate and comprehensive sequences is what distinguishes Transdev's rail services.

Through its subsidiary Transamo in France, Transdev possess the in-depth knowledge of projects and systems over their entire lifecycle. This know-how includes project programming and preliminary studies such as transport engineering, mobility management and city planning.

We work as a trusted partner with local government and public-sector bodies to assist with design and project execution pertaining to engineering, financial, administrative and operability aspects. In Mulhouse, France, Transamo assisted in implementing the first interconnected tram-train service in the country inaugurated in 2010.

and construction teams we develop long-term relationships through ongoing planning and maintenance solutions.

We also operate and maintain trains. We provide locomotive, coach and train-set maintenance. We work to integrate our rail services with other modes of transportation to provide a seamless travel experience. To ensure a perfect connectivity between rail, buses and shuttles, Transdev manages multimodal transit hubs and Park & Ride facilities. With the benefit of our multimodal contracts, such as Limburg, Netherlands, we know how to operate effective, integrated urban and inter-city train, bus and taxi services.



Through VTMI, our North American subsidiary, we provide an integrated collection of railroad maintenance, project oversight, and construction services.

Since 2009 we provide maintenance services for Southern California Regional Rail Authority of 5 different subdivisions consisting of over 624 km of track, structures and rights-of-way. Leveraging experienced track engineers, civil engineers

What this means is that we understand how it all fits together, from A to Z. Whether we only have responsibility for one or two components of a rail system contribute to the delivery of major upgrades or manage an entire integrated regional transportation system, we have a successful track record of collaboration and partnership with other operators and contractors.

*At Transdev, we are committed to the notion that rail is the future. Opportunities for new rail services, extensions and upgrades such as electrification of existing systems are emerging worldwide. Whether its commuter, regional or long-distance service, cities and regions see trains as the route to mobility: key to ensuring economic, environmental and social vitality.*

“

*Our ambition:*

*To be the trusted partner of our clients and customers  
by pioneering in mobility.”*







Group Business Development Department

[www.transdev.net](http://www.transdev.net)





# Lyon – FRANCE

**Rhônexpress** – A tram-train link between the city and the world

## CONTRACT FACTS

**TRANSIT AUTHORITY**  
Rhône regional administration

**OPERATOR**  
Transdev

**CONSORTIUM**  
28% Transdev  
35% Vinci  
37% Caisse des Dépôts

**OPERATION START**  
August 2010

**CONTRACT DURATION**  
30 years

**ACTIVITIES MANAGED**  
Project development  
Operation and maintenance  
Customer service  
Ticketing  
Marketing and sales

## KEY FIGURES

**SYSTEM**  
22 km of track  
4 stations

**SERVICE**  
7 days a week from  
4:15 a.m. till midnight  
Every 15 min. during peak  
hours (6 a.m. – 9 p.m.)  
Every 30 min. off-peak

**RIDERSHIP**  
3,200 trips/day

**VEHICLES**  
6 Stadler Tango vehicles  
with a maximum speed  
of 100 km/h

**STAFF**  
75 employees

## Context

Lyon, a metropolitan area of 1.5 million people at the heart of a major tourist and economic region, was seeking to improve transfers to and from Lyon Saint Exupéry international airport. There was also a crucial need to relieve pressure on Lyon's central train station by encouraging passengers to access regional and national rail links from the airport's high-speed train station.

## Transdev's answer

### A creative transportation solution

The Rhônexpress tram-train is France's first express rail service directly linking a city center to an airport. As a "train" it features high commercial speeds (up to 100 km/h) while as a "tram" it can take advantage of the existing urban light rail network to reach the heart of the city center.

**Result:** The 22-km link required only 7 km of new track construction. The airport link shares the operations & maintenance center with the urban light rail system.

