

CSR Report

Statement of extra-financial performance
as of December 31, 2021



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EDITORIAL



HIBA FARES
President of the RATP Dev
Executive Board



Committed every day to better city living "

Wherever we operate, in France and around the world, we share the *raison d'être* of our parent company, the RATP Group. We have a shared ambition to drive the development of more sustainable, inclusive and enjoyable cities and regions.

Public transportation networks create mobility and ties between communities and are the backbone of the urban environment. Day after day, it is our mission to make them ever safer, more efficient and more accessible.

Faced with the growing challenge of global warming, we have a key role to play in promoting sustainable mobility. We offer reliable and innovative services, adapted to passengers' needs, to encourage them to opt for public transportation, which is significantly more environmentally friendly than driving. We also work with cities that trust us as we work together towards their goal: to transition to cleaner energy.

Our networks contribute to the vitality and development of the areas where we operate. Wherever we are, we are committed to creating value, for example, by developing local public transportation expertise or by forging partnerships to promote entrepreneurship and innovation. RATP Dev is more than just a transportation operator, we are a true contributor in the cities where we operate, working for the betterment of our communities.

Our 27,000 employees around the world, who share our expertise and the same public service culture, are clearly our company's greatest asset. We strive to provide them with a safe, pleasant, inclusive and stimulating work environment to better serve the interests of our regions and communities.

When we consider the climate crisis, new mobility services and practices, changing behaviors and lifestyles, the quest for meaning – the public transportation system is, without a doubt, undergoing a real revolution. Faced with these societal and environmental challenges, we are focused more than ever on helping to build more fluid, sustainable and inclusive mobility.



As a transportation operator, RATP Dev draws upon the expertise we have amassed over nearly 70 years on Paris' intermodal transportation network, to support our clients' mobility projects around the world.

This heritage guides our employees' actions and feeds into our culture centered on service quality, operational excellence and innovation.

IMPLEMENTING TAILORED SOLUTIONS

Jointly building reliable, accessible transportation systems from scratch? Restructuring existing operations to suit available resources? Maintaining them long-term, designing innovative solutions, or incorporating new modes into a system? Whatever the context, our agile approach and expertise allow us to carry out a multitude of mobility projects and to propose tailor-made offers, which adapt to the expectations of organizing authorities and to the needs of passengers. We support our partners at each stage of network design and operation – from conducting studies to design, construction, installation, operations, maintenance and ticketing.

SUPPORTING REGIONAL DEVELOPMENT

Developing public transportation boosts regional economies and promotes growth. This is the role of our +100 transportation systems worldwide. We transfer skills and promote sustainable development, in harmony with the local fabric. With better public transportation, cities and regions embark on a virtuous cycle that promotes economic development and job creation.

As a regional stakeholder, we recruit, train and support 27,000 employees worldwide.

CREATING AN EXCELLENT PASSENGER EXPERIENCE

People are at the heart of our commitment – whether through the opportunities we give to our employees or the solutions we provide to our customers and passengers who trust us. The goal is to give everyone access to convenient transportation and a more pleasant city to live in. Greater well-being, serenity, and safety: that's our pledge to you.

*Your future,
our destination.*



Across America, Europe, Africa, the Middle East and Asia, RATP Dev has more than **100 SUBSIDIARIES**, present in **14 COUNTRIES**, which operate and maintain high performance, innovative and safe transportation networks.



* Regional office for Development



14 COUNTRIES
+780 partner cities



27,000
EMPLOYEES



+100 SUBSIDIARIES
around the world



+1.3 BILLION EUROS
in revenues generated in 2021



*We're here to drive you,
help you and bring you
closer together.*

OUR RESOURCES

Our people are our main source of strength. We have set up a vast training program in order to constantly improve upon their skills and thus, use our financial, industrial and energy resources as efficiently as possible.

We work with our partners – ranging from material or equipment suppliers to subcontractors, transportation operators or even infrastructure managers to bolster our internal know-how with external expertise.

This combination of expertise makes it possible for us to provide our customers with the absolute best service. For each project, we carefully select our industrial and commercial partners according to our customers' needs so they can benefit from our joint expertise at the best possible price.

OUR ACTIVITIES

Our main activity is to offer passengers, on behalf of our transit authority customers, the best service: safe, reliable, innovative and adapted mobility solutions.

To achieve this, we rally all of our resources and focus on adaptability in order to meet the needs of our customers. In particular, we:

- Assist and advise our transit authority clients as they design and restructure their networks;
- Provide excellent service in terms of the operation and maintenance of transportation networks;
- Provide passengers with innovative solutions.

WHAT SETS US APART

Since the beginning, innovation has been a cornerstone of the RATP Group DNA and a powerful development lever as we strive to fully achieve our raison d'être: "Committed every day to better city living".

Together with our clients, we analyze their expectations and those of their passengers while also considering potential constraints in order to present and implement the best possible solution.

Whether it be geographical location, cultural context, population density, or the maturity of a public transportation network, we operate in a wide variety of environments. With our diverse experience and know-how, we are positioned to best meet the needs of our networks and future clients.

We're here for our customers over the long term – from conducting studies to ticketing, to design, construction, intake, installation, operation and maintenance.

Our parent company, the RATP Group, is the transportation operator for Paris and its surrounding region, and operates one of the densest and most multimodal networks in the world. Our customers benefit from this unique expertise.

OUR VALUE CREATION

We do everything possible to create value in the regions where we operate, for the benefit of all our customers (transit authorities and passengers). Driven by our commitment to society at large, we contribute to:

- Improving access to employment, culture, education and health;
- Promoting inclusion by allowing all passengers, including those with disabilities, to access our mobility services;
- Encouraging diversity and inclusion by offering everyone access to the region, without exception, and by creating places to gather and interact.

We create jobs locally, through direct and indirect employment and our integration policies. Finally, we develop shared and greener mobility to help preserve the environment.

OUR RESOURCES

HUMAN

27,000 EMPLOYEES

FINANCIAL

+1.3 BILLION EUROS
in revenues generated in 2021

INDUSTRIAL

+100 OPERATIONS
worldwide

INTELLECTUAL

13.1 TRAINING HOURS
per employee per year

ENERGY

619 GWh
of energy consumed

URBAN, INTERURBAN AND

REGIONAL MOBILITY SERVICES

OUR VALUE CREATION FOR SUSTAINABLE REGIONS

PASSENGER ASSOCIATIONS
AND OTHER ASSOCIATIONS

SUPPLIERS
AND SUBCONTRACTORS

TRANSPORTATION
OPERATORS

REGIONAL AND INSTITUTIONAL
ACTORS

PASSENGERS

EMPLOYEES
AND SOCIAL
PARTNERS

MOBILITY
AUTHORITIES

FOR PEOPLE

20 PROJECTS
financed by the RATP Group Foundation

FOR THE ENVIRONMENT

3 NEW ISO 14001
certified sites this year

1,743 GRAMS eq CO₂/Km
Green House Gas (GHG)

FOR REGIONS

14 COUNTRIES

780 CITIES
put their trust in us

OUR STRATEGIC PRIORITIES

- CONTINUOUSLY IMPROVING OUR PERFORMANCE
- ENSURING THE PROPER LAUNCH AND EXECUTION OF OUR CONTRACTS
- FURTHERING OUR DEVELOPMENT IN FRANCE AND ABROAD

WHAT SETS US APART

- ADAPTED AND INNOVATIVE SOLUTIONS
- SUPPORTING OUR CLIENTS AS THEY DEVELOP TRANSPORTATION THEIR REGIONS
- THE RATP GROUP'S STRENGTH AND EXPERTISE
- RICH EXPERIENCES THAT ENSURE OUR ABILITY TO ADAPT TO OUR CLIENTS' NEEDS



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OUR CSR RISKS AND OPPORTUNITIES

In accordance with RATP Group procedures and in compliance with regulations, we have assessed our principal environmental, social and human rights and anti-corruption risks and opportunities.

The analysis was carried out in three structural stages:

1. Defining the extra-financial risk universe based on elements of the RATP Group’s risk universe allowed us to identify roughly 15 risks and opportunities;
2. The rating of each risk and opportunity in terms of corporate social responsibility (CSR) is validated by the risk owners, who are members of RATP Dev’s Executive Committee. The rating scale was developed in conjunction with the RATP Group’s Audit, Risk Management and Internal Control Department, using the same methodology used to develop the Group’s risk map. The risks were assessed in terms of severity, occurrence and risk control (assessment of barriers);
3. Prioritization of CSR risks and opportunities: evaluating the risks made it possible to prioritize and identify a list of priority risks for 2021.

The main risks and challenges considered for 2021:

ENVIRONMENTAL	EMPLOYEES	PASSENGERS	REGIONS
Controlling environmental impacts	Health, safety and quality of life at work	Rail safety	Promoting diversity and inclusion
Controlling consumption (energy and water) and waste management	Promoting diversity and inclusion	Road safety	Consideration of CSR criteria in purchasing
Measuring and limiting the impact of digital technologies		Pandemic	Compliance with local regulations
Climate change mitigation and adaptation			

The mechanisms for managing these risks are detailed in the internal control and risk management report.

OUR PERFORMANCE INDICATORS

We have defined our key performance indicators linked to our two commitments and our three strategic priorities related to CSR, as well as the related SDG (the United Nation Sustainable Development Goals) and GRI (Global Reporting Initiative) references.

Our two CSR commitments:

- Providing a safe and qualitative mobility experience for all passengers
- Contributing in an engaged way to the vitality of our regions















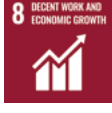




Our three strategic CSR priorities:

- Ensuring health, safety and quality of life at work
- Shrinking our environmental footprint
- Promoting diversity and inclusion



CROSS REFERENCE TABLE

WITH THE UN SUSTAINABLE DEVELOPMENT GOALS (SDG)

Our Commitments and Priorities	Risks concerned	Key performance indicators	Chapter ISO 26000	Ref. GRI*	Corresponding SDG
COMMITMENT #1: PROVIDING A SAFE AND QUALITATIVE MOBILITY EXPERIENCE FOR ALL PASSENGERS	• Rail safety	→ No published indicators	→ 6.7.4	→ 416	
	• Road Safety	→ No published indicators	→ 6.7.4	→ 416	
	• Pandemic	→ No published indicators	→ 6.7.4	→ 416	
COMMITMENT #2: CONTRIBUTING IN AN ENGAGED WAY TO THE VITALITY OF OUR REGIONS		→ Number and amount of RATP Foundation projects financed by RATP Dev	→ 6.8.3	→ 413	   
	• Consideration of CSR criteria in purchasing	→ No published indicators	→ 6.6.6	→ 204	
PRIORITY #1: ENSURING HEALTH, SAFETY AND QUALITY OF LIFE AT WORK	• Health, safety and quality of life at work	→ Frequency Rate → Severity Rate → Absenteeism Rate	→ 6.4.6 → 6.4.6 → 6.4.6	→ 403 → 403 → 403	 
PRIORITY #2: SHRINKING OUR ENVIRONMENTAL FOOTPRINT	• Controlling environmental impacts	→ Number of ISO 14001 certified sites this year	→ 7.4.3		     
	• Climate change	→ GHG Emissions	→ 6.5.3	→ 305	
	• Controlling consumption and waste management	→ Water Consumption → Total Quantity of Hazardous Waste	→ 6.5.4 → 6.5.3	→ 303 → 306	
	• Digital technologies	→ No KPIs this year	→ 6.5.4 to 6.5.6	→ 301 - 302	
PRIORITY #3: PROMOTING DIVERSITY AND INCLUSION		→ Employee Turnover Rate	→ 6.4.5	→ 401	    
		→ Training: Average number of training hours per employee per year	→ 6.4.7	→ 404	
	• Gender balance	→ Workforce feminization rate → Management team feminization rate	→ 6.3.7 → 6.3.7	→ 405 → 405	
OUR APPROACH TO COMPLIANCE AND ETHICS	• Compliance with local regulations	→ Number of subsidiaries with an ethical whistleblowing system compared to subsidiaries subject to one	→ 6.6.3	→ 205	

* GRI: Global Reporting Initiative



MATERIALITY MATRIX

RATP Dev is committed to implementing our corporate social responsibility (CSR) policy. At the RATP Group level, this commitment has led to the creation of our *raison d'être*.

In 2021, we decided to create a new CSR roadmap focused specifically on our activity and challenges in order to better meet the expectations of players in our ecosystem. This roadmap is based in large part on our CSR materiality matrix and on the analysis of the risks and opportunities described above.

DID YOU KNOW?

The term “materiality” refers to elements that can significantly impact a company, its activities and its ability to create value for itself and its stakeholders. The materiality matrix is therefore a tool for identifying and prioritizing a company’s CSR challenges. Each challenge is prioritized from the perspective of the company and its stakeholders.

We constructed this roadmap in two phases: first identifying stakeholders, then identifying the associated material challenges.

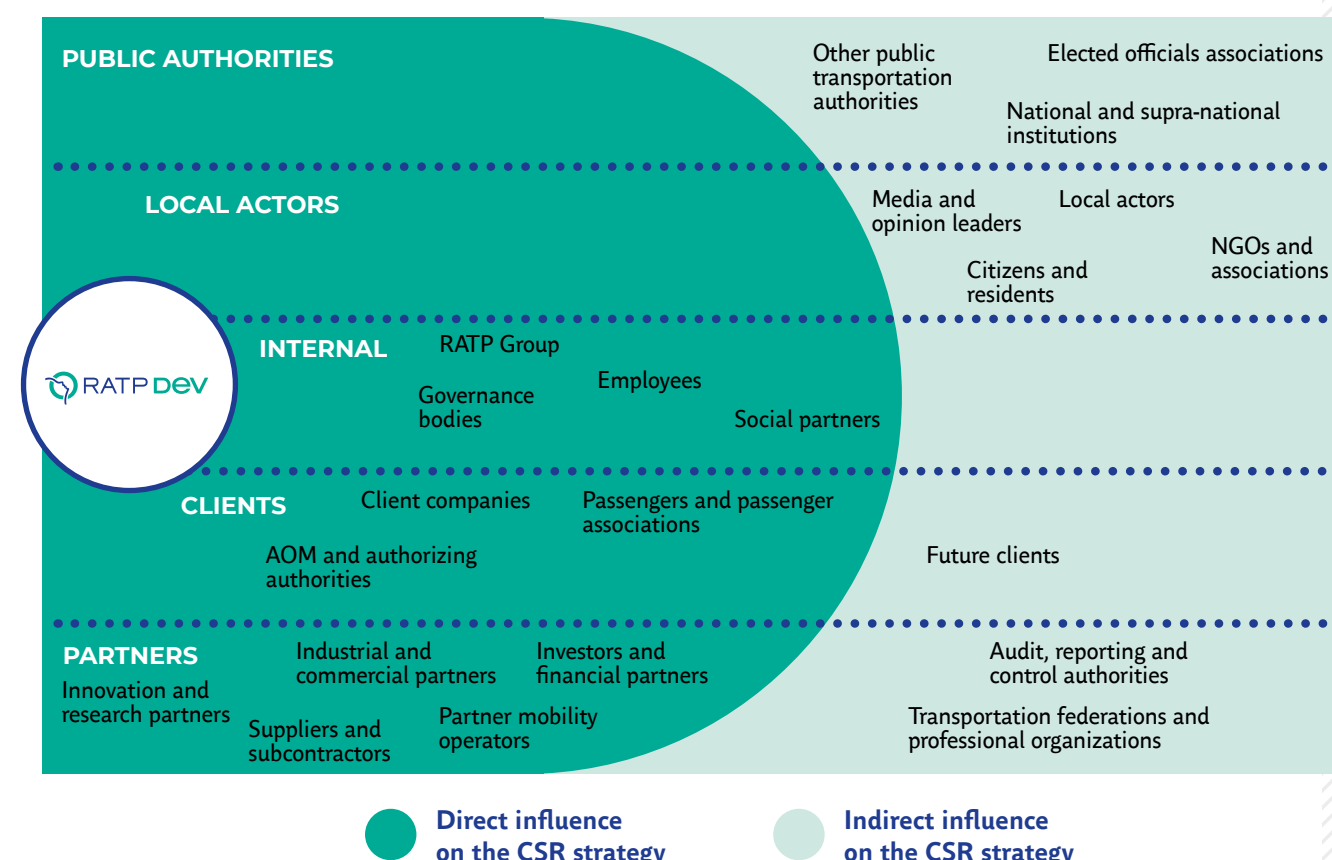
PHASE 1.

IDENTIFYING STAKEHOLDERS AND RELATED DIALOGUE METHODS

Stakeholder mapping

During this first stage, we redefined how we map key stakeholders with regard to RATP Dev’s CSR challenges. We organized internal workshops, bringing together several departments in order to ascertain the influence of each stakeholder on our CSR strategy. Five main types of stakeholders were identified: public authorities, local stakeholders, internal stakeholders, clients and partners.

They were then divided into two spheres of influence: stakeholders with a direct influence on RATP Dev’s CSR strategy and those with an indirect influence. This map helps us understand which dialogue methods are best suited to each type of stakeholder.



Dialogue methods with stakeholders

RATP Dev pays particular attention to listening and engaging in dialogue with our stakeholders. We identified the following dialogue methods for each stakeholder, focusing on the categories that have the most direct influence on RATP Dev’s strategy. In the future, these methods will be developed to ensure direct dialog with all stakeholders.

TYPE OF STAKE- HOLDER	EMPLOYEES AND THEIR REPRESENTATIVES	CLIENTS (AOM, PASSENGERS)	RATP GROUP	PARTNERS, PUBLIC AUTHORITIES, LOCAL STAKEHOLDERS
Dialogue methods	<ul style="list-style-type: none"> Charters, codes and internal policies Company agreements Dialogue forums with employee representatives Awareness campaigns 	<ul style="list-style-type: none"> Contractual and commercial relations User awareness campaigns Applications and chatbots Code of Ethics and compliance Responsible purchasing charter 	<ul style="list-style-type: none"> Raison d’être Collaboration on internal programs Collaboration on social programs (RATP Group Foundation, etc.) 	<ul style="list-style-type: none"> Official publications and social networks Business practices Collaborations on innovation and societal commitments Participation in working groups Partnerships with civil society

PHASE 2.

LISTENING TO STAKEHOLDERS AND UNDERSTANDING THEIR CSR CHALLENGES

In a second phase, RATP Dev will survey our stakeholders about how they view social and environmental responsibility related to our activities and the issues that arise from them. This materiality exercise began at the end of 2021 and will be completed in 2022.

The goal of this exercise is to map and prioritize, with our main stakeholders, the most significant extra-financial challenges related to our activity and the expectations of surveyed stakeholders. All the results will be consolidated and presented in a materiality matrix.

At the end of this exercise, RATP Dev will organize internal workshops to define a new CSR roadmap, aligned with our strategic direction, the risks and opportunities and the identified material CSR challenges.

OUR CORPORATE SOCIAL RESPONSIBILITY (CSR) POLICY

Mobility is an essential lever to tackle the societal and environmental challenges of today and tomorrow. As a public transportation operator with a public interest mission, RATP Dev naturally places social responsibility at the heart of our business. As a preferred partner in the regions where we operate, RATP Dev is committed, along with the RATP Group, to fostering more inclusive, ecological and human cities on a daily basis.

In line with the raison d’être of our parent company, the RATP Group, we are committed, **day after day, to improving the quality of the cities where we operate.** As a trusted partner of many cities in France and around the world, we offer efficient and innovative mobility services that promote the development of cities that are more liveable, sustainable and inclusive.

RATP Dev develops our own CSR policy based on the challenges associated with our activity and our stakeholders’ expectations. This policy – identified as an essential performance lever – covers all of the central CSR issues, as defined by the ISO 26001 standard, the international reference in this area.

As a public transportation operator, we are committed to **supporting the vitality of the regions** in which we

operate and to **constantly innovating to offer all passengers an increasingly safe, reliable and accessible mobility experience.** These two commitments are the foundations of our business.

We have set three main CSR priorities in our latest strategic plan for the company, approved in 2021:

Employee health and safety

We are dedicated to bolstering employee engagement and performance by creating a safe work environment that respects physical and mental health by promoting ethics and quality of life in the workplace.

Shrinking our environmental footprint

We are aware of the key role that public transportation plays in the fight against global warming and the preservation of the planet. As such, we help our clients achieve their energy transition goals and encourage our subsidiaries to implement increasingly environmentally friendly processes.

Promoting diversity and inclusion

We are convinced that promoting diversity and inclusion within our teams allows us to be more creative in our mobility offer for all passengers.

Our CSR policy is supported by RATP Dev’s Technical Department and validated by the Management Committee.



PROVIDING A SAFE AND QUALITATIVE MOBILITY EXPERIENCE FOR ALL PASSENGERS

As a public transportation operator, our mission is to enable all passengers to travel easily and safely. Faced with the climate crisis, changing lifestyles and new mobility practices, we are constantly adapting our transportation offer to give our passengers the best possible experience and meet the requirements of our customers, the transit authorities. We rely on internal programs and new technologies to make our transportation services ever more fluid, reliable, innovative and accessible to all passengers. By offering the best possible mobility experience, we encourage passengers to opt for public transportation instead of driving their cars, which helps preserve the planet and the quality of life in cities.



PUTTING SAFETY FIRST

Safety is at the heart of our corporate culture and it is our top priority.

We are committed to guaranteeing the safety of our passengers, as well our employees and partners, without compromise. Our deep commitment is reflected in our compliance with operations and maintenance safety procedures and the initiatives we deploy in our networks.

Our **"We Safe"** policy enables us to operate according to the strictest safety standards and to continually improve our performance in this area. Updated in 2020, it is based on four fundamental pillars: **a rigorous safety management system, a robust organization, an improved audit system and a safety culture embraced by all employees.**

In the field, our subsidiaries are doing their best to ensure that everyone can travel safely on our networks.

In Vannes, Quimperlé or Algeria (on the six SETRAM networks), our teams continue to **raise awareness among schoolchildren** about road safety and the proper use of public transportation.



In Casablanca, Lorient and Angers, we work with public authorities and other safety stakeholders to **promote road safety** and **prevent fraud and crime** on our public transportation networks.

During the pandemic, our networks mobilized to reassure employees and passengers about health-related safety concerns. This commitment earned praise in the United States where our SunTran network (Arizona) was honored by the American Public Transportation Association (APTA) for its high level of commitment to the awareness and protection of its employees and passengers during the Covid-19 pandemic.

At RATP Dev our commitment to safety is part of an **ongoing improvement strategy** to offer our passengers exemplary service everywhere in the world.

In Morocco, our subsidiary, RATP Dev Casablanca, distinguished itself in 2021 by earning **triple certification**:

- Quality (ISO 9001),
- Health Safety at Work (ISO 45001),
- Environmental (ISO 14001).



ON-DEMAND EVENING STOPS GIVE PASSENGERS PEACE OF MIND

To reassure our evening passengers, especially the most vulnerable, several of our bus networks have set up an on-demand service. From 10 p.m. onwards, our Bibus passengers in Brest can request to get off between two regular stops in order to be dropped off as close as possible to their home. All they have to do is ask the driver, who ultimately determines the feasibility of the passenger's request. In Vannes, our Kicéo network offers an "after bus" service in the evening from Thursday to Saturday, which allows passengers with a ticket or a monthly subscription to take the bus at one of four departure points in the city center and be dropped off at the stop of their choice.

PROVIDING A SEAMLESS MOBILITY EXPERIENCE

Passengers want to get from point A to point B easily and effortlessly. **Multimodality** and **intermodality** have become an essential part of providing a seamless journey. In addition to our traditional modes of transportation (metro, tramway, bus), our networks are increasingly integrating **complementary services**, such as carpooling, shuttles, bicycle rental, etc.



REAL-TIME INFORMATION FOR INCREASED SIMPLICITY

As digital technologies simplify both the analysis and use of data and the instant access to information, it is essential to give passengers real-time access to useful information about our services. In Saint-Malo, Lorient and Brest, for example, our networks share their service data with Google Maps, enabling passengers to prepare their routes, consult the times of upcoming stops in real time, and obtain reliable traffic information.

For example, our Bibus network in Brest relies on **soft mobility** solutions, bicycles in particular, for short distances. After Vélocibus, a long-term bicycle rental service, Bibus launched **VéloZef** in June. This self-service electrical bicycle rental service allows passengers to rent for 15 minutes, 1 hour or an entire day.



Digital applications such as **MaaS** – which allow users to plan routes, book and pay for their transportation tickets, access traffic information in real time, etc. – are making the experience even easier.

The **M-Ticket** and the **TixiPass** (which allow users to buy and validate their tickets on their smartphones) are being rolled out to a growing number of networks to give passengers a more fluid transportation experience. Since 2021, TixiPass has launched in our networks in Vannes (Kicéo) and Epernay (Mouvéo).



MAKING MOBILITY ACCESSIBLE TO ALL

Mobility is an essential factor in well-being and social **integration**. To improve the lives of all passengers and facilitate everyone's access to public transportation, RATP Dev has developed genuine expertise in on-demand transportation and transportation for people with disabilities. Adapted to the specific needs of each person, these solutions allow the greatest number of people to **travel with ease**.

In addition, our subsidiaries are working to make our networks more accessible and to provide solutions tailored to everyone's needs.

In Boulogne-sur-Mer, our Marinéo network offers "**Marinéo Appli**" and "**Osons le bus**" workshops to help passengers to better understand how to use the mobile apps or simply use public transportation.

Several units of our Algerian subsidiary, SETRAM, participated in another emblematic program to help people with disabilities in Algeria: they helped children with disabilities discover the tramway. This operation took place in December 2021, on International Day of Disabled Persons.

In 2021, in South Africa, our subsidiary Bombela Operating Company, which operates le Gautrain, developed its **Midibus shuttle service**, enabling more and more residents to access office buildings, shopping malls and other public transportation facilities.



TAD FOR CUSTOMIZED COMMUNITY MOBILITY

In the United States, on-demand transportation plays a key role in community life and the offer is constantly expanding. According to the American Public Transportation Association (APTA), nearly 70% of people who use public transportation earn less than \$50,000 USD a year. With the rising cost of fuel, car prices and insurance, as well as a growing population, the addition of on-demand transportation services is increasingly necessary to provide equitable access to jobs, education, healthcare and other essential services. We provide on-demand transportation for everyone in Lubbock (Texas) and Tucson (Arizona), as well as specific services for people with reduced mobility in more than 20 US cities.



INNOVATING TO OPTIMIZE THE PASSENGER EXPERIENCE

Optimizing the passenger experience is naturally a key part of our innovation strategy. With a focus on **safety, comfort, and an enriched onboard experience**, we are developing and testing numerous concepts, with the goal of broad rollout, that will renew and improve the quality of the passenger experience on our various modes of transportation.

Since 2021, tourists in London, Paris and Brussel have access to new-generation, immersive and engaging **audio guides** through our sightseeing subsidiary Tootbus – a truly unique tourist experience!



We installed **perfume diffusers**, which trigger at regular intervals, in select buses of the Epernay Mouvéo network to create a clean atmosphere.

Our **HoloStop holographic stop request button** was deployed in several of our bus networks, including Quimperlé and Boulogne-sur-Mer.



A THRILLING PODCAST TO LISTEN TO DURING YOUR TRIP

To mark the 15th anniversary of the tramway, the Transvilles network, which we operate in Valenciennes, invited its passengers on a sensorial journey. Passengers tuned in to a detective podcast via their smartphones as they traveled on the tramway or in the buses. The podcast, named Flash Finger, is available for free on the Youboox platform. The pitch? In the Cordon shuttle, Eva Flash picks up a bag left behind by an old lady. It's a thrilling adventure with the backdrop of Valenciennes and its public transportation network.



CONTRIBUTING TO THE VITALITY OF THE REGIONS IN A COMMITTED WAY

We are so much more than a transportation operator.

We act as a true player in local life, serving regions and communities everywhere we operate. Through our mobility services, we contribute to the development of these regions and improve the daily lives of residents by providing easy access to education, employment, healthcare, culture, leisure activities, friends and family.

Our close ties to these regions are also reflected in the initiatives we have put in place to help local populations, particularly the most vulnerable.

DEVELOPING AND PASSