

# Extra-financial Performance Statement

2024



# Table of contents

1. PROFILE

2. KEY FIGURES

3. EDITORIAL

4. BUSINESS MODEL

5. RISKS AND OPPORTUNITIES

6. CONCORDANCE TABLE

7. CSR ROADMAP

7.1 Environmental stakes

7.2 Social stakes

7.3 Societal stakes

7.4 Collective stakes

7.5 Indicator summary table

8. MAZARS REPORT

9. VIGILANCE PLAN

9.1 Governance

9.2 Risk mapping

9.3 Assessment procedures for subsidiaries and suppliers

9.4 Actions to mitigate risks and prevent serious harm

9.5 Alert mechanism

9.6 Monitoring system

9.7 Implementation report

3

4

6

8

10

11

12

14

18

22

26

30

32

35

35

36

37

37

43

43

44



**Environmental stakes**  
Find the interview with  
Emilie Coston on page 14



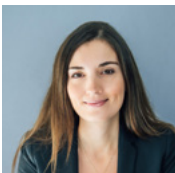
**Social stakes**  
Find the interview with  
Laetitia Besson on page 18



**Societal stakes**  
Find the interview with  
Julien Loknar on page 22



**Collective stakes**  
Find the interview with  
Helena Houia on page 26



**Collective stakes**  
Find the interview with  
Sophie Vinas on page 28

# 1. Profile

RATP Dev is a subsidiary of RATP Group, a specialist in high-capacity urban rail networks and complex projects, a global leader in metro networks, and the world's third-largest public transport operator. Around the world, our 25,000 employees design, operate, maintain and modernize automatic metro, regional train, tram, bus and many other transport modes.

We have built our expertise on the dense and constantly modernized Paris network. For 120 years, our experts have worked to manage complex projects, improve the passenger experience and help to organize major sports and cultural events.

Drawing on this unrivalled expertise, we serve more than 100 cities in 17 countries across 5 continents. We provide them with tailor-made solutions adapted to their environmental, social, growth and attractiveness challenges.

And because public transport makes sense for the planet, communities and regions, we want to help make cities more sustainable, fairly shared between different modes of transport, resource-efficient, inclusive, dynamic and connected to their surrounding areas.

At RATP Dev, we build, deliver and commit to the best in public transport, every day, everywhere, for everyone – **to make it the natural choice for cities and passengers.**



## 2. Key figures

**960 millions**  
TRAVELS ACROSS OUR NETWORKS

**From design to modernization, we mobilize a network of recognized experts to offer integrated expertise from A to Z and guarantee complete control of the value chain**

**100+**  
OPERATING SUBSIDIARIES  
AROUND THE WORLD



**25 000**  
EMPLOYEES



PRESENT IN  
**17 countries**

**270+**  
PROFESSIONS

We have built our expertise on the dense and constantly modernized Paris network, which is over a century old. Today, our experts are involved in the entire value chain: from design to maintenance, management of complex projects such as

automation, infrastructure know-how, traveler experience, energy efficiency, flow control during major events and more. As a result, we can offer the best in public transport to cities around the world, from France to Australia, from Saudi Arabia to

the United States — wherever there are pressing issues of environmental urgency, social inclusion, access to economic opportunities, reputation, or attractiveness.

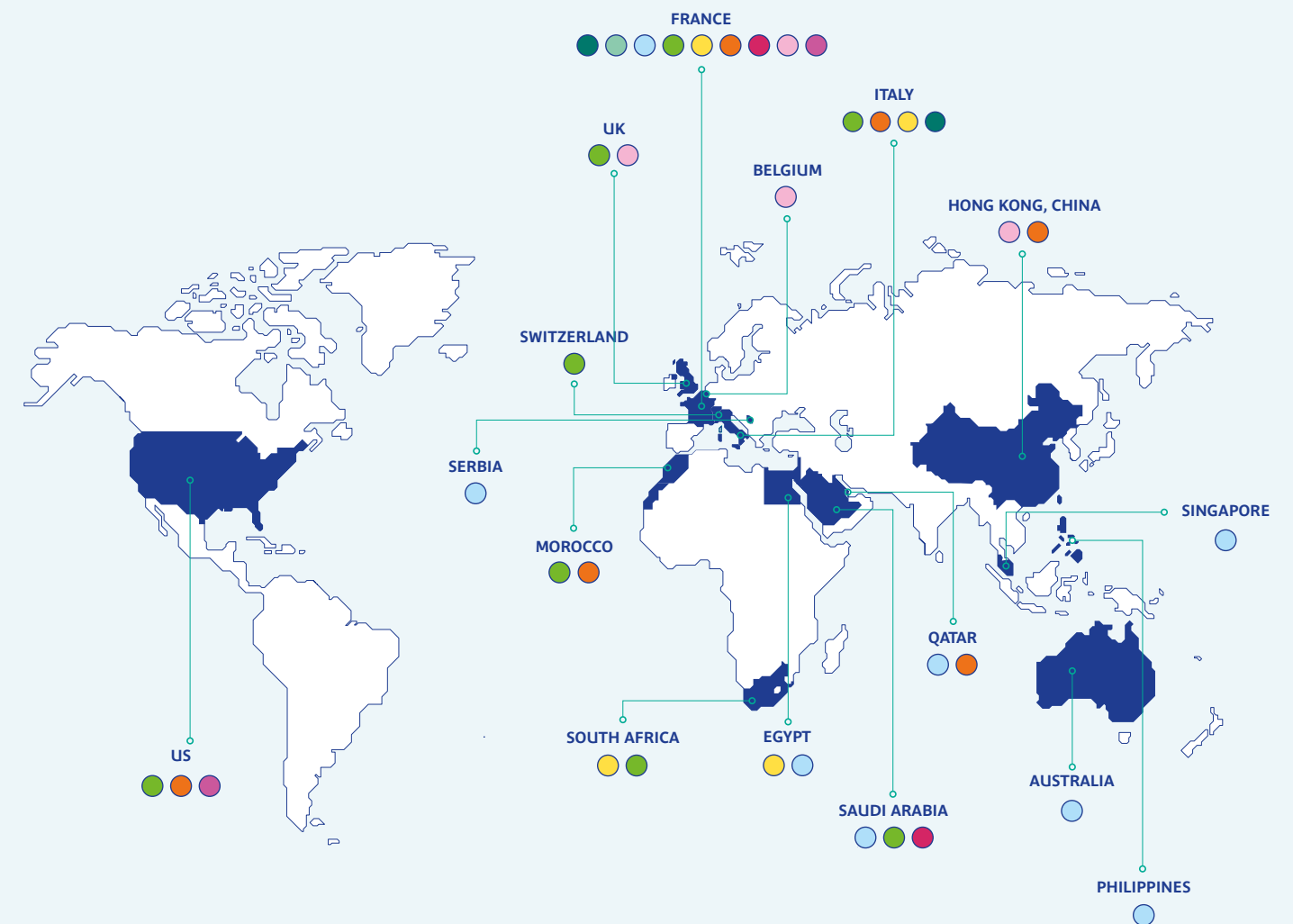
# 9

MODES OF TRANSPORT



# 17

OPERATING COUNTRIES



AND **3**  
LOCAL MODES



# 3. Editorial



HIBA FARÈS  
CEO



CÉCILE TUIL  
Senior VP – Clients & Engagement

“Doing only what is strictly necessary will never be enough.”

Hiba, you often state that you want to go further than your contractual and regulatory obligations require. Why is that?

—HIBA FARÈS When it comes to CSR, French and European regulations are among the most rigorous in the world and apply to our company as well as all our subsidiaries worldwide. Regulatory compliance is therefore mandatory. But the public transport business is primarily a matter of contracts, all of which are different and highly localized. Some include CSR commitments, for example in terms of energy sobriety or professional integration, while others do so to a lesser extent. However, complying with the contractual commitments that bind us to our customers is the golden rule of our business. That is why we could simply remain perfectly satisfied with following the rules and honoring the terms of our contracts. But I am convinced that a company must do more than that. Not only to retain and attract talent, but also to set ourselves apart from our competitors. To give meaning to the work done by our teams. To support changes in society. To strengthen our delicate sense of belonging. At the same time, CSR is an essential lever for team engagement. Because each and every one of us, regardless of our attitude towards environmental or social issues, knows that our societal model, on a global scale, is not sustainable. It is therefore our company's responsibility to address the challenges facing the world today. And it is my responsibility to build a company that is increasingly modern, attractive, dynamic – and sustainable. And to achieve this, doing only what is strictly necessary will never be enough.

Cécile, how do you motivate teams to go beyond what is strictly necessary in terms of regulations and contracts?

—CÉCILE TUIL It is true that requirements vary enormously depending on the contract. But companies and regulations are changing rapidly, so we need to start working today if we want to be ready tomorrow. Above all, at RATP Dev, as in the public transport sector at large, our teams are passionate and extremely committed to the common good, communities and the planet. It is for their benefit that we have devised a CSR roadmap that enables each of our subsidiaries, even the smallest ones, even those whose customers make no demands, to commit not only to the 'strictly necessary' but to the 'justly necessary'—what we can afford, what we must take responsibility for, and what meets the expectations of our teams. Because CSR is a vast field, which of course includes the environment and the climate crisis, but also road and rail safety, social inclusion, team well-being, business ethics, as well as the satisfaction of our customers and passengers. That is why our roadmap addresses all the issues that contribute to the sustainability of our business and the creation of value for our stakeholders—our customers and our teams, as well as our passengers and our communities. By combining momentum, continuous improvement, sharing best practices and achievable ambitions, we encourage each subsidiary to go further and do more. This is our obsession: to be pragmatic, collective, action-oriented and realistic. And the work we have been doing for several years, which we share transparently with you every year, proves it.



# 4. Business model

## Our resources

**HUMAN**  
25,000 employees

**FINANCIAL**  
€2+ billion in revenue\*

**INDUSTRIAL**  
100+ operations throughout the world

**INTELLECTUAL**  
21+ hours of training per employee each year

**ENERGY**  
1,148 GWh of energy consumed  
1,216 grams CO<sub>2</sub> eq./km in greenhouse gas emissions

## Value creation

**FOR COMMUNITIES**  
9 projects financed by the RATP Group Foundation

**FOR THE ENVIRONMENT**  
80\*\* facilities certified ISO 14001

**FOR REGIONS**  
17 operating countries  
100+ cities place their trust in us

100%  
of our transport networks have a data strategy\*\*\*

1.2M  
journey searches each day on our websites and apps

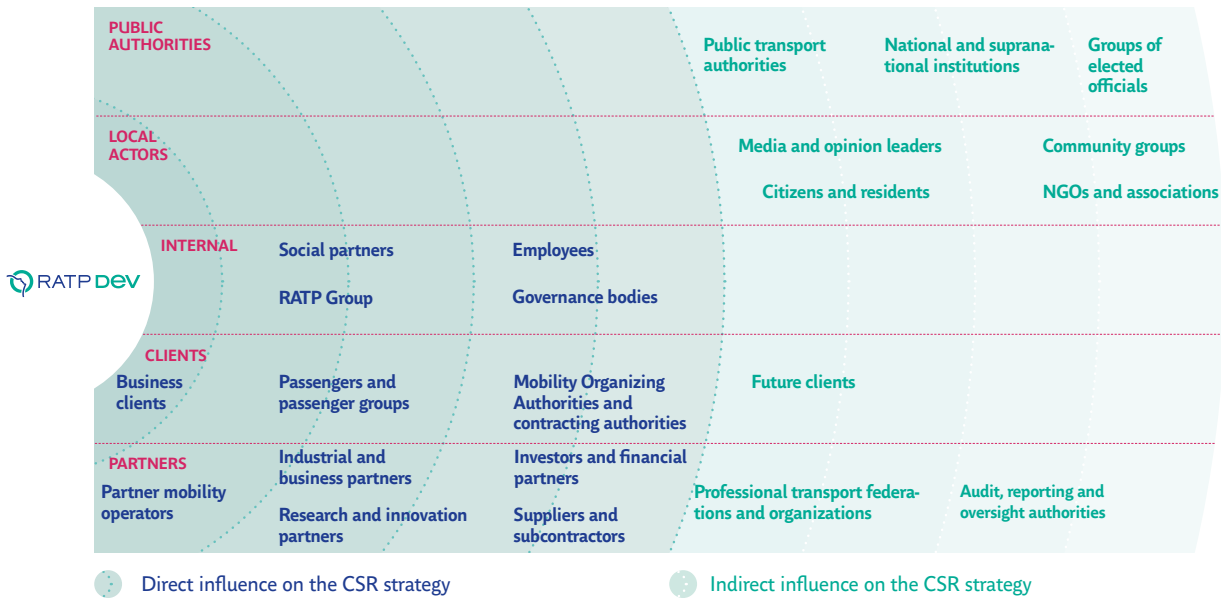
100+ M  
data points generated by our networks

\* Excluding our London bus subsidiary, sold in February 2025.  
\*\* For the 46 subsidiaries within the scope of 2024 reporting.  
\*\*\* The data strategy involves establishing a structure and tools for collecting and processing operational data, as well as adjusting and improving the service offering.

## Our stakeholders

Our stakeholders are split into two spheres of influence: stakeholders that have a direct influence on the RATP Dev's CSR strategy and those who exert indirect influence.

### Stakeholder influence



## Our values

Defined through a collaborative effort involving our 25,000 employees worldwide, RATP Dev formalized its four values in 2024. These values are embodied in the company's behavior and operating methods. They are an integral part of RATP Dev's strong and unique identity.

- **United:** We share knowledge, experience, and ideas. We learn from each other. Because we trust one another.
- **Caring:** We care about our teams. About our clients, passengers, communities, planet. About others. Because we're a people business.
- **Effective:** We deliver what's right, what's fair. Day in, day out, all over the world. Seamlessly. Hands on. No compromise!
- **Daring:** New challenges. New heights. All contracts, clients, geographies. Never taking anything for granted.

# 5. Risks and opportunities

	RISKS	PRIORITY STAKES*	OPPORTUNITIES
Environment	Lack of mitigation, slow transition to decarbonized transport	Energy and Climate	Promotion of “clean” buses (electric, hybrid, biofuel and hydrogen) to public transport organizing authorities. Development of bike fleets and on-demand transportation for last-mile logistics. Contribution to the “2050 net zero” target
	Excessive or uncontrolled consumption of energy from traction, auxiliary vehicles and buildings		Widespread adoption of environmentally friendly driving techniques, as well as the optimized management of lighting, air conditioning and heating, leading to a reduction of energy costs. Promotion of renewable energy through appropriate strategies
Social	Accidents or serious incidents affecting employees or subcontractors	Occupational health and safety	Implementation of safety management systems and an effective health and safety culture
	Working conditions that do not allow employees to thrive	Quality of life and working conditions	Implementation of RATP Dev’s WeCare program
Societal	Road accidents; company non-compliance	Road and rail safety	Enhancing our teams’ skills in road safety
	Rail incidents (collision, derailling)		Enhancing our teams’ skills in rail safety
Collective	Breaches of integrity, non-compliance with competition law rules, lack of transparency in business relations	Ethics and Business practices	Strengthen RATP Dev’s reputation for exemplary business ethics through the implementation of control systems (internal and upstream value chain)
	Difficulty in attracting talent, from drivers to engineers	Attractiveness and employer branding	Improvement of service quality by solving understaffing issues, retaining personnel and increasing appeal to attract top talent
	Underrepresentation of women in the workforce	Gender balance	Combating gender stereotypes

\* Priority stakes: collective and mandatory. Priority stakes to be monitored by all subsidiaries with an action plan and managed in a global and coordinated manner.

# 6. Concordance table

COMMITMENT	STAKE	KPI	ISO 26000 CHAPTER	GRI REF.	RELATED SDG
Environment	Energy and Climate*	GHG emissions/km (grams of CO <sub>2</sub> eq./km)	6.5.3	305	
		Total energy consumption (kWh)	6.5.4	303	
	Water management	Water consumption/km (liters/km)	6.5.4	303	
	Waste management and circular economy	Volume of hazardous waste (tons)	6.5.3	306	
	Biodiversity	Indicators currently being defined	6.5.6	304	
Social	Occupational health and safety*	Frequency rate Severity rate	6.4.6	403	
	Quality of life and working conditions*	Absenteeism rate (%)	6.4.6	403	
		Employee turnover rate	6.4.5	401	
	Competencies management	Training: average number of training hours per employee per year (hours/employee/year)	6.4.7	404	
Societal	Social dialogue	Number of collective bargaining agreements or protocols signed over the year	6.4.5	407	
	Road and rail safety*	Covered in the Management Report	6.7.4	416	
		Covered in the Management Report	6.7.4	416	
	Traveler satisfaction	Indicators currently being defined	6.7.6		
	Community engagement	Number of community projects and amount financed by the RATP Group Foundation	6.8.3	413	
	Integration	Number of recruitments of people with disabilities over the year Total number of people with disabilities employed by the company	6.3.7	406	
	Responsible purchasing	Indicators currently being defined	6.6.6	414	
Collective	Ethics and Business practices*	% of employees who have received anti-corruption training	6.6.3	205	
	Attractiveness and employer branding*	Indicators currently being defined	6.4.7	401 à 405	
	Gender balance*	% of workforce made up by women % of executive positions held by women	6.3.7	405	
	Client expectations (Mobility Organizing Authorities)	Indicators currently being defined	6.7.6		
	Diversity	Indicators currently being defined	6.3.7	406	

\* In bold: priority, collective and mandatory stakes. Priority stakes concern all subsidiaries via action plans based on continuous improvement.

# 7. CSR roadmap

A resolutely pragmatic, operational and collective roadmap that is anchored in the efforts of all our teams

Public transport is virtuous for the planet, communities and regions. That is why we want to make it the natural choice for our customers and passengers, so we can help make cities sustainable, equitably shared between different forms of mobility, supportive, dynamic and connected to their regions. That is our CSR ambition.

To achieve this, we have devised a clear and comprehensible roadmap: to go beyond our contractual and regulatory obligations, while affirming RATP Dev's position as a responsible player and a distinctive voice in public transport. That is the meaning behind our **four commitments**:

#1 ENVIRONMENTAL COMMITMENT

We are committed to reducing the environmental impact of each of our networks and to promoting a shift in modes of transportation.

#2 SOCIAL COMMITMENT

We are committed to being an exemplary employer, caring for the well-being of our employees.

#3 SOCIETAL COMMITMENT

We are committed to supporting local business and co-constructing customized solutions, tailored to our clients' specific day-to-day challenges.

#4 COLLECTIVE COMMITMENT

We are committed every day with pride, conviction and transparency.

These four commitments are broken down into **18 stakes** that represent the expectations of our customers and their regions, our passengers and our teams. They are divided into 2 categories:

- **7 priority stakes** concern all our networks. They are the subject of a collective ambition and a global program steered by an RATP Dev expert. The action plans are based on continuous improvement and take into account the wide variety of our networks and contracts.
- **11 complementary stakes** are managed by our networks. They are coordinated globally by an RATP Dev expert, who supports the networks in achieving their ambitions.

This year, our extra-financial report presents the roadmaps for our 7 priority stakes.

For each stake, we are committed to ensuring that our programs are pragmatic and bring value to our subsidiaries and networks, support and strengthen the initiatives taken locally by our teams, and build on concrete, quantified, replicable achievements.

This is because our CSR strategy is resolutely pragmatic, operational, collective and rooted in action.

"We have identified the best experts, each supported by a sponsor from the executive committee to steer each of our 18 stakes. Together, they ensure the ambition, relevance and effective deployment of our programs in a coherent and targeted way, aligned with on-the-ground realities."

GRÉGORY MALET  
CSR DIRECTOR, RATP DEV



## OUR STAKES

**Priority stakes** are shared by all our networks: they are driven by the head office, rolled out locally and backed by structured governance.

**Complementary stakes** are selected by the subsidiaries according to their local specificities and are supported by head office.

**Leaders** are responsible for the roadmap, which is supervised by the CSR steering committee.

**Sponsors** are members of RATP Dev's Executive Committee.

PRIORITY AND COMPLEMENTARY STAKES		
Basis of the 2024 roadmap		
Environment	Energy and Climate	Leaders: Emilie Coston, Grégory Malet Sponsors: Cécile Tuil, Philippe Diebold
	Water management	Leader: Emilie Coston Sponsor: Philippe Diebold
	Waste management and circular economy	Leaders: Emilie Coston, Grégory Malet Sponsor: Cécile Tuil
	Biodiversity	Leaders: Emilie Coston, Grégory Malet Sponsor: Cécile Tuil
Social	Occupational health and safety	Leader: Emilie Coston Sponsor: Philippe Diebold
	Quality of life and working conditions	Leaders: Helena Houia, Laetitia Besson, Sabrina Ratkovic Sponsor: Florence Yvan
	Competencies management	Leader: Helena Houia Sponsor: Florence Yvan
	Social dialogue	Leaders: Helena Houia, Laetitia Besson, Sabrina Ratkovic Sponsor: Florence Yvan
Societal	Road and rail safety	Leader: Julien Loknar Sponsor: Philippe Diebold
	Traveler satisfaction	Leader: Emmanuel Colin Sponsor: Cécile Tuil
	Community engagement	Leader: Sophie Castagne Sponsor: Cécile Tuil
	Integration	Leaders: Helena Houia, Laetitia Besson, Sabrina Ratkovic Sponsor: Florence Yvan
	Responsible purchasing	Leader: Rémi Zask Sponsor: Cécile Tuil
Collective	Ethics and Business practices	Leader: Sophie Vinas Sponsor: Barbara Duguay
	Attractiveness and employer branding	Leader: Helena Houia Sponsor: Florence Yvan
	Gender balance	Leader: Helena Houia Sponsor: Florence Yvan
	Client expectations (Mobility Organizing Authorities)	Leader: Sophie Castagne Sponsor: Cécile Tuil
	Diversity	Leader: Helena Houia Sponsor: Florence Yvan



# 7.1 Environmental stakes



INTERVIEW WITH EMILIE COSTON  
DIRECTOR OF OPERATIONAL PERFORMANCE AND HSE

“Our path to carbon neutrality has led us to think about climate and energy as one stake.”

## What is RATP Dev’s commitment when it comes to energy and climate?

—**EMILIE COSTON** We’re tackling this issue by providing concrete solutions to the challenges posed by the climate emergency and the depletion of natural resources. In 2024, our top priority was to define clear pathways to improve our energy performance and reduce our carbon footprint. That meant looking at both regulatory requirements and the areas where we can take meaningful action across the buildings, rolling stock and infrastructure we own or manage. By 2027, our goal is to have four large networks certified to ISO 50001. Looking ahead to 2030, we want to build a strong internal culture around energy and climate issues to support the rollout of our climate adaptation strategy across RATP Dev.

## What were the key milestones of 2024?

—**EC** RATP Dev has been working for many years to reduce both its energy use and carbon footprint. Over time, we’ve introduced a range of solutions designed to optimize energy consumption across our networks, including eco-driving, smart climate control systems and energy-saving measures during vehicle downtime. One example is our Maint’Up solution, which is already being used on nine networks as part of their energy transition plans. Building on that progress, this year we formalized

a clear roadmap in collaboration with the CSR team, RATP Consulting and our largest French and international networks. In France, that work translated into two ambitious but achievable targets. We aim to help clients reduce CO<sub>2</sub> emissions by 35% per 100 kilometers traveled and increase the share of alternative-energy buses to 55% by 2030, compared with 2023 levels. To support these efforts, we brought together HSE directors from our largest networks for a climate workshop. There, we mapped out key challenges and identified shared levers for action. This collaborative approach is helping us strengthen internal processes and turn reporting into a tool for real performance management. Looking ahead, new tenders and network takeovers give us valuable opportunities to align our standards more consistently and deepen our understanding of local needs and expectations.

## What’s planned for 2025?

—**EC** 2025 will be a year of acceleration. We’ll roll out a series of operational and innovative action plans to safeguard employee health and safety and improve our environmental performance. There’s a strong awareness across all levels of the company of the need to act, put clear structures in place and align our practices, all while respecting the unique characteristics of each subsidiary.



ENERGY & CLIMATE

## Fueling our European bus fleet with alternative energy

### Decarbonization is a core priority for RATP Dev.

We work closely with local transit authorities to support their energy transition strategies and continue expanding our fleet of “clean” buses — electric, hybrid, biofuel and hydrogen-powered.

In **La Roche-sur-Yon** (France), RATP Dev is partnering with CNAM, Lhyfe and Énergie Formation to open a hydrogen bus maintenance training center in 2025. The center will be located at Atinéa, a former industrial site that has been transformed into a local hub for low-carbon energy, including hydrogen. This hydrogen is produced using wind power. Electricity generated by turbines powers an electrolyzer, which produces clean hydrogen. That hydrogen is already being used by our subsidiary in La Roche-sur-Yon, which received its first hydrogen bus at the end of 2021 and has since expanded the fleet.

The goal of this initiative is to build expertise around hydrogen technologies, helping our teams develop the specific skills and best practices needed to support this key energy source in the decarbonization of transport.

ENERGY & CLIMATE

## 300 electric vehicles in the US by 2030

RATP Dev’s energy transition is also gaining momentum in the United States. Diesel buses are gradually being replaced with more modern vehicles that meet strict environmental standards. In cities like **Lubbock** (Texas) with Citibus, **Columbia** (South Carolina) with The Comet and **Prince George’s County** (Maryland) with TheBus, our US subsidiary already operates more than 100 electric vehicles and 137 hybrid buses. RATP Dev in the US now operates some of the largest electric bus fleets on the East Coast, including CTtransit for the Connecticut Department of Transportation and the DC Circulator in Washington, D.C. Each partnership with a US transit agency strengthens our subsidiary’s expertise in the operation, maintenance and management of alternatively powered buses.







↑  
ENERGY & CLIMATE

Eco-driving and eco-parking: energy savings around the clock

Did you know that adopting eco-driving techniques can cut fuel consumption by nearly 15% and reduce carbon emissions? At RATP Dev, we actively promote awareness of these methods among our employees. For example, in **Casablanca** (Morocco), all drivers on our rapid transit bus routes received eco-driving training in 2024.

In **Angers** (France), our digital maintenance solution Maint'Up collects data from our vehicles and promotes eco-driving by sharing energy consumption figures with our teams. This covers both traction energy and auxiliary uses like air conditioning and lighting. Maint'Up also analyzes each journey to identify the most energy-efficient route.

Energy savings continue even when a vehicle is stopped. Our data concentrators detect vehicles left running unnecessarily. Combined with geolocation and alert systems, they allow us to monitor bus energy use continuously — even at the depot. This has led to more than 4% savings in vehicle energy costs and provides an effective way to train drivers and maintenance teams on energy-conscious habits during downtime.

1,216 grams CO<sub>2</sub> eq./km  
greenhouse gas emissions from traction



↑  
ENERGY & CLIMATE

Planning ahead for **extreme weather** in Johannesburg and Cairo

In 2024, 29 extreme weather events linked to climate change were recorded worldwide, making environmental risk preparation everyone's responsibility. In **Johannesburg** (South Africa), our subsidiary Bombela Operating Company (BOC) collaborates closely with local authorities along the rail lines it manages. Members of its HSE team take part in municipal safety committees and receive early warnings from public disaster management centers when severe weather is expected. This proactive approach helps set minimum safety standards for operations. BOC is also developing a business continuity plan aligned with ISO 22301 and ISO 27031 standards.

Vigilance is equally important in **Cairo** (Egypt), where RATP Dev Mobility Cairo reduces metro speeds during extreme heat. Each line also has its own flood response plan, including preventive measures such as placing sandbags at vulnerable points across the network.

ENERGY & CLIMATE

Sun Tran grows its **sustainable fleet** in Tucson, Arizona

Operated by RATP Dev in **Tucson**, Sun Tran became the first public transit network in Arizona to introduce battery-electric buses in 2021. Ten 12-meter-long GILLIG buses — quiet and zero-emission — are now in service in the city. They complement an existing fleet that includes compressed natural gas (CNG), biodiesel and hybrid buses.

The network is fully committed to building a sustainable fleet to protect the environment. As part of its carbon neutrality roadmap, Sun Tran plans to replace all diesel buses with CNG or electric vehicles by 2028.

According to Cyril Aubin, Regional CEO for North America and UK: "Introducing electric buses in Tucson marks a major step toward a more sustainable energy future. This collaborative project and the city's commitment to adopting advanced technology reflect the values of the Tucson community."



BIODIVERSITY

Turning off irrigation to **regenerate plant life**

Since 2012, RATP Dev in **Brest** (France) maintained a traditional grass lawn on a thin substrate, requiring frequent watering from spring to fall at an annual cost of about €80,000. To adapt to increasingly frequent drought episodes by using more resilient vegetation, the decision was made in 2023 to stop irrigation. Since then, the plants have begun to regenerate naturally and new species of grass have taken root. Following this success, the decision was made not to install an irrigation system for the network's second line. Studies and trials of different plant varieties are underway to guide landscape planning according to new climate conditions and water constraints.



WATER MANAGEMENT

Cairo and Riyadh: **smarter irrigation** for green spaces

Water scarcity is a major global challenge. The number of people living in cities and facing water shortages could rise from 930 million in 2016 to nearly 2.4 billion by 2050. That is why RATP Dev subsidiaries are encouraged to adopt more water-efficient practices.

**Cairo** depends on the Nile for its water supply. RATP Dev Metro Cairo optimizes water use across all operations, including recycling water from train washing. For green spaces, which increasingly feature drought-tolerant plants, the team uses non-potable water and irrigates early in the morning to reduce evaporation. Capital Metro Company (CAMCO) in **Riyadh** (Saudi Arabia), a joint venture between RATP Dev and Saudi partner SAPTCO, uses a similar approach. CAMCO employs an automated drip irrigation system that runs early in the morning. The plants selected for these spaces are well suited to the local climate with very low water needs.



CIRCULAR ECONOMY

RATP Dev AlpBus **joins the loop**

RATP Dev AlpBus, which operates cross-border coach routes in **Haute-Savoie** (France), took part in the "Join the Loop" ("Entrez dans la boucle") project. Led by the metropolitan hub of the French Genevois, this initiative promotes better local resource and waste management. The idea is simple: companies in the same business park collaborate to create synergies and share best practices for waste sorting, recycling and reuse. They also pool disposal channels and services. Each company receives support to set up responsible waste processing and recovery systems. Backed by strong local support, the initiative has helped build new connections between businesses and other regional players, including local authorities, civil society, institutions and private partners.

## 7.2 Social stakes



INTERVIEW WITH LÆTITIA BESSON  
DIRECTOR OF HR STRATEGY AND PROJECTS

**“We are committed to listening to employees, so it’s essential we act on what they tell us.”**

### What is RATP Dev’s commitment to quality of life and working conditions?

—**LÆTITIA BESSON** We aim to create a dynamic, inclusive workplace where employees can innovate and contribute to RATP Dev’s collective success. We also want to attract and retain talent by offering a supportive environment that promotes wellbeing, diversity, safe and inclusive workspaces, continuous learning and a healthy work-life balance. This is our goal for 2029. It reflects the expectations of candidates who are looking for meaningful work, strong values and a respectful environment for every individual.

### What was your main focus in 2024?

—**LB** We prepared an employee survey for distribution across all our subsidiaries in April 2025. This is a major milestone. For the first time, about 25,000 employees will be able to share their views anonymously on topics like

engagement, satisfaction, quality of life and working conditions. We paid close attention to how the questions were written. They have also been translated into five languages to make sure they’re easy to understand. This internal survey is a key step in building our roadmap.

### What are the next steps?

—**LB** Analyzing the results will allow us to design and implement action plans at both the local and company-wide level starting in July 2025. These plans will align with our strategic goals, our values and the pillars of our Quality of Life and Working Conditions (QVCT) framework. We will monitor progress to ensure we adapt to local needs. In parallel, with support from our ambassadors—who serve as key QVCT points of contact—we’ll regularly identify and share best practices across all RATP Dev subsidiaries. Our goal is to strengthen employee engagement and satisfaction while fostering a caring, inclusive workplace culture.

**25,000**  
employees contacted

for survey accessibility

**5 languages**



HEALTH AND SAFETY AT WORK

### Occupational health and safety: aiming for **zero serious or fatal accidents**

**Zero accidents for our employees and subcontractors**—that is RATP Dev’s ambition. Our occupational health and safety roadmap, developed collaboratively in 2024, aims to standardize our approach to support the implementation of best-in-class practices and reduce workplace accidents.

RATP Dev has adopted a occupational health and safety directive, supported by guidance documents to help structure management systems, along with an annual support and inspection plan covering a sample of subsidiaries. Beyond our internal road and rail safety audits, we have reviewed and reinforced internal controls, on-call procedures and annual reporting. Several initiatives support this approach, including the creation of a network of HSE directors within subsidiaries, awareness campaigns, innovation projects and the gradual certification of our entities to ISO 45001.

This roadmap is driven by initiatives from across the company. For example, the “Report it, Sorted” campaign launched by our subsidiary in **Johannesburg** (South Africa) encourages employees to report hazardous situations. Since its launch in 2022, work stoppage accidents have dropped by 33% across the network.





QUALITY OF LIFE AND WORKING CONDITIONS

Well-being at work: on-site consultations for employees

Four times a month, our Lorient subsidiary (France) invites a health specialist—either a physiotherapist or naturopath—to meet with employees in a dedicated space. These 30-minute consultations offer personalized care to relieve and prevent pain, encourage movement to counter sedentary habits and promote relaxation. They’re also valuable opportunities for employees to speak with attentive professionals. In 2024, around 100 employees benefited from this company-funded support.

“The RD Lorient Agglomération initiative is both innovative and hugely positive,” said Laëtitia, a physiotherapist involved in the program. “These sessions help prevent musculoskeletal issues while improving overall well-being at work. Our bodies sometimes struggle to keep up and it’s important to take time to care for ourselves. These little breaks provided by the company are truly a gift for employees.”

QUALITY OF LIFE AND WORKING CONDITIONS

In Johannesburg (South Africa), our subsidiary continues its efforts to promote workplace well-being

Physical, mental and social well-being strengthen team cohesion and boost performance across the company. In 2024, the focus was placed on financial well-being: our subsidiary and its partners (4D Healthcare Consulting and Morebo Group) provided teams with essential information about the country’s available health benefits, including top-up coverage that helps fill gaps in care. Other essential topics were also covered: the two-pillar retirement system, the newly introduced savings model and the importance of keeping personal health benefit information up to date. All of this aims to help employees and their families stay informed and better protected.

This one-week program is part of the subsidiary’s broader well-being strategy and reflects its commitment to going beyond national standards.



SKILLS DEVELOPMENT

Developing skills from leadership to first aid in the United States

In 2024, the first leadership development and mentoring program was launched in the United States. This program pairs newly appointed managers with more experienced colleagues for personalized guidance.

In Washington state, several suppliers—Bode, Hanning & Kahl and Knorr-Bremse—were invited on-site to deliver specialized maintenance training. Internal training programs also aim to ensure that all employees can provide first aid to both adult and child passengers and respond to fire emergencies through extinguisher drills.

Several participants have already earned or are working toward certification under the Transit Safety and Security Program, delivered by the Transportation Safety Institute.

# 7.3 Societal stakes



INTERVIEW WITH JULIEN LOKNAR  
DIRECTOR OF RAIL AND ROAD SAFETY

“Sharing experience helps embed best practices across all our networks.”

## What is RATP Dev's commitment to road and rail safety?

—**JULIEN LOKNAR** Our goal is to ensure the highest level of safety for passengers, employees and all other stakeholders involved in the networks we operate and maintain. Safety is a core part of our DNA and reflects the shared values of the RATP Group. We've set ambitious goals around internal audits, audits quality and the promotion of a strong safety culture across every network we manage, regardless of the transport mode.

## What are your priorities for 2025?

—**JL** Our 2025 priorities build directly on the work done in recent years. We'll continue to support subsidiaries in applying the standards laid out in our road and rail safety frameworks. We also want to increase experience sharing across entities to strengthen skills across the board. We'll keep relying on our local safety contacts in each subsidiary. This is going to be essential if we're to meet our goals.

## Why is it vital to build a safety culture in every country?

—**JL** Every network under the RATP Dev banner reflects the values of the company—and more broadly, those of the RATP Group. We need to clearly define the foundations of a strong safety culture based on international best practice and ensure it's built into a common framework that's shared and understood by all. Creating this kind of shared safety culture across diverse networks is complex, but it's a critical step toward reducing accidents over the long term.



ROAD AND RAIL SAFETY

## Retroreflective stickers: simplicity that works

Retroreflective stickers are the public transport equivalent of a high-vis vest. Whether on buses and coaches in **La Roche-sur-Yon** (France), **Casablanca** (Morocco), **Tuscany** (Italy) or the **United States**, they're catching up across the Group. Based on RATP Dev's graphic identity, these stickers help vehicles “see and be seen,” boosting both safety and brand visibility. While reflective strips are now mandatory on coaches and trucks, that's not the case for city buses. By increasing vehicle visibility, this simple, cost-effective solution helps reduce accidents and improve safety for everyone. Drivers have welcomed the initiative, reporting greater peace of mind on the road. It's also been recognized with an internal innovation award.

## ROAD AND RAIL SAFETY

## Safetracker and Maint'Up: tools that make a difference

Reliable, standardized data is essential for building and rolling out a consistent safety strategy across all RATP Dev subsidiaries. It makes it possible to target the themes or networks where actions can deliver the greatest potential benefits. To that end, RATP Dev is drawing on the power of its internally developed tools, Safetracker and Maint'Up, which are currently being rolled out across its subsidiaries.

## Les bons réflexes #2



Pour ma sécurité, je suis équipé



ROAD AND RAIL SAFETY

## IZILO's blind spot campaign makes roads safer for cyclists

IZILO, the public transport network of **Lorient Agglomération**, launched a safety awareness campaign in 2024 focused on cyclists and blind spots. Alongside signage on buses, the campaign includes workshops for staff. Drivers are trained to better understand the growing number of cyclists on the road, especially in high-traffic areas where road space is shared. Seventeen of IZILO's 95 buses are now equipped with blind spot detection cameras, with the entire fleet set to follow by 2031. A certified “bike-friendly employer,” the company also encourages cycling—many of its employees now commute by bike.



RESPONSIBLE PROCUREMENT

A workshop dedicated to responsible procurement

RATP Dev was selected by Sytral Mobilités to operate heavy modes of transport in the **Lyon** metropolitan area for 10 years, starting January 1, 2025. To prepare for rollout in 2025, the teams launched a workshop focused on responsible procurement in July 2024. They are working with the Greater Lyon Employment and Inclusion Agency (Maison métropolitaine d’insertion pour l’emploi), which is acting as assistant project manager for the social inclusion aspect. Its role is to support RATP Dev in defining and implementing responsible procurement practices that include social inclusion goals. The project also involves reviewing existing contracts and organizing a dedicated procurement lab in February 2025 to address these priorities.



PASSENGER SATISFACTION

In Rennes, a safe place to help tackle insecurity

**Listen. Reassure. Inform.** To better combat street harassment and other forms of aggression in public spaces, all employees at our **Rennes** subsidiary (France) have been trained to support people facing these situations. The training is delivered through the Umay mobile app by Ocean Pink, which helps tackle street harassment and gender-based violence. Designed specifically for frontline public-facing teams, the training equips staff with the right reflexes, helps them adopt the appropriate stance when supporting victims, and teaches what to say and what not to say. Following this initiative, the KorriGo Space at Rennes bus station is now officially listed as a “safe place” on the Umay app, which helps make public transport safer by allowing users to share their real-time location.



PASSENGER SATISFACTION

Helping young children become more aware of public transport

**The American Public Transportation Association (APTA)** awarded RATP Dev USA the prestigious AdWheel Award for Best Educational Initiative in the print media category. The award recognizes a creative and engaging coloring book designed to introduce children to the history and concepts of public transport in a fun and accessible way. It reflects the team’s strong commitment to meaningful causes and highlights RATP Dev’s wider efforts to promote innovation and education, especially in underserved communities.



PASSENGER SATISFACTION

Community outreach in the Philippines: LRMC recognized with RATP Dev’s support

Since 2015, RATP Dev has supported Light Rail Manila Corporation (LRMC) in operating and maintaining Line 1 of the Manila metro, as well as in staff training. Both companies share a strong commitment to improving the living conditions of local communities. They work with the Binhi English Literacy Foundation to support reading education for disadvantaged Filipino children and help improve literacy levels. In 2024, the volunteer efforts of the **Manila**-based teams were honored with multiple awards. At the Philippine Quill Awards and Anvil Awards, LRMC received a Top Award for CSR communications, a Merit Award for community relations and an Award of Excellence in corporate social responsibility.

SOCIAL INCLUSION

Creating job opportunities in La Roche-sur-Yon

In **La Roche-sur-Yon** (France), RATP Dev’s local network partnered with the urban area’s employment service to launch the “Jobs Close to Home” initiative (“Des emplois près de chez vous”). This project reflects the social mission of public transport by helping jobseekers explore new career opportunities in the sector. It invites participants to visit local worksites and discover the variety of roles within public transport. To make this possible, the local subsidiary arranged dedicated shuttle services from two departure points, providing free transport to the host companies. The project originated from our internal Innov & Go challenge, which generates more than 100 new ideas per edition — many of which are shared and replicated across RATP Dev networks.



SOCIAL INCLUSION

Promoting inclusion of people with disabilities in Italy

**GEST**, RATP Dev’s Italian subsidiary operating **Florence**’s tram system, recently welcomed a new team member on the autism spectrum. A lifelong tram enthusiast living near the maintenance center, he first visited the company in October 2023 with his mother during a presentation of GEST’s social initiatives. In 2024, he joined the team, initially working two days a week before moving to a full-time position. Starting with adapted tasks, he quickly gained the support of colleagues and saw his responsibilities grow as he developed confidence and skills.

SOCIAL INCLUSION

Supporting the integration of disadvantaged youth in Cairo

In July 2024, RATP Dev’s **Cairo** subsidiary (Egypt), the RATP Group Foundation and Samu Social International signed a sponsorship agreement to support young people living on the streets. The initiative, called “Bridges of Opportunities,” aims to promote their social and professional integration. Through the Foundation, 120 young people aged 15 to 24 living in seven partner centers in Cairo receive financial support. At the same time, RATP Dev also offers non-financial support. The program provides an educational framework and essential life skills. Employees in Cairo contribute by organizing workplace immersion days, career presentations, mentorship opportunities and internships to help these young people take their first steps into working life.

SOCIAL INCLUSION

Inclusive transport initiatives in South Africa and Egypt

How can we better meet the needs of passengers who are deaf, hard of hearing or visually impaired? This question guides all our networks as we work to improve the passenger experience. In **Johannesburg** (South Africa), our subsidiary offers sign language training to frontline staff. The idea came from strategic alignment sessions where employees propose initiatives to improve daily life for staff and passengers. In **Cairo** (Egypt), our subsidiary has trained 180 agents in Egyptian sign language and introduced it into daily operations. Dedicated videos are played at ticket offices and on platforms in all stations, making essential information available to everyone. The Capital Train and Green Metro Line in Cairo also collaborated with trainers from the Baseera Foundation to support visually impaired passengers. The program teaches users how to buy tickets, navigate stations safely and board trains confidently — enabling everyone to travel independently and with peace of mind.

# 7.4 Collective stakes



INTERVIEW WITH HELENA HOUIA  
HEAD OF HUMAN RESOURCES, DIVERSITY AND  
INCLUSION - UNITED ARAB EMIRATES

“Giving everyone a  
chance to thrive in an  
international  
organization.”

## What are your goals regarding gender balance, employer appeal and brand image?

—HELENA HOUIA These are core priorities for us and we have a clear roadmap for the next five years. Achieving gender balance is essential to better reflect the diversity of society within our workforce. Our target is to reach 25% women in our global workforce and 40% in leadership roles by 2029. To reach this goal, we are focusing on four key areas: developing our employer brand—especially among women—to boost appeal; improving internal practices to combat discrimination and harassment; supporting women's career growth and access to training; and using data and performance indicators to drive continuous improvement. Ultimately, we want to attract top talent that represents the communities we serve and ensure everyone can grow and succeed within the Group.

## What actions are you taking specifically toward gender equality?

—HH We have launched several initiatives to attract more women and improve their employability. In 2024, we introduced a single, unified recruitment platform across the company. This gives us better visibility of applicant profiles, increases transparency and provides measurable data that helps make our hiring processes fairer and more inclusive.

## Why does diversity matter?

—HH In many countries, diversity is a real performance driver for our subsidiaries and thus a top priority. That's why we ensure our recruiters and managers are equipped to hire candidates from diverse backgrounds and we raise awareness about unconscious bias. Our goal is clear: to be an employer of choice known for creating a safe, inclusive and rewarding workplace. RATP Dev should be a company where everyone can find their place, regardless of background, circumstances and journey. This also aligns with a key mission of public transport—to serve as many people as possible, starting with those furthest from employment.

21%

percentage of women in the  
RATP Dev workforce in 2024

38%

percentage of women in RATP  
Dev management in 2024



GENDER EQUALITY

## In Egypt, gender parity is on the right track

Public transport remains a male-dominated sector in many parts of the world, making it harder for women to access certain roles. In **Cairo** (Egypt), RATP Dev Mobility Cairo is changing that by recruiting women into positions traditionally held by men. Today, women work across all departments—including as metro drivers, station managers or maintenance engineers like Woroud Ahmed. What Woroud enjoys most about her job is solving maintenance issues and sharing her knowledge. “Training younger, less experienced colleagues is incredibly rewarding,” she says. Her dream is to continue working with the same pride and enjoyment. “The company truly wants women to take on more responsibility. I feel encouraged and supported in my professional growth.” Naturally, she encourages young girls to pursue careers in engineering. “There’s so much to learn. Understanding how your environment works is deeply satisfying.” Above all, Woroud hopes that “every woman can follow her dreams, study what she wants and build a career in the field she chooses—so she can thrive and succeed.”





INTERVIEW WITH SOPHIE VINAS  
CHIEF COMPLIANCE OFFICER

“The strength of our ethics and compliance network helps us move further and faster.”

What is RATP Dev’s commitment to compliance?

—**SOPHIE VINAS** We have a program built on three key pillars. First, strong leadership commitment to embed ethics, transparency and responsibility at the core of our values and daily operations. Second, a risk map focusing on corruption and influence peddling. Third, an active risk management policy. Our goal is to prevent, detect and effectively address any issues that may arise. In 2024, we introduced new tools to support this approach. These include an anti-corruption dashboard that tracks action plans in our 17 countries and feeds into our performance indicators. We also launched a screening platform to assess the integrity of potential partners. Additionally, we rolled out a whistleblowing platform open to all stakeholders. Finally, we developed and delivered training on protecting confidential information with the security and cybersecurity teams at RATP Dev.

What are you seeing on the ground in subsidiaries?

—**SV** Things are speeding up! Senior leadership teams are increasingly engaged. We’ve

made videos with them, organized compliance workshops and held several seminars. Local initiatives are growing thanks to our network of ethics and compliance officers, who now form a well-established and active community. These issues are no longer limited to executive committees. With procedures now in place, everyone’s involvement is helping our program mature. Our shared responsibility is to ensure these procedures are followed.

What are the priorities for 2025?

—**SV** We want to strengthen our efforts by closely tracking indicators and increasing controls, including financial account analysis to monitor donations, gifts and sponsorships. AI will help us with this. We want compliance to become second nature—not just a legal obligation, but something everyone embraces because they understand its value. Our commitment to ethics and compliance is one of our most important assets for maintaining trust and protecting our reputation. It’s up to all of us to preserve that trust.

5 internal anti-corruption audits were conducted by the RATP Group in 2024

The digital whistleblowing platform is available in 5 languages: French, English, Italian, Arabic and Chinese



GENDER EQUALITY

Making cities more inclusive with **gender parity and training** in public transport

Public transport plays a vital social role in every community it serves.

At RATP Dev, we aim to foster more inclusive, cohesive cities by creating local jobs and promoting diversity across our teams. This means encouraging open recruitment of candidates from varied backgrounds, supporting new talent as they settle in and offering training that enables real career growth. In **Egypt**, RATP Dev Mobility Cairo hired and trained the country’s first female metro drivers. In **Johannesburg** (South Africa), our subsidiary has reached gender parity within its workforce.

GENDER EQUALITY

Our teams support **Breast Cancer Awareness Month**

This annual campaign, organized by “Breast Cancer, Let’s Talk About It!”, raises awareness about the importance of early detection, which can save thousands of lives. It also supports medical research through sporting and cultural events. Once again this year, RATP Dev teams took part in the campaign. In **Brest** (France), the city’s two cable car cabins, Charlotte and Lewin, were lit in pink throughout October to support medical research. At RATP Dev in **Casablanca** (Morocco), a special awareness day was held onsite where medical professionals spoke to female employees about prevention and encouraged them to take care of their health.

SOCIAL INCLUSION

Supporting employee-led initiatives for **greater social impact**

In 2024, the RATP Group Foundation held the third edition of its call for projects to encourage employee engagement. At the awards ceremony in October, nine employees and nine partner associations were honored for their work supporting disadvantaged people. Among the winners were the HR director of RATP Dev’s **Lorient** subsidiary in France and the association Douar Nevez, which helps young people in difficulty reintegrate into society. These efforts go beyond financial support, emphasizing employee involvement and in-kind contributions to highlight their concrete impact at the grassroots level. This year, the sponsors came from all areas of the company, reflecting the collective commitment of RATP Group teams to building a more inclusive society.

# 7.5 Indicator summary table

Environment	2022	2023	2024
Number of ISO 14001-certified sites/subsidiaries	124	124	80
Traction-related greenhouse gas (GHG) emissions (grams CO <sub>2</sub> eq./km)	1 268	1 413	1 216*
Total water consumption (liters/km)	1.69	1.37	0.96**
Total volume of hazardous waste (metric tons)	1 354	3 863	3 124***

\* Excluding the London, USA, RD Berry, Ondéa, Marinéo, TBK and TAC (TP2A) subsidiaries. The change in GHG emissions is mainly due to changes in the scope of consolidation.

\*\* Excluding the London, United States, Cilia, TBK, Start, TAC (TP2A) and Ondéa subsidiaries. For water consumption, some subsidiaries do not manage their consumption (contractual provision), while others have made efforts to save water.

\*\*\* Excluding the London, USA, TBK and Ondéa subsidiaries. Hazardous waste: Autolinee Toscane has renovated a large number of buses, which are considered hazardous waste in Italy.

Social	2022	2023	2024
Training: number of hours/year/employee	22.3	20.2	21.4
Absenteeism rate (AR)	7.2%	5.6%	4.1%
Proportion of employee turnover	16%	15.7%	16%
Proportion of women in the workforce	14.7%	17.3%	21%
Proportion of women in the management teams	29.7%	35.7%	38.6%
Workplace accident frequency rate (FR)****	15.3%	14%	19.7%
Workplace accident severity rate (SR)****	0.7%	0.7%	1.3%

\*\*\*\* Changes in frequency and severity rates are mainly due to the evolution of the reporting scope (excluding TBS and Ondéa).

Societal	2022	2023	2024
Number of projects carried out by the RATP Group Foundation in RATP Dev regions	15	9	9
Value of projects carried out by the RATP Group Foundation in RATP Dev regions	192 k€	217 k€	158 k€

Collective	2022	2023	2024
Percentage of subsidiaries and controlled entities covered by an ethical alert system (within meaning of Article L-233-3 of the French Commercial Code)	100%	100%	100%

## Methodology

For quantitative data, the scope of the study includes 46 subsidiaries representing 84.4% of RATP Dev's consolidated revenue and 66.6% of its workforce.

The following topics, which are non-significant to the company's operations, are not covered in this document: combating food waste; combating food insecurity; animal welfare; responsible, fair and sustainable food supply; the promotion of physical and sports activities; actions promoting the nation/army and support for recruiting reserves.

### [A] Methodology – Business model

The business model is a comprehensive and simplified framework that varies depending on the contractual obligations of each transport network or subsidiary. It was developed iteratively with experts from various departments at RATP Dev head office, including the Technical, CSR, Risk, Finance, Strategy and Communications departments.

### [B] Risk and opportunity assessment method

In accordance with the regulatory requirements of French order n°2017-1180 of July 19, 2017, RATP Dev assessed its primary risks and opportunities related to the environment, personnel, human rights and anticorruption. The analysis took place through three main stages:

- **Definition of the extra-financial risk and opportunity sphere**, encompassing approximately 30 risks and opportunities, consistent with RATP Group's risk universe.
- **Rating of each CSR risk and opportunity** by a panel composed of representatives from certain RATP Dev subsidiaries and subject experts in accordance with the rating

scale developed by RATP Group's General Delegation for Audit, Risk and Internal Control. The risks were assessed in terms of severity, occurrence and control (assessment of barriers).

- **Prioritization of CSR risks and opportunities.** Impact and occurrence assessments helped prioritize and identify a list of priority risks for this year..

### [C] KPIs calculation

KPIs are calculated using a methodology defined by the RATP Group and outlined in the 2024 CSR reporting guide, which is common to all analyzed subsidiaries. Checks are carried out in order to ensure that each subsidiary adheres to this methodology. Nevertheless, the application of HR indicators (including workforce and absenteeism) varies across sites.

The representative sample is selected from subsidiaries with a turnover exceeding €3 million for urban transport subsidiaries and €7 million for interurban transport subsidiaries. The environmental data for RDSA, the RATP Dev head office located within the RATP EPIC headquarters, are not taken into account in the scope of the present document, but are included in the RATP Group's statement.

The mileage data used to calculate certain indicators this year are the total kilometers travelled by RATP Dev (excluding subcontracting). This may explain variations from previous years.

For the absenteeism rate, in order to remain consistent with previous years, the formula used is: (Number of sick days x 8 hours) / [(Number of hours worked) + (Number of sick days x 8 hours)].

The formula used to calculate the number of training hours per employee is: (Number of training hours provided to employees during the year) / [Number of employees (people employed by the company as of December 31, 2024)].



# 8. Mazars Report

Report by the independent third-party organization on the verification of the consolidated non-financial statement included in the management report

For the year ended December 31, 2024

To the Board of Directors,  
In our capacity as independent third-party organization, member of Forvis Mazars Group and accredited by COFRAC Validation/Verification under number 3-1095 (list of accredited sites and their scope of accreditation available on [www.cofrac.fr](http://www.cofrac.fr)), we have performed work to provide a reasoned opinion that expresses a limited level of assurance on the historical information (observed and extrapolated) of the consolidated extra-financial performance statement (hereinafter the "Information" and "Statement" respectively), prepared in accordance with the entity's procedures (hereinafter the "Guidelines"), for the financial year ended December 31, 2024, presented in the management report of RATP Dev (hereinafter the "Entity") in application of the provisions of Articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the Commercial Code (in their versions prior to January,1st 2025).

Conclusion

Based on the procedures we performed, as described in the "Nature and scope of our work" and the evidence we collected, nothing has come to our attention that causes us to believe that the consolidated non-financial statement is not presented

in accordance with the applicable regulatory requirements and that the Information, taken as a whole, is not presented fairly in accordance with the Guidelines, in all material respects.

Comments

Without modifying our conclusion and in accordance with article A. 225-3 of the French Commercial Code, we have the following comments:

- The reporting methodologies used for social indicators are heterogeneous, particularly regarding absences (sick leave and workplace accidents). Some entities apply national regulations instead of the definitions set out in the Group's reporting framework.
- Some key performance indicators are published on a limited scope depending on data availability, as specified in the non-financial performance statement for the relevant indicators.

Preparation of the non-financial performance statement

The lack of a commonly used framework or established practice on which to base the assessment and evaluation of information allows for the use of alternative accepted

methodologies that may affect comparability between entities and over time.

The Statement has been prepared in accordance with the Entity's procedures (hereinafter the "Guidelines"), the main elements of which are presented in the Statement (or which are available online or on request from the Entity's head office).

Restrictions due to the preparation of the Information

As mentioned in the Statement, the Information may contain inherent uncertainty about the state of scientific or economic knowledge and the quality of external data used. Some of the Information is dependent on the methodological choices, assumptions and/or estimates made in preparing the information and presented in the Statement.

The Entity's responsibility

The Board of Directors is responsible for:

- Selecting or setting appropriate criteria for the preparation of the Information.
- Preparing the Statement with reference to legal and regulatory requirements, including a presentation of the business model, a description of the principal non-financial risks, a presentation of the policies implemented considering those risks and the outcomes of said policies, including key performance indicators.
- And implementing internal control procedures deemed necessary to the preparation of information, free from material misstatements, whether due to fraud or error.

Responsibility of the independent third-party organization

Based on our work, our responsibility is to provide a report expressing a limited assurance conclusion on:

- The compliance of the Statement with the requirements of article R. 225-105 of the French Commercial Code (in their versions prior to January,1st 2025).
- The fairness of Information (observed or extrapolated) provided in accordance with article R. 225 105 I, 3° and II of the French Commercial Code (in their versions prior to January,1st 2025), i.e., the outcomes, including key performance indicators, and the measures implemented considering the principal risks (hereinafter the "Information").

We conducted our work in order to provide a reasoned opinion expressing a limited level of assurance on the historical, observed and extrapolated information. As it is our responsibility to express an independent conclusion on the Information prepared by management, we

are not authorized to be involved in the preparation of such Information, as this could compromise our independence.

This is not our responsibility to express an opinion on:

- The entity's compliance with other applicable legal and regulatory requirements (in particular with regard to the fight against corruption and tax evasion).
- The compliance of products and services with applicable regulations.

Regulatory provisions and applicable professional standards

The work described below was performed with reference to the provisions of articles A. 225-1 et seq. of the French Commercial Code, as well as with the professional guidance of the French Institute of Statutory Auditors ("CNCC") applicable to such engagements and with ISAE 3000 (revised). This report has been prepared in accordance with the RSE\_SQ\_Programme de vérification\_DPEF.

Independence and quality control

Our independence is defined by the requirements of article L. 821-28 of the French Commercial Code and the French Code of Ethics (Code de déontologie) of our profession. In addition, we have implemented a system of quality control including documented policies and procedures regarding compliance with applicable legal and regulatory requirements, the ethical requirements and the professional doctrine of the French National Association of Auditors.

Means and resources

Our work was carried out by a team of 5 people between November 2024 and March 2025 and took a total of 6 weeks. We conducted some 10 interviews with the people responsible for preparing the Statement, representing, in particular, the CSR, environmental, human resources, and health and safety departments.

Nature and scope of our work

We planned and performed our work considering the risks of significant misstatement of the Information.

We estimate that the procedures we have carried out in the exercise of our professional judgment enable us to provide a limited assurance conclusion:

- We obtained an understanding of the consolidated entities' activities and the description of the principal risks associated.
- We assessed the suitability of the criteria of the Guidelines with respect to their relevance, completeness, reliability, neutrality and understandability, with due consideration of industry best practices, when appropriate.

- We verified that the Statement includes each category of social and environmental information set out in article L. 225 102 1 III (in their versions prior to January,1st 2025).
- We verified that the Statement provides the Information required under article R. 225-105 II of the French Commercial Code (in their versions prior to January,1st 2025), where relevant with respect to the principal risks, and includes, where applicable, an explanation for the absence of the Information required under article L. 225-102-1 III, paragraph 2 of the French Commercial Code (in their versions prior to January,1st 2025).
- We verified that the Statement presents the business model and a description of principal risks associated with all the consolidated entities' activities, including when relevant and proportionate, the risks associated with their business relationships, their products or services, as well as their policies, measures and the outcomes thereof, including key performance indicators associated to the principal risks.
- We referred to documentary sources and conducted interviews to:
  - Assess the process used to identify and confirm the principal risks as well as the consistency of the outcomes, including the key performance indicators used, with respect to the principal risks and the policies presented, and corroborate the qualitative information (measures and outcomes) that we considered to be the most important presented in Appendix 1; concerning certain risks of Integrity violations (corruption, influence peddling, etc.), non-compliance with competition law, and lack of transparency in business relationships, our work was carried out on the consolidating entity, for the others risks, our work was carried out on the consolidating entity and on a selection of entities\*.
- We verified that the Statement covers the scope of consolidation, i.e., all the consolidated entities in accordance with article L. 233-16 of the French Commercial Code within the limitations set out in the Statement.
- We obtained an understanding of internal control and risk management procedures implemented by the entity and assessed the data collection process to ensure the completeness and fairness of the Information.
- For the key performance indicators and other quantitative outcomes that we considered to be the most important presented in Appendix 1, we implemented:
  - Analytical procedures to verify the proper consolidation of the data collected and the consistency of any changes in those data.


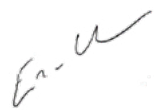
- Tests of details, using sampling techniques, in order to verify the proper application of the definitions and procedures and reconcile the data with the supporting documents. This work was carried out on a selection of contributing entities\* and covers between 48% and 100% of the consolidated data relating to the key performance indicators and outcomes selected for these tests.
- We assessed the overall consistency of the Statement based on our knowledge of all the consolidated entities.

We are convinced that the work carried out, based on our professional judgement, is sufficient to provide a basis for our limited assurance conclusion; a higher level of assurance would have required us to carry out more extensive procedures.

The independent third-party organization,  
Forvis Mazars SAS  
Paris La Défense, April 30, 2025

Erwan CANDAU  
Associé

Edwige REY  
Associée RSE & Développement Durable



\* Autolinee Toscane (Italy), Cairo (Egypt) and Brest (France).

# 9. Vigilance Plan

In accordance with Article L. 225-102-4 of the French Commercial Code, the Vigilance Plan aims to present the reasonable vigilance measures put in place within RATP Dev to identify risks and prevent serious violations of human rights and fundamental freedoms, the health and safety of individuals, and the environment. The scope of application covers the activities of the Company and the companies it controls within the meaning of Article L. 233-16 of the French Commercial Code, whether directly or indirectly, as well as the activities of subcontractors or suppliers with whom it has an established business relationship.

## 9.1 Governance

RATP Dev has set up a dedicated CSR governance structure, organized as follows:

ENTITIES		ROLES
EXECUTIVE COMMITTEE	Executive Committee	Ensures that the CSR strategy is integrated into RATP Dev's strategy, validates the CSR strategy.
	Sponsors	Active support for stake owners in the deployment of action plans, validating the roadmap methodology and defending resources, representing the action plans on the Executive Committee.
CSR STEERING COMMITTEE	CSR Team	Proposes RATP Dev's CSR strategy, acts as interface with the RATP Group. Leads the CSR steering committee; provides support in calls for tenders.
	Stake owners	Develop and coordinate all CSR actions, share best practices and information on developments in the networks, contribute to qualitative reports, define the roadmap for their CSR stakes with the support of internal and external experts and support the CSR team in responding to calls for tenders.
	Contributors	Experts and relays for certain issues in BUs and countries, and in support of stake owners, participate in calls for tenders in their country, support the deployment of the strategy in their BU/country.
ADVISORY BOARD	Country managers	Ensure that the roadmap is achievable, make proposals on CSR strategy, guarantee the deployment of CSR in their country (possible delegation).
	Subsidiaries' GMs	Responsible for reporting qualitative and quantitative information, implementing the subsidiary's strategy and progress plans, making proposals on CSR strategy, ensuring the deployment of CSR in their subsidiary.

In line with this governance, the CSR department ensures compliance with CSR regulations, and in particular the annual publication of the Compliance Plan. RATP Dev's CSR steering committee monitors the operational implementation of the Compliance Plan. It is made up of the head office CSR team, and representatives from the Technical Department, Human Resources Department, Risk and Internal Control Department and Compliance Department. It meets ten times a year at the invitation of the CSR Director.



9.2 Risk mapping

The Vigilance Plan process is part of the CSR risk identification and analysis work carried out within RATP Dev. CSR risk mapping is updated annually. It is coordinated with RATP Dev's general risk mapping. Since this year, it has taken into account the analysis of impacts, risks and opportunities (IROs) carried out as part of the CSRD. The CSR stakes identified by RATP Dev and the associated risks falling within the scope of the Vigilance Plan are summarized in the table below.

RATP Dev is a complex structure, with over 100 subsidiaries on several continents, and operating several modes of transport (rail, road, sea, cable, autonomous vehicles). Risk hierarchies can vary greatly from one subsidiary to another. As a result, some risks are dealt with locally for greater efficiency.

Given RATP Dev's activities, particular attention is paid to rail and road safety.

[9.2.1] Value chain

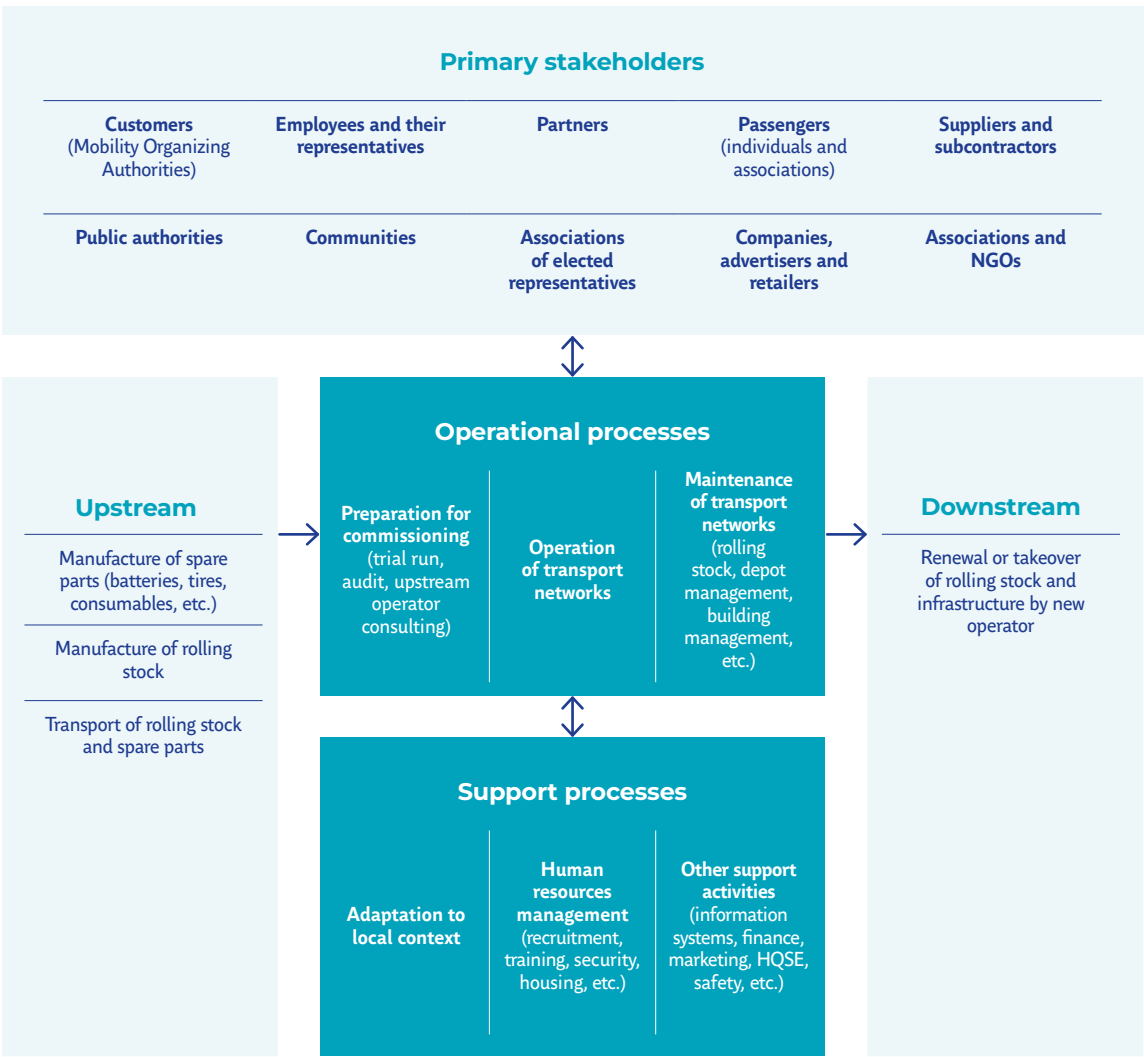
RATP Dev has held workshops with members of the CSR steering committee to define its value chain to reflect all activities, processes, and stakeholders that contribute to the company's value creation. This value chain illustrates the key stages of operating and maintaining public transport networks, as well as the associated support functions.

RATP Dev designs, deploys, and operates mobility solutions on five continents with a multimodal approach that integrates metro, streetcar, bus & coach, transport on demand, transport for people with reduced mobility, sightseeing, cable, river and maritime transport.

As a trusted partner to cities around the world, RATP Dev meets the mobility needs of its customers in 3 main areas of expertise:

- Preparing networks for entry into service — whether for openings, extensions, or takeovers — through measures such as trial runs, technical audits, or transition processes, along with upstream operator consulting.

RATP DEV VALUE CHAIN



9.3 Assessment procedures for subsidiaries and suppliers

[9.3.1] Evaluation of subsidiaries

The RATP Dev performance indicators mentioned in the Extra-Financial Performance Declaration are deployed in the various entities for CSR reporting purposes. These indicators enable each entity to assess its performance and trends over time. In addition, internal control guidelines outline the themes that are subject to annual self-assessment. These are distributed to subsidiaries each year (see section 5).

The TENNAXIA (formerly TRAACE) tool, deployed since 2023, considerably improves the monitoring of subsidiaries' environmental and social performance. Eventually, TENNAXIA will be able to meet all reporting obligations (CSRD, taxonomy, etc.).

[9.3.2] Supplier and subcontractor evaluation

The third-party assessment procedure applies to all subsidiaries directly or indirectly controlled by RATP Dev SA and consolidated at RATP Dev level, whether through capital ownership or effective control. The purpose of this procedure is to assess the risks associated with entering into a relationship with a third party.

As not all third parties carry the same level of risk, different assessment mechanisms are carried out depending on the situations encountered. For moderate- or high-risk third parties, public databases are used to assess the level of risk in terms of ethics, respect for the environment, human rights and fundamental freedoms.

The RATP Group (EPIC and subsidiaries, among them RATP Dev) has drawn up a Responsible Purchasing Charter (see 3.4.3).

The drafting of this Charter is the first step in controlling CSR risks in RATP Dev's supply chain.

9.4 Actions to mitigate risks and prevent serious harm

[9.4.1] Reference framework

RATP Dev has adopted many policies and a body of rules which set out the principles of action and provide a framework for the activities of its employees, suppliers, service providers and partners, with a view to preventing serious violations of human rights and fundamental freedoms, personal health and safety, and the environment.

First and foremost, the RATP Group's Code of Ethics, distributed to all RATP Dev employees, aims to define the ethical framework within which they must carry out their day-to-day professional activities. This frame of reference, which every employee should be familiar with, reflects the commitments from:

- Operating public transport networks — the company's core business — which includes the daily planning and management of services, in line with performance, quality, safety, and service continuity objectives.
- Maintaining networks, including rolling stock, infrastructure, depots, buildings, and information systems. In most cases, these operations are carried out on assets entrusted by public transport authorities, under a responsibility to manage and maintain them in operational condition.

This value chain is part of a broader framework structured around:

- An industrial upstream phase, covering the manufacturing of rolling stock and spare parts, as well as their delivery to operational sites;
- A contractual downstream phase, related to the renewal terms or the transfer of assets at the end of operating contracts;
- Essential support processes that ensure the organization runs smoothly, including human resources management (recruitment, training, mobility, housing, safety), adaptation to local contexts, information systems, finance, marketing, and QHSE (quality, health, safety, environment) functions;
- Ongoing interaction with a diverse ecosystem of stakeholders — transport authorities, passengers, partners, suppliers, employees, local government representatives, and community actors — whose expectations and requirements help shape the company's strategic priorities.

[9.2.2] Stakes — associated risks — main causes

The table below summarizes the main CSR risks to which RATP Dev is exposed. It also indicates the main causes of these risks. It lists the action plans and actions designed to mitigate these risks (developed in section 3).

It should be noted that pollution has been rated as material in the dual materiality analysis, but this subject does not yet appear in RATP Dev's list of issues.

[9.2.3] Risk hierarchy

Risks in the sense of the duty of care are included in impacts in the sense of the CSRD. This year, these risks have been supplemented and prioritized using IRO (Impacts, Risks, Opportunities) analysis. The prioritization of these risks takes into account two combined factors:

- The severity, itself a function of gravity, extent and irreparability.
- The probability.

The table above shows the materiality of the various risks, also graded from 1 to 4, and risks are considered to be material from 3 upwards.

STAKES, MAJORS RISKS, ACTION PLAN AND ACTIONS

	STAKES	MAJOR RISKS	MAIN CAUSES	GLOBAL / LOCAL	IMPACT MATERIALITY (CSRD)	ACTION PLAN/ACTIONS
Environnement	Carbon footprint	Attenuation failure, carbon-free transition too slow	Insufficient capacity to drive PTA towards low-emission bus fleets	G	3	Dialogue with PTA, training, TENNAXIA implementation, energy-climate action plan, development of a transition plan with Wavestone
	Energy sobriety	Excessive or uncontrolled consumption of traction energy, the vehicles or buildings	Lack of control over energy data and contracts, lack of control over fleet renewal	L	3	Energy sobriety plan, Maint'Up tool
	Water management	Excessive or uncontrolled water consumption, water pollution	Lack of risk management, lack of resources	L	2	Action plan at local level
	Circular economy	Excessive waste production without recovery or recycling	No global strategy (at RATP Dev level)	L	2,5	Action plan at local level
	Biodiversity preservation	Lack of consideration for the impact of activities on biodiversity	No global strategy (at RATP Dev level)	L	2,5	Action plan at local level
Social	Health and safety at work	Accident or serious event affecting employees or subcontractors. Risks to employee health and safety related to climate change	Sequence of incidents. Absence or weakness of preventive measures. Failure to adapt	G	4	Health and safety at work policy, WeCare program. Local action plan
	Quality of life and working conditions	Working conditions not conducive to employee fulfilment. Insufficient monitoring of ethical standards and social practices within the company and its value chain	Salaries, working conditions, staggered shifts, work-life balance, working environment	G	4	WeCare program. Ethical standards regularly updated and communicated to employees. Ad hoc training
Societal	Road safety	Road accident. Corporate compliance risk	Lack of monitoring of local procedures (e.g. driver management). Lack of local Road accident. Corporate compliance procedures and head office policy. Non-risk compliance with maintenance schedule. Accident-prone environment specific to certain countries	G	4	Monitoring local implementation of safety policy requirements. The SMS directive describes the safety management processes that subsidiaries must put in place
	Rail safety	Rail accident (collision, derailment...)	Human error, track defect, excessive speed, acts of malice			
	Responsible purchasing	Poor working conditions for contractors' employees, poor environmental performance, long supplier payment times	Insufficient control of the upstream value chain	L	2	Deployment of the Responsible Purchasing Charter, third-party evaluation procedure. Geoficiency for controlling and reducing supplier payment time. Responsible purchasing roadmap to control 100% of CSR risk in the supply chain within 5 years
	Traveler's expectations	Safety, insufficient passenger comfort, pricing too high. Impeding passenger mobility. Risks for health, safety, confort due to climate change or other factor	Lack of understanding of passenger expectations, lack of control over certain risks due to PTA contracts. No global adaptation strategy	L	2	Customer satisfaction index (at local level). Welcome program. No local continuity. Heat and cold measures defined at local level. Local measures to improve accessibility
Collective	Parity	Under-representation of women	Diversity of social and cultural environments	G	NA	Training programs for top management/HR managers and local action plans
	Insertion and diversity	Under-representation of certain population categories	Diversity of social and cultural environments	L	3	Local evaluation, deployment of the RATP group's policy

- The Universal Declaration of Human Rights
- The United Nations Global Compact
- The conventions of the International Labour Organization (ILO)
- The United Nations Charter on Women Empowerment
- UITP (International Association of Public Transport) Sustainable Development Charter
- The Sustainable Development Charter for Public Establishments and Enterprises
- Transparency International
- The Diversity Charter

All contracts signed with our suppliers and business partners must include a clause stipulating compliance with the Code of Ethics and the Code of Business Conduct. Furthermore, as a 100% subsidiary of the RATP Group, RATP Dev is aligned with the policies defined at Group level.

[9.4.2] Environment

RATP Dev's CSR approach is in line with the RATP Group's CSR policy, which is built around its ambition to be a major player in mobility and sustainable cities. RATP Dev deploys action plans at various levels (head office, subsidiaries) to reduce its environmental footprint. By December 31, 2024, around 40% of RATP Dev's sales had been certified ISO 14001. Over the next 2 years, over a dozen more subsidiaries in France and abroad will be certified.

[9.4.2.1] Carbon impact / Energy efficiency  
9.4.2.1.1 Action plans

RATP Dev, most of whose activities are eligible for the green taxonomy, is constantly seeking to reduce its carbon footprint. To this end, it encourages its customers to favour low-emission modes of transport, particularly electric buses (RATP Dev does not generally own the equipment it operates). It also provides training for teams involved in the energy transition of rolling stock (for example the first training center dedicated to hydrogen vehicle maintenance at La Roche-sur-Yon, the result of collaboration between RATP Dev, Cnam, Lhyfe and Energie formation).

- 9.4.2.1.1.1 Energy-saving action plan
- The deployment of the TENNAXIA tool, initiated in 2023, enables subsidiaries to monitor and report on their energy consumption. This provides them with a tool for defining and managing their energy efficiency action plans.
- The main energy-saving measures deployed on the transport networks are as follows:
- Rollout of the Maint'Up tool for monitoring and analyzing tramway and bus traction consumption.
  - Renewal of the bus fleet with more efficient buses (Autolinee Toscane).
  - Awareness-raising and training in eco-driving.
  - Adaptation of office temperature (heating/air conditioning) with a view to reasonable energy consumption.

9.4.2.1.1.2 Transition plan

Anticipating the CSRD's reporting obligations (ESRS E1-1), RATP Dev will draw up a transition plan in 2025, explaining the extent to which its strategy and business model(s) "are compatible with the transition to a sustainable economy and with limiting global warming to 1.5°C in line with the Paris Agreement and the objective of climate neutrality by 2050" (European sustainability reporting standards - ESRS E1 - Climate change).

9.4.2.1.1.3 Adapting to climate change

RATP Dev's aim is to anticipate climate change in order to minimize any disruption to network operations that might result. In France, the RATP Group has committed to an adaptation strategy in line with the PNACC 3 (measure 30). RATP Dev is involved in this strategy. Several subsidiaries have already put continuity plans in place. At European level, the Sustainable and Intelligent Mobility Strategy, adopted by the European Council in June 2021, aims to "ensure that our transport system is truly resilient in the face of future crises" (Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions on the Sustainable and Intelligent Mobility Strategy of 09/12/2020).

9.4.2.1.2 Changes in legislation

French legislation also requires public transport authorities (PTA), who own the rolling stock, to purchase only low-emission buses from 2025, using either electric or hybrid engines, or renewable gaseous fuels (Energy Transition Law for Green Growth, LTECV article 37, and "clean bus" decree), and to make public the percentage of low-emission buses in their fleet each year (Mobility Orientation Law). Simply complying with the law will make it possible to reduce the GHG emissions attributable to RATP Dev's bus operations in France. Projections made at France level show a significant increase in the fleet of electric buses and buses using biofuels by 2035. Still within the scope of France, the proportion of electric buses should exceed 50% by 2035. Total GHG emissions from buses should therefore fall by 72% by this date. Italy, where RATP Dev has a strong presence, has also adopted measures to decarbonize its bus fleets. Generally speaking, in the EU, the measures taken by the Member States are based on the transposition of the European "clean vehicles" directive. In the United States, the Federal Transit Administration published the "Low or No Emissions Grant Program", which means to provide financing mainly for the purchase or lease of low- or zero-emission buses.

9.4.2.1.3 Measure

RATP Dev deployed the TRAACE tool on the DPEF 2023 perimeter in a first phase (30 subsidiaries), then on the DPEF 2024 perimeter (46 subsidiaries). This tool provides a precise assessment of the company's carbon impact on the perimeter covered, which represents around 84% of the company's sales. These measurements are made at the level of each subsidiary, and at several levels of aggregation (regions, business units, global).



[9.4.2.2] Air pollution

Air pollution has been considered material to RATP Dev's activities, after analysis and rating of the IROs.

The bus mode is particularly responsible for the following pollutants: fine and ultrafine particles, nitrogen oxides, carbon monoxide and, of course, carbon dioxide. Bus mode is largely dominant at RATP Dev (80% of its sales in the DPEF 2024 scope), and the electric bus fleet is small (2.5%). As indicated in 3.2.1, RATP Dev will be presenting a transition plan that will help reduce emissions of GHGs and other pollutants. The changes in regulations mentioned in 3.2.1.2 go in the same direction.

Air pollution in the metro and from the operation of tramways and trains is mainly linked to fine particles (all these modes are electric at RATP Dev). The RATP group carries out measurements throughout its network.

[9.4.2.3] Water management

In "The economics of water: Valuing the hydrological cycle as a global common good", a report published in 2024, the Global Commission on Water Economics wrote: "The world is facing a growing water catastrophe. For the first time in human history, the hydrological cycle is out of balance, compromising an equitable and sustainable future for all".

RATP Dev's activities lead to water consumption of 220,000 m³ per year (DPEF perimeter, excluding US). Some of its networks are located in areas prone to water stress. However, given its decentralized and contractual structure, the company favors local initiatives over global water management policies. These initiatives notably concern vehicle cleaning (closed water circuits, cleaning frequency) and optimized watering of green spaces. Subsidiaries are also taking steps to accurately measure the quantity of water consumed, and to assess water quality where contractually possible, in order to avoid any form of water and soil pollution.

[9.4.2.4] Circular economy

RATP Dev follows RATP Group practices to limit waste production and promote recycling. In addition, each subsidiary must comply with legal obligations and monitor its waste production and recycling. Local actions are undertaken to recycle critical components (batteries, electronic components, tires, etc.).

[9.4.2.5] Biodiversity

Biodiversity—and the associated risks—are dealt with at subsidiary level.

[9.4.3] **Social**

RATP Dev promotes quality social dialogue with its social partners in each of its subsidiaries. RATP Dev relies on local labour relations that are effective and close to employees' concerns, in order to develop and encourage their representation. The organization also strives to establish a climate of mutual trust and constructive exchanges that contribute fully to its objectives and collective efficiency.

[9.4.3.1] Employee health and safety

In line with the RATP Group's commitments, RATP Dev is strongly committed to the health of its employees. All employees must be able to carry out their work in an environment that respects their physical and mental health, as well as their safety.

9.4.3.1.1 **Employee health and safety**

According to the IROs analysis, "employee health and safety" is the most material issue for RATP Dev. The company mobilizes its employees around a culture of health and safety. Occupational risk prevention is therefore at the heart of managers' missions and concerns. Every employee also has a role to play in the prevention and control of occupational health risks. RATP Dev implements a proactive policy to improve working conditions and reduce the number of workplace accidents within its subsidiaries. More than a third of RATP Dev's turnover is ISO 45001 certified.

9.4.3.1.2 **Safety management system**

Each subsidiary must develop, implement and manage its own safety management system (SMS), in line with RATP Dev's safety policy and local laws and regulations. The SMS, which is periodically assessed and revised, describes the key principles of the subsidiary's safety strategy, and uses a continuous improvement approach based on the PDCA (Plan, Do, Check, Act) cycle.

[9.4.3.2] Quality of life and working conditions

RATP Dev has set up its WeCare program to deploy the best international standards in occupational health and safety, and to promote ethics and quality of life in the workplace.

To guarantee the best possible quality of life at work, RATP Dev relies on an extended, cross-functional community involving various functions (Human Resources, Technical Department, etc.), both at corporate and local level. The main missions of this extended community are to:

- Communicate and promote a culture of health, safety, and quality of life at work on an ongoing basis, and regularly raise employee awareness.
- Identify and share best practices in quality of working life.

Within the framework of WeCare, the 3 global priorities selected are:

- Work/life balance
- Recognition
- Psychological/mental health

Various reports and monitoring indicators are used to measure the effectiveness of the WeCare program, including:

- Employee engagement and satisfaction rates
- Absenteeism rates
- Number of resignations

[9.4.4] **Societal**

[9.4.4.1] Road and rail safety

Safety takes precedence over all other considerations and is an absolute prerequisite for every decision taken and every action initiated in the course of RATP Dev's activities. Our primary objective is to guarantee the safety of all passengers using our rail and road networks, of third parties with whom we share the road, of all our employees, service providers and subcontractors, of assets and of the environment, in compliance with the regulatory requirements specific to each country and each mode of transport.

To this end, RATP Dev's Safety Policy defines the safety requirements to be met by the head office and all our subsidiaries worldwide. Our safety strategy is based on the following four pillars: a solid Safety Management System; a robust organization with clearly defined roles and responsibilities; a comprehensive monitoring system and a continuous improvement process; and a strong safety culture.

9.4.4.1.1 **Organization**

Safety is managed centrally by the Technical Department (TD) and locally by the subsidiaries. The TD produces standards and guides specific to rail and road safety, which are then applied by the subsidiaries. It also monitors the overall safety levels, through the centralized reporting of safety indicators and the notification by local teams of major safety events, which are investigated by head office. The analysis, identification of causes, definition and implementation of corrective action plans then serve to enrich global feedback and the sharing of best practices between subsidiaries.

9.3.4.1.2 **Road and rail safety management tools**

9.3.4.1.2.1 Safetracker

Safetracker is a SaaS tool already widely deployed in RATP Dev subsidiaries. It optimizes the management of operating data. Its main advantages are as follows:

- Consolidation of information in a single tool.
- Reliable, up-to-date information on events that have had an impact on operations, including incidents and accidents.
- Access to data via a secure interface available 24/7.

Safetracker also provides standard reports enabling subsidiaries to analyze data and communicate with their Public Transport Authority. In particular, the impact of each incident is measured on a scale of 0 to 4, and the nature of the damage is specified.

9.3.4.1.2.2 Maint'Care

The Maint'Care program provides subsidiaries with a Computerized Maintenance Management System (CMMS), already pre-configured to RATP Dev standards.

In particular, this CMMS makes it possible to:

- Manage breakdowns, plan maintenance requests and ensure traceability of maintenance operations.
- Optimize engineering: make equipment more reliable and increase its lifespan.

Maint'Care also enables:

- Standardization of CMMS within RATP Dev for greater robustness and control.
- Efficient data management: standardization of the nomenclature provides structured data that help generate detailed reports, engineering studies on breakdowns and, in some cases, the implementation of predictive maintenance.
- Maint'Care makes it possible to track each asset (or property) and categorize each breakdown according to the "Problem / Cause / Remedy" principle. This principle applies to all RATP Dev networks.

9.3.4.1.2.3 Maint'Up

Maint'Up is the data analysis platform used to optimize the maintenance and operation of our networks. It enables maintainers, operating command centers, maintenance and operating methods teams to exploit and cross-reference data from different sources: CMMS, connected rolling stock, ticketing and operating support system, etc. Thanks to an ergonomic interface and a real-time data flow, Maint'Up makes all the data produced daily by the equipment operated and maintained by RATP Dev intelligible and useful. The platform was designed within the Group, allowing us to be independent of manufacturers and to develop the use cases with the teams in networks.

The Maint'Up platform includes the following functionalities:

- Network mapping with geolocation and equipment status.
- A contextualized chronology of events to analyze breakdowns and incidents.
- Alerts to anticipate future breakdowns.
- Data visualizations and KPIs for analysis and management.

9.3.4.1.2.4 Anti-collision system

In 2024, our Casablanca subsidiary came up with an innovation to reduce collisions with its tramways. This anti-collision system was deployed early 2025, in collaboration with Eyyes, on one of the trams—in a city with a very high rate of accidents (over 300 accidents in 2023, mainly involving motorbikes but also pedestrians). Based on AI, this system should significantly reduce the risk of collision with other road users. If this first test is conclusive, RATP Dev Casablanca will move on to the industrialization phase and gradually roll out this system to the entire network. It could later be adopted by other RATP Dev subsidiaries.

9.3.4.1.2.5 "See and be seen" solution

Several subsidiaries have deployed—or are about to deploy—the "see and be seen" program for buses and streetcars (Versilia, La Roche-sur-Yon, Casablanca, Riyadh, several American networks, Tootbus). This simple system makes vehicles much more visible at night, thus reducing the risk of accidents.

[9.4.4.2] Passenger expectations

In the contracts between RATP Dev and its customers, the Public Transport Authorities, measuring passenger satisfaction is one of

the performance indicators. Two points in particular are highlighted:

- Identifying and meeting passenger expectations.
- Ensuring excellent service quality.

9.4.4.2.1 WELCOME: a satisfaction improvement program

This program, designed and deployed by RATP Dev, is defined in 4 points:

- A method: to bring out the voice of the customer, define priorities and implement high value-added actions.
- A community: to pool and share best practices between networks/subsidiaries.
- Tools: to know, animate and create a relationship of trust with our customers (CRM tools, CCM).
- A top management team that makes passenger satisfaction a top priority.

In parallel with the development of WELCOME, local initiatives are being taken, such as the TROOV tool in Laon, designed to simplify and improve the management of lost and found, or at France level, the roll-out of the Dev'Touch project, designed to help network teams develop their interpersonal skills.

Lastly, innovations will be rolled out starting in September 2025, such as:

- Real-time information on vehicle occupancy levels, allowing passengers to choose whether to board a crowded vehicle or wait for the next one if they have time.
- Real-time analysis of passenger comments on social media using AI, enabling field teams to respond more quickly and improve service quality and passenger assistance, particularly during service disruptions.

[9.4.4.3] Responsible purchasing

RATP Dev has set up a third-party assessment procedure and an intermediary assessment procedure (intermediaries are a category of third parties requiring particular vigilance).

The law on transparency, the fight against corruption and the modernization of economic life of December 9, 2016, known as the "Sapin II" law, imposes strict obligations on companies, such as RATP Dev, to assess and guarantee the integrity of third parties (customers, suppliers, partners, subcontractors...), formalized in a third-party assessment procedure.

The third-party assessment procedure applies to all subsidiaries directly or indirectly controlled by RATP Dev SA and consolidated at RATP Dev level, whether through a capital holding or effective control. The purpose of this procedure is to assess the risks associated with entering into a relationship with a third party.

As not all third parties carry the same level of risk (third parties considered to expose RATP Dev to a low, moderate or high risk), different assessments are carried out depending on the situations encountered. For moderate- and high-risk third parties, public databases are used to assess the level of risk in terms of ethics,

respect for the environment, human rights and fundamental freedoms. The assessment of third parties is based on simple surveys (screenings), the sending out of due diligence questionnaires, and in the event of a significant level of risk, the carrying out of enhanced due diligence.

All RATP Dev subsidiaries regularly report on the correct application of the procedure.

The RATP Group will roll out a responsible purchasing charter applicable to all its subsidiaries. It will enable us to better control the environmental, social and societal footprint of the upstream value chain.

RATP Dev has introduced a tool designed to monitor and reduce supplier payment times. This tool, Geoficiency, currently covers around 80% of the company's turnover. The aim is to achieve total coverage, and to comply at least with the regulations in force in the jurisdictions in which RATP Dev operates in terms of payment times. Lastly, a responsible purchasing working group has been set up as part of the eponymous roadmap. This working group aims to strengthen the control and mitigation of CSR risks in the upstream value chain.

[9.4.5] Collective

[9.4.5.1] Gender parity

Parity is a major focus of RATP Dev's social policy. It is also a major challenge, given the nature of the business (particularly bus driving, maintenance, etc.). Overall, the proportion of women in the workforce increases with hierarchical level. In dynamic terms, between 2023 and 2024, the proportion of women in the workforce rose from 17% to 21% for RATP Dev as a whole, and from 36% to 38% for management teams.

The 5-year target is to reach 25% and 40% respectively. To achieve this, several risk mitigation strategies have been put in place.

9.4.5.1.1 Training

Since 2019, a training program has been dedicated to subsidiary managers and Human Resources directors, to raise their awareness of the subject of parity and enable them to build an action plan at the local level. In addition, an e-learning training module entitled "diversity and non-discrimination", covering gender parity in particular, will be rolled out in 2025.

9.4.5.1.2 Other actions

The CEO of RATP Dev, Hiba Farès, declared in August 2023: "we have made parity one of the priorities of our roadmap". This includes a complete review of hiring methods, quality of working life, etc. All of RATP Dev's HR teams are mobilized to promote diversity at every stage of employees' careers.

The RATP Group has taken steps to attract female talent to professions that are still stereotyped. To this end, it has joined forces in France with the "Elles Bougent" association to combat gender stereotypes in the career guidance of young girls (schoolchildren and students). RATP Dev takes part in initiatives such as: recruitment

forums, testimonials from female employees in technical positions, visits to our networks, etc.

There is perfect gender parity within the workforce of our South African subsidiary. Our Cairo metro subsidiary employed 12 women drivers at the end of December 2024 (4% of the total), and, taking all activities together, 103 women were recruited in 2024 out of 596 hires, i.e. around 17%. The largest depot in Cairo is managed by a woman. RATP Dev's Riyadh subsidiary (CAMCO) has made the feminization of its workforce a priority. By the end of 2024, 34% of this subsidiary's employees were women.

[9.4.5.2] Diversity

RATP Dev promotes diversity as a way to build high-performance, responsive and agile teams. Diversity is an integral part of our management culture.

In particular, diversity is considered from the following angles:

- Gender
- Education
- Age
- Condition
- Origin

RATP Dev encourages its subsidiaries to launch diversity initiatives.

9.5 Alert mechanism

In 2018, RATP Dev defined the principles and operating procedures for an alert mechanism open to all its employees and complementing the usual channels of communication (line manager, Human Resources department...).

The deployment of the alert system in each of the countries in which RATP Dev operates is accompanied by training in the handling of alerts. This also ensures that alerts are handled in the same way.

The alert system set up by RATP Dev enables its employees and any other person connected with RATP Dev or its subsidiaries to issue an alert characterising:

- A crime or misdemeanor.
- A violation or attempted violation of applicable laws and regulations.
- A threat or harm to the general interest, a serious violation of human rights and fundamental freedoms, of the health and safety of individuals or of the environment, resulting from the activity of RATP Dev and the companies it controls, as well as from the activity of its subcontractors or suppliers.
- A breach of the Code of Ethics and/or the Code of Business Conduct.

The whistleblowing system is therefore open to:

- Current or former employees, candidates, managers and shareholders of RATP Dev and its subsidiaries.
- External and occasional employees of RATP Dev and its subsidiaries (temporary staff, trainees, service providers, employees of subcontractors, etc.).

The procedure for submitting an alert on the dedicated platform is as follows:

- Transmit information to the platform:
  - Enter the identity of the author: the sender of the alert is encouraged to communicate his or her alert, but has the option of remaining anonymous.
  - Objective presentation of materially verifiable facts, including information on the identity of the persons concerned.
- Processing of the alert by competent and independent persons with regard to the subject in question, in a small group to preserve the confidentiality of the alert:
  - Receipt of the alert by the Compliance and Ethics Committee (CCE).
  - Acknowledgement of receipt of the alert and its admissibility/inadmissibility sent as soon as possible following the alert.
  - Investigation of the alert under the exclusive control of the CCE, to preserve the independence of alert handling.
  - Implementation of the measures decided after the investigation.

*It should be noted that the issuer of the alert and the persons concerned are informed of the admissibility and/or verification operations and of the closure of the alert procedure.*

Guarantee regarding the issuer of the alert:

- Confidentiality of the identity of the sender of the alert if this is communicated during the reporting stage, so that the sender suffers no prejudice.
- Protection against any reprisals in connection with the issuing of the alert.
- Respect for rights of access, rectification and opposition to data processing.

Guarantees for the person(s) concerned by the alert:

- Presumption of innocence throughout the investigation.
- Confidential and secure information for persons concerned by the alert, without divulging information that could identify the sender of the alert.
- Destruction or archiving with anonymization of the procedure if the alert is closed.

If the alert concerns a member of the Compliance and Ethics Committee or a member of RATP Dev's management bodies, employees wishing to make a report can use the alert system set up by the RATP Group.

9.6 Monitoring system

[9.6.1] Governance

The Executive Committee regularly monitors issues falling within the scope of the Vigilance Plan, such as the implementation of safety policy, the analysis of CSR reporting results, and the certification plan.



The Compliance steering committee, which meets quarterly, is responsible for monitoring all compliance-related issues within RATP Dev, including achievements, actions in progress, any arbitration required and its results. It sets short- and medium-term objectives and takes decisions on further actions to be taken. The Compliance steering committee also oversees the implementation of the Compliance Plan. Compliance Officers, who are separate from the local Ethics Officers, are appointed in each subsidiary to ensure that the guidelines adopted are passed on locally. The CSR steering committee, which brings together the various cross-functional head office departments involved in the Vigilance Plan (Clients & Engagement, Technical, Human Resources, Compliance), is responsible for defining the CSR roadmap and overseeing the implementation of the Vigilance Plan. A Safety Committee, chaired by the Technical Department, meets once a year with Safety Coordinators from major subsidiaries, Business Units and countries.

[9.6.2] **Action plan follow-up**

Action plans must be accompanied by mechanisms for monitoring and evaluating their effectiveness. Major risks identified in RATP Dev's general risk mapping are assessed by the relevant risk owners. The action plans associated with these risks are monitored by the risk owners. Depending on the subsidiary's organization, risk manager positions may be in place. They are responsible for monitoring and measuring changes in the risks identified within the subsidiary, and for ensuring that action plans are drawn up, formalized and implemented to mitigate or reduce the impact of these risks. Where such positions do not exist, the definition and monitoring of action plans are carried out through the implementation of regular audits by the Technical Department.

[9.6.3] **Internal control**

RATP Dev's Internal Control Department deploys internal control guidelines, which are subject to annual self-assessment. The results of these self-assessments are presented each year to RATP Dev's Executive Committee and are used to inform and update action plans.

[9.6.4] **Certification plan**

In addition to internal control actions, RATP Dev relies on its certification plan (ISO and EFQM), managed by the Technical Department.

[9.6.5] **Internal audit**

Regular safety audits are carried out by RATP Dev's Technical Department to ensure that all operating procedures have been implemented, that action plans defined by the subsidiary or during previous audits have been implemented, and that the SMS Directive has been complied with. Environmental audits are also carried out in France when new networks are taken over.

9.7 Implementation report

[9.7.1] **Risk mapping**

In accordance with RATP Group procedures and in compliance with regulations, RATP Dev has assessed its main environmental, social, and human rights risks and opportunities. The CSR risk map has been updated for 2024. The three themes of the duty of care (human rights and fundamental freedoms, health and safety, environment) are broken down into 14 stakes (see table in section 1.1), each associated with a major risk.

[9.7.2] **Assessment procedures**

The procedure for assessing the integrity of third parties was revised in 2023, to take better account of risks in countries where RATP Dev operates.

[9.7.3] **Actions to mitigate risks and prevent serious harm**

A number of actions were carried out in 2024 in various areas. Some examples are given below:

[9.7.3.1] Occupational health and safety

To strengthen its control process, in 2023 the Technical Department implemented inspections aimed at assessing locally how subsidiaries transcribe the requirements of RATP Dev's safety policy in their Safety Management System (safety management, risk management, emergency situation management, skills management, safety monitoring, internal control, etc.). Ten subsidiaries are assessed each year. The HQSE Community brings together all subsidiary HQSE managers and support functions (Safety, Human Resources, CSR). Each subsidiary is responsible for its own health and safety policy.

[9.7.3.2] Quality of life at work

A Quality of Life at Work community was set up in September 2023, bringing together on average once a month the HR managers and/or employees in charge of this subject at the various subsidiaries. Best practices are shared using dedicated tools. In 2024, the head office prepared the launch of an employee engagement survey for 2025. This survey will be deployed in April 2025. It aims to better understand the employee experience and make the working environment better and more in line with employees' expectations.

[9.7.3.3] Human rights

In France, the gender equality indices are very high, namely for 2024: 98/100 for RATP Dev headquarters, 100/100 for the Vienne subsidiary (Vienne Mobilités), 99/100 in Angers (RD Angers), Lorient (RDLA) and Bourges (STIC), 98/100 in Annemasse (TP2A),

Aix-les-Bains (CTLB) and Reims (Champagne Mobilités). The full list of results in France is published on the RATP Dev website.

[9.7.3.4] Passenger expectations

In 2024, RATP Dev carried out a prospective study to identify and analyze the major trends that will impact the mobility sector and passenger experience between now and 2030. The growing need for reassurance, an ageing population, opportunities linked to data and AI, the evolution of digital standards, the development of immersive experiences... these are just some of the themes deciphered in the "Mobility Trends Report". A compass for navigating the world of tomorrow, this report defines the main challenges to be met collectively between now and 2030, and proposes concrete courses of action to prepare for them now and constantly improve the experience of travelers. For example, RATP Dev Mobility Cairo is introducing sign language services for Capital Train passengers.

[9.7.3.5] Environment

- The Maint'Up tool has enabled the Angers network to reduce energy consumption by 4.4% in 2024 by optimizing heating in the fleet.
- In 2024, Autolinee Toscane renewed its bus fleet with more efficient buses through the acquisition of 35 electric buses.
- The Lorient subsidiary has set itself the target of reducing its water consumption by 15% as part of its CSR program.
- In collaboration with Systra Canada, our subsidiary in Durham (NC, United States) has implemented EV Electromobility, a program designed to help the Public Transport Authorities electrify their bus fleet. The tool takes account of the subsidiary's specific constraints (weather, traffic, topography, infrastructure, etc.) to optimize the transition to electric. EV Electromobility will be deployed in several RATP Dev subsidiaries in the United States.
- Water-saving measures have been taken by several subsidiaries. In 2024, RDB Thonon (France) installed a vehicle wash tunnel with a water recycling station, while RD Lorient installed water recovery tanks for bus washing. In addition, buses are now washed only twice a week (previously every day) and summer washes have been discontinued. Tootbus London has also introduced a water recycling system.

[9.7.3.6] Circular economy

- Deployment of the "Enter the loop" project within the Alpbüs subsidiary. An association brings together several companies in a business park, with the aim to find ways of mutualizing water sorting and recycling. The company benefits from local support to implement a responsible waste treatment and recovery process.
- Our Lorient subsidiary has initiated a "plastic bottle killer" project, designed to significantly reduce plastic waste.
- The single-use headphones used by passengers on Tootbus Paris sightseeing buses are recycled by the Paprec company, enabling around 80% of the material to be recycled.

- The Angers subsidiary goes further than its legal obligations, deploying a proactive policy for its IT equipment as part of its action plan for responsible digital use. Equipment is used and depreciated over 6 years, and when it is no longer needed, it is recycled by a local partner in the social economy.

[9.7.4] **Warning mechanism**

In 2024, RATP Dev gradually rolled out a new alert platform across all its subsidiaries. This platform enables any RATP Dev employee or stakeholder to issue an alert confidentially and securely.

[9.7.5] **Monitoring system**

The Rail Safety and Road Safety guidelines and guides are regularly distributed to all subsidiaries. A quarterly newsletter is sent to subsidiaries to inform them of newly published documents. In January 2022, a Quality, Safety at Work and Environment internal control framework was distributed to all subsidiaries within the scope of RATP Dev's CSR qualitative reporting. Lastly, technical audits are carried out regularly on an annual basis to verify that our Operations, Maintenance and Safety policies are being properly applied.





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