### Integrated coordination of passenger traffic

With some segments of the track being shared by the urban light rail system and the Rhônexpress tram-train, a special arrangement had to be devised to give priority to the airport link. A joint traffic control center regulates the operation of the two systems to:

- > coordinate departures of both lines;
- > manage three passing areas in each direction to overtake the urban light rail vehicles.

### Comfort and convenience

Passenger needs were taken into account when designing each aspect of the service:

- > departures every 15 minutes for most of the day from 4:15 a.m. to midnight. The last departure is guaranteed, even in the event of flight delays;

## Objectives

- > Create a flexible, innovative public-private partnership.
- > Deploy a fast, efficient and attractive transfer solution by choosing the tram-train.
- > Draw on Transdev's expertise in design, construction, operation and customer focus.

- > vehicles are specially designed for airport travelers, offering comfortable seats, power outlets for charging laptops and mobile devices, luggage racks, and tables;
- > the stops along the line offer easy transfer to high-speed rail, bus, metro, light rail and air travel. 67% of customers connect to other modes of transportation;
- > tickets are available on board, from ticket vending machines at the stops, via the mobile website, conventional website or from one of the many retail partners and airlines;
- > a variety of additional services is available on board, including taxi reservations, online newspapers and magazines, books, information about events, and the Lyon City Card.

### Customer focus

- > A Rhônexpress representative is always on board to assist and inform passengers.
- > "Listen," the Transdev program for managing customer feedback and requests, has been deployed to address passenger concerns as efficiently as possible.

### Real-time passenger information

Display screens on board enable passengers to keep track of departures and arrivals of high-speed trains and flights in real time.  
Passengers can receive SMS alerts in the event of incidents or traffic disruptions.

## RESULTS

- > High rate of satisfaction 2013: 95%.
- > 13% ridership increase from 2011-2014 reaching 1.17 million customers per year.
- > 5,000 trips/day during the peak of the Lyon Festival of Lights.



# Mulhouse – FRANCE

Soléa

An innovative tram-train solution

## CONTRACT FACTS

**TRANSIT AUTHORITY**  
M2A Mulhouse Alsace  
conurbation  
Alsace Region

**OPERATOR**  
Soléa, a semi-public  
undertaking

**OPERATION START**  
2010

**ACTIVITIES MANAGED**  
Tram-train  
Urban transit system  
(bus and light rail)

## KEY FIGURES

**32 municipalities +  
252,000 inhabitants  
served**

**SYSTEM**  
1 tram-train line  
25 km of track  
18 stations

**SERVICE**  
70 full journeys per day

**VEHICLES**  
12 tram-trains, each with  
a maximum speed of  
100 km/h and a capacity  
of 230 riders.

**STAFF (TRAM-TRAIN)**  
27 employees including  
15 drivers

## Context

The Thur Valley in southern Alsace is the focal point of many remote towns and villages in the region. Road traffic there was highly congested and daily commuters working in the Mulhouse metropolitan area accounted for 80% of it. The local authorities set an ambitious goal: to implement an effective, high performance transit solution that would connect and revitalize valley communities, businesses and services while reducing gridlock and CO<sub>2</sub> emissions.

## Transdev's answer

### France's first interconnected tram-train

The project featured many technical and contractual innovations and each partner helped to make it a success. The regional and municipal authorities brought vision and support to the table. Transdev worked closely with partners like public rail operator SNCF, rail infrastructure manager RFF, and power utility EDF, as well as technical experts from its subsidiary Transamo, a consulting and engineering firm involved from the preliminary design phase onward.

- Transamo, responsible for technical development and the operational success of the light rail system, was entrusted with the design work, drafting the operating procedures and integrating the urban transit infrastructure and the rail network.
- Soléa's training instructors and drivers teamed up with their SNCF counterparts to ensure full compliance with train/light rail driving procedures and to co-supervise operations from two control centers.
- Transdev and EDF jointly developed an energy program called « Équilibre » to power the light rail and tram-train system with electricity from renewable sources.

**Result:** This innovative service was launched successfully and recorded an on-time rate of more than 98% for 2012.

## Objectives

- Open up a new corridor for rapid, integrated transit with intermodal connections linking residential zones, small local businesses and the natural beauty of the Vosges regional park.
- Optimize use of the existing rail network to reduce costs for the local authorities and introduce new synergies in the areas of pricing, operations and energy.
- Reduce road congestion and improve environmental performance.

### Developing mobility

Adding only four kilometers of tram-train track has created new links. An additional 6,500 secondary students now have access to the tram-train at the Thann stop at one end of the line, and the other end now serves 6,000 university students and close to 700 businesses in the town center. The solution is intermodal and includes:

- 600 new parking spaces and 250 secure bike parking spaces;
- 11 of 18 stops connected directly to the light rail system;
- the launch of a third light rail line and the reorganization of three bus lines to facilitate connections with the urban transit system;
- links with the regional and national rail network, including high-speed trains.

**Result:** A 25% reduction in travel time for students commuting to/from Thann and the university in the center of town, with ridership of 12,000 passengers a day on weekdays.

### Convenient, multimodal tickets

It is now possible to ride the entire urban transit system on a single ticket. The various tickets on offer – ranging from one-way to a monthly subscription – can be purchased at ticket vending machines, Soléa branch offices or approved ticket retailers.

## RESULTS

- CO<sub>2</sub> emissions reduced by about 5,200 metric tons a year
- 456,000 passengers in 2013



# Berlin – GERMANY

InterConnex – The first privately operated long-distance train service



## CONTRACT FACTS

### TRANSIT AUTHORITY

Operated under full commercial risk

### OPERATOR

Ostseeland Verkehr GmbH

### OPERATION START

2002

## KEY FIGURES

### SYSTEM

415 km of track  
9 stations

### SERVICE

2 connections  
Leipzig-Berlin/day  
1 connection  
Berlin-Rostock/  
Warnemünde/day

### RIDERSHIP

340,000 passengers/year

### KILOMETERS TRAVELED

400,000 km/year

### VEHICLES

1 electric locomotive,  
6 coaches

### STAFF

15 employees

## Context

In contrast to German regional rail transport, long-distance railway operators are not provided with public subsidies. In 2002, Transdev was the first private company to run long distance rail services under the brand name InterConnex. This is a full-risk venture. A situation that also offers opportunities, such as free structuring of fares and sales channels.

## Transdev's answer

### A new service

- High levels of comfort and friendly spaces; rail vehicles have been re-designed with new passenger features, such as multifunctional areas for up to 50 bicycles, children's strollers, wheelchairs, etc.
- Short travel times, simplified fares and timetables are defined around carefully studied customer needs.

### Simplicity

- Online ticket purchase is made easy with a state-of-the-art passenger website.
- Specific marketing campaigns have delivered special benefits to targeted customer segments, such as campaigns to "over 55's" and students.

### Close to our passengers

A customer care center able to respond by phone and email, 24 hours a day, 7 days a week:

- high quality operational processes;
- ticket sales;
- customer feedback and complaint management.

## Objectives

Operate cost-effective long distance traffic in a market heavily dominated by a state-owned player, and increase InterConnex's market share by:

- boosting passenger numbers, especially through attracting people who would normally drive;
- achieving high customer satisfaction rates;
- developing an innovative and ambitious commercial strategy.

### A positive image

After eleven years of operations, passengers have an extremely positive image of the InterConnex network:

- in a February 2014 independent customer satisfaction survey, 72% of passengers chose the service because of the competitive prices – and 68% because of the punctuality, while 56% of passengers site the friendliness of the customer service staff;
- front-line staff have followed the unique and proprietary Transdev customer care training program to ensure the best possible passenger experience;
- "Service Champion in 2013 – Silver Medal": InterConnex was elected as the top provider of customer care in transportation following an extensive nation-wide, multi-sector survey.

## RESULTS

- Passenger numbers have increased by 38% between 2007-2013
- The easy-to-use website has resulted in that 73% of tickets are sold online; an increase of 13% from 2013.





## CONTRACT FACTS

**TRANSIT AUTHORITY**  
BEG (Bayerische Eisenbahngesellschaft)

**OPERATOR**  
Bayerische Oberlandbahn GmbH

**CONTRACT START**  
2013

**CONTRACT DURATION**  
12 years (+3 year option)

## KEY FIGURES

**SYSTEM**  
3 lines  
261 km of track  
40 stations

**RIDERSHIP**  
30,000-50,000  
passengers/day

**KILOMETERS TRAVELED**  
4.8-5.2 million km/year

**VEHICLES**  
35 FLIRT electrical multiple  
units

**STAFF**  
180 employees

## Context

The Bayerische Oberlandbahn GmbH started operations for the so-called “E-Netz Rosenheim” in Bavaria on the 15th of December 2013 by introducing the new brand Meridian. Three lines originating in Munich serve the main cities in the region Salzburg, Kufstein, Holzkirchen and Rosenheim, and over 30 stations along the lines improving regional connections and development.

## Transdev's answer

### An improved service quality

- 50% more frequent and regular departures.
- Access to a greater number of stations, most notably in major cities and touristic areas.
- Improved connections with the introduction of non-stop express-trains.
- Extensive customer service training for all employees.
- More spacious and well-lit onboard compartments.
- A variety of customer amenities including onboard service areas, space for luggage, strollers and bicycles, and the ability to reserve seats online.

### A greater amount of capacity

- 35 modern electrical multiple FLIRT units.
- 7 three-car-units, 59 meters long with 158 seats.
- 28 six-car-units, 107 meters long with 333 seats.
- Maximum of three attached vehicles (total of 999 seats).

## Objectives

A necessary revitalization of this southern German railway network by setting a number of ambitious goals:

- Increase departure frequency and improve customer service quality especially pertaining to onboard comfort and information;
- Improved capacity and times of departure;
- Introduce of a new brand and build a solid reputation;
- Utilize innovative and efficient sales channels.

### Innovative and strong sales channels

- Variety of different sales channels to provide several possibilities for ticket sales (ticket vending machine, online, on board, customer centers, partners).
- 64 ticket vending machines with an easy to use user-interface developed by external consultants placed at every station along the network.
- Strong customer commitment with 13 sales offices and onboard staff, and a Customer Service Center open 24/7.
- Co-operation with other operators DB AG, ÖBB, SVV and MVV to meet customer needs regarding ticket products and prices.
- Focused marketing actions to approach high revenue target groups through multiple channels.

## RESULTS

- 95% ontime performance rate in first half of 2014
- Improved overall customer satisfaction of 2.2 (on a scale between 1 - 6)
- Staff friendliness reached a top score of 1.8 (on a scale between 1 - 6)





## CONTRACT FACTS

### TRANSIT AUTHORITY

Landesweite  
Verkehrsservice-  
gesellschaft GmbH

### OPERATOR

Nord-Ostsee-Bahn GmbH

### CONTRACTS

Marschbahn (Hamburg-  
Altona) ↔ Westerland  
(Sylt)

### CONTRACT START

2005

## KEY FIGURES

### SYSTEM

238 km of track  
19 stations

### RIDERSHIP

6.35 million  
passengers/year

### KILOMETERS TRAVELED

4.2 million km/year

### VEHICLES

16 locomotives  
110 coaches

### STAFF

350 employees  
(including workshops)

## Context

Introduced in 1996, the regionalization of German railways enabled the states to choose their regional rail passenger operator after a tender process. This formal contract requires the implementation of a flexible system with clear commitments from the operator (in terms of ridership, information and facilities, etc.).

## Transdev's answer

### Measurable commitments

- Precise commitments allied to a bonus or penalty system ensuring growth in network performance, with verifiable results.
- Decreased operating costs for the transit authority.

**Result:** The Nord-Ostsee-Bahn has become one of the largest rail operators in the region with a 27% market share.

### Development of ridership

- New and modern train sets.
- Introduction of suitable, user-friendly website.
- Creation of a passenger charter, with commitments in terms of punctuality (partial or total refunds resulting from delays).

## Objectives

As part of the operating framework of these lines in north Germany, several objectives were set, including:

- a reduction in operating costs,
- an increase in the number of kilometers offered and the opening up of new services,
- an increase in network ridership.

- Development of special travel and tourism packages with additional services, such as rental cars on the island of Sylt.
- An established sales agency network throughout Schleswig-Holstein.

**Result:** "Service Champion 2013", NOB was selected as the quarterly top provider of customer care in regional train services following an extensive nation-wide, multi-sector survey.

### A new approach to sustainable development

- In 2009, Transdev began applying eco-driving technology to its train sets.

**Result:** approximately 1 million liters of diesel saved and 2,750 tons of CO<sub>2</sub> emissions avoided.

## RESULTS

- Customer satisfaction rates increased by 9% in 2013 reaching an overall top rate of 1.78 (on a scale between 1 – 6)
- Customer service rating "very good" and certified by "ServiceQualität Deutschland"



# Limburg – NETHERLANDS

The backbone of  
integrated mobility



## CONTRACT FACTS

**TRANSIT AUTHORITY**  
Province of Limburg

**OPERATOR**  
Veolia Transport  
Nederland  
100% subsidiary  
of Transdev

**CONTRACT START**  
2006

**CONTRACT DURATION**  
10 years

## KEY FIGURES

**1,121,891 inhabitants  
served**  
**2,209 km<sup>2</sup>**

**RIDERSHIP**  
Bus: 23,0 million  
passengers/year  
Train: 8,3 million  
passengers/year

**VEHICLES**  
252 buses  
584 taxis  
24 train cars

**STAFF**  
1,150 employees including  
1,021 drivers and customer  
service employees

## Context

The Limburg Province occupies a long and narrow territory and its population is concentrated in the South. The organizing authority put forth a call for tenders to manage multimodal operation of its urban and regional systems. This original transit system requires tight control and a guarantee that all transportation modes are coordinated.

## Transdev's answer

### A complete and integrated system

- Coordinate several urban and regional transportation modes to increase ridership.
- Installation of a multimodal regulation center.
- Delivery of an increase in timetabled hours and new rolling stock to better serve passengers and optimize public funds.

**Result:** +73% of timetabled hours in north Limburg and +28% in the south between 2005-2013.

### Customer service based on proximity and quality

- A customer mobility center provides effective services in:
  - passenger information,
  - complaints processing,
  - transportation on demand reservations and trip dispatches for Transdev and its subcontractors.

## Objectives

- Ensure and optimize the management of an integrated transit system.
- Avoid parallel operating lines in order to save on kilometers traveled and driving times to minimize costs.
- Reinforce frequency throughout the system to increase ridership.

- Across the network, bus services are managed in coordination with rail services - in case of delay, connecting services will wait for passengers. If a train or bus has a delay greater than thirty minutes, customers are entitled to a full refund.

Real-time information during the trip:

- Buses are equipped with flat screens that provide up-to-date information on the journeys.

### Environmental management

- Euro 3A standard diesel trains are complemented by new electric train sets to limit energy consumption. All buses comply with EEV\* standards – part of the largest green diesel fleet in The Netherlands.
- All drivers follow specific training to reduce energy consumption as well as our impact on the environment and provide a smoother, greener ride for passengers.

\*Environmentally Enhanced Vehicles

## RESULTS

- Nearly 43% increase in bus and train passengers between 2005 - 2013
- 92.1% of trains on time in 2013 on our northern train lines and 96.6% in the south – 6% above the national average
- A 40% increase in passengers on our South Limburg train line between 2005 - 2013



### CONTRACT FACTS

**TRANSIT AUTHORITY**  
Auckland Transport

**OPERATOR**  
Transdev Auckland

**CONTRACT START**  
2004

### KEY FIGURES

**NETWORK**  
95 km of track  
42 stations

**WEEKLY SERVICES**  
Over 2,162

**RIDERSHIP**  
11 million passenger trips/  
year

**KILOMETERS TRAVELED**  
2.9 million km/year

**VEHICLES**  
39 train sets  
147 coaches

**STAFF**  
Over 550 employees

## Context

Significant investment has been made by regional and central governments in Auckland's rail network since 2006. Upgrades to tracks, signals and stations are modernising the network and supporting the development of a high-frequency electrified train service. Transdev is working to embed a new integrated ticketing system, manage the transition from a diesel to an electric train fleet and increase patronage over the coming years, while delivering additional train services for an increasing number of special events to a growing city.

## Transdev's answer

### Continuous service improvements

- Gather international experts in the Group to manage the introduction of the new electric fleet.
- Refine network performance by monitoring and improving systems and processes, infrastructure performance, customer communication and behavior, and staff performance, as well as introducing an automatic train protection system to increase service frequency safely.
- Work with Auckland Transport on modernising the network with initiatives such as real-time passenger information, automated announcements and integrated ticketing.
- Implement efficient bus replacement services as the network is electrified.
- Deliver a 61% increase to the timetabled services.

### A customer-centric business strategy

A comprehensive review of the business has seen a greater focus on customer experience.

- All staff have attended at least one full-day training of Going for Green, a locally adapted Transdev proprietary customer care program.

## Objectives

- Deliver a train service with high levels of customer satisfaction, reliability and punctuality.
- Deliver an excellent customer experience for Auckland's rail commuters.
- Manage the introduction of electric trains to the Auckland network in 2014.
- Help implement the client's integrated ticketing solution.
- Provide cost effective train services that exceed stakeholder expectations.
- Deliver additional services and capacity for special events.

- Special modules were delivered to prepare for major events such as the Rugby World Cup and the introduction of integrated ticketing.

- 2014: relaunch of an upgraded customer care program, Going for Care, to reflect the evolving expectations of customers on a modern, electrified rail network.

### "Meet the Managers"

- Regular "Meet the Managers" sessions are held with Auckland Transport and KiwiRail to engage and interact with our customers, at major stations and on-board trains. They provide the opportunity for senior managers and customers to share views, discuss and identify areas of concern.

### Community engagement

- Strong focus on safety, working with Maori Wardens to increase customer safety, the security of our staff and trains. Wardens are volunteers from the Waitemata Maori Wardens Trust, a charitable trust that aims to reduce crime and promote the welfare of Maori.
- Since 2004, employees have received training in assisting disabled customers. In 2013, in cooperation with Deaf Aotearoa, for the first time employees were trained regarding the specific needs of deaf persons.

## RESULTS

- Improved customer satisfaction: from 79% in May 2007 to 86% in 2011
- Record ridership increase, tripling the number of passenger trips to more than 10.6 million a year since the start of the contract
- Punctuality improvements from 57% in 2004 to 98% in 2013 ; out of which November and December 2013: 100% punctuality
- 18,600 customers transported in one day during the EPIC event in Auckland in February 2014
- 2013: 12 months without any workplace accident





# San Diego – USA

## SPRINTER

A true alternative to the private car

### CONTRACT FACTS

#### TRANSIT AUTHORITY

North County  
Transportation  
District (NCTD)

#### OPERATOR

Veolia Transportation/  
Transdev

#### ACTIVITIES MANAGED

Commuter light  
rail operations  
and maintenance

#### CONTRACT START

2007

### KEY FIGURES

#### SYSTEM

1 line  
22 miles (36 km) of track  
15 stations

#### RIDERSHIP

2.5 million passengers/  
year

#### VEHICLES

12 Diesel Multiple Units  
(DMUs)

#### STAFF

34 employees

## Context

NCTD provides integrated, multimodal transportation services for the communities of north San Diego County. The agency was challenged with bringing a new high-capacity central rail corridor into service and fully integrating it with existing commuter rail and fixed route bus services. NCTD chose DMU (Diesel Multiple Unit) equipment, which required special regulatory waivers for operations that were approved prior to service being launched.

## Transdev's answer

### Sharing international expertise

- Introduced best practices from European operations with similar equipment. Transdev and our mechanical subcontractor have significant experience with DMUs and previously operated the same Siemens vehicle.
  - Provided oversight through the regulatory approval process for the new DMU rolling stock and developed new operating procedures to satisfy regulatory requirements prior to start-up.
  - Worked with NCTD to develop an operational plan to guide intermodal system operations.
  - Tested and verified system performance in advance of launch to ensure flawless start-up of new rail operations.
- Worked with our client on several different plans to improve service. These plans included decreasing headways to provide additional capacity and added passenger convenience during peak periods and adding express trains to reduce running times between major stations.
  - Continuously optimized equipment for additions and cuts needed to match capacity with changing demand.

## Objectives

- Introduce brand new service and operating mode into community
- Integrate schedule of rail service with existing commuter rail and bus services.
- Operate on-time along majority single-track right-of-way
- Operate with precision to accommodate multimodal connections at corridor stations.

- Maximized space and welcome for significant numbers of bike users who take trains.

- Launched free Wifi access in February 2014 with the campaign "Surf Sprinter".

### Developing ridership

- Maintained rigorous on-time performance for seamless intermodal travel.
- Improved service levels – including an expanded weekend operating plan to accommodate passenger demand particularly for beach traffic and cyclists.
- Helped implement a marketing program aimed at increasing ridership among students attending the three colleges along the route. Offers include reduced price monthly passes.
- Supported our client in investigating different scheduling options to better coordinate connections with bus and rail services.
- Daily ridership is projected to grow by over 50% by 2030, with trains departing every 30 minutes.

## RESULTS

- 20% growth in passengers since 2007
- 99.8% on-time performance
- Outstanding safety record: 4 years without an employee injury
- Daily ridership record: 10,500 passengers in January and February 2013 corresponding to the start of the spring college semester
- 9% ridership increase after free Wifi access



#### CONTRACT FACTS

**TRANSIT AUTHORITY**  
South Florida Regional  
Transportation Authority  
(SFRTA)

**OPERATOR**  
Veolia Transportation/  
Transdev

**CONTRACT START**  
2007-2013  
renewed for 5 years

#### KEY FIGURES

**SYSTEM**  
72 miles (116 km) of track  
18 stations  
50 trains operated each  
weekday

**RIDERSHIP**  
15,000 passengers per day

**VEHICLES**  
14 locomotives  
and 42 coaches

**STAFF**  
94 employees

## Context

Tri-Rail is the commuter rail system that runs north-south between West Palm Beach and Miami. It serves the airports of Miami, Fort Lauderdale and West Palm Beach and communities in-between, as well as connecting with Miami's Metrorail (rapid transit) network. In 2007, Tri-Rail's image had suffered due to scheduling and reliability issues. For SFRTA, the challenge was to find an operations and maintenance partner capable of delivering top quality service that would encourage greater ridership.

## Transdev's answer

### Raising safety standards

- Implemented comprehensive new System Safety Plan with rigorous standards
- Provide ongoing safety training for all staff, including requalification and recertification.
- Conducted an extensive survey of staff attitudes toward safety and used results to measure and strengthen safety culture.
- Implemented successful "Stay Focused – Stay Safe" employee engagement program.

### A commitment to improved service for riders

- Redesigned schedules to provide better connections to existing bus services, and to accommodate the influx of passengers and families traveling to and from airports
- Added 14 more trains providing additional weekend service with dramatic on-time performance improvements.

## Objectives

- Provide consistent, high quality service with improved on-time performance.
- Establish a new benchmark for safety.
- Implement a culture of customer service and continuous improvement across all levels of the organization.
- Significantly increase ridership
- Design, introduce and operate expanded weekend service.

- Planned and executed a "bus bridging" service to get passengers to their destinations during planned and unplanned train service interruptions.
- Provided best practice safety and operating training to all staff, using Transdev's resources and experience.
- Increased visibility and connection of management to staff and riders.
- Introduced operations of new Rotem passenger cars.

### Continue to instill a customer care culture

- Provide thorough and ongoing customer care training for all staff, including Going for Care™, Transdev's proprietary program.
- Conduct joint monthly meeting with client focused on resolving issues and improving passenger experience.

## RESULTS

- Since Transdev began operations in 2007:
  - Ridership has increased from 11,000 to 15,000 passengers per weekday
  - On-time performance has improved from 35% to 85%; Transdev's contractual on-time performance continues at 99%

**DEPLOYMENT****ATLANTA, GA**

Metropolitan Atlanta  
Rapid Transit Authority  
Rail Tie Rehabilitation

**LONG BEACH, CA**

Port of Long Beach Pier F

**SAN DIEGO, CA**

San Diego Association of  
Governments (MTS San  
Diego Trolley)

**PERRIS VALLEY, CA**

Riverside County  
Transportation  
Commission (Perris Valley  
Commuter Line)

**SOUTHERN CALIFORNIA**

BSNF Railways

**LOS ANGELES, CA**

Southern California  
Regional Rail Authority  
(Metrolink Maintenance)

**BURBANK, CA**

Caltrans (District 7)

**HOUSTON, TX**

Metropolitan  
Transportation Authority  
(METRO Light Rail)

**NEW ORLEANS, LA**

New Orleans Regional  
Transit Authority

**Challenge**

Cities and regions face increasing demand for well-managed, cost-effective and high quality public transportation. The reliance on passenger rail in particular, has grown tremendously due to worsened traffic congestion in urban areas and high fuel prices. In a move to reduce maintenance and operation costs, improve performance and enhance operating efficiency, a growing number of transit agencies look to outsourcing its railway infrastructure maintenance.

**Transdev's solution**

VTMI is Transdev's american subsidiary dedicated to providing an integrated collection of railroad maintenance, project oversight and construction services for both freight and passenger rail systems. VTMI has extensive experience and a significant track record of delivering top quality service as both prime contractor and subcontractor under various contractual frameworks including Design-Build, Design-Build-Operate-Maintain, Design-Bid-Build, Project Management.

**Improving, replacing and adding rail infrastructure, including:**

- new track construction;
- rehabilitation of existing infrastructure;
- special track-work and grade crossings;
- capacity improvements;
- certified bridge inspection & repair;
- utility installation and modification.

**Delivering a full range of Maintenance of Way services:**

- inspection and compliance reporting;
- state of good repair assessments;
- track and structure repair and maintenance;
- signage and fence installation and repair;
- weed abatement, vegetation removal and pest control.

**Leveraging more than a century of knowledge and expertise:**

- extensive project management and construction services;
- state-of-the-art equipment;
- experienced crews;
- strong and positive safety record;
- rigorously managed budgets and cost control;
- excellent regulatory compliance;
- proven quality assurance programs.

VTMI is dedicated to serving client needs by managing projects and teams in coordination with the client to minimize revenue service disruption.

**A Committed Safety Culture**

Safety and compliance training is extensive and includes CWR Training, Roadway Worker, NORAC, MOW, GCOR, 213, PTC and more. At Transdev, there is no higher priority than the safety of our passengers and employees. We are relentless in our ongoing pursuit of world-class safety and are committed to continually elevating our performance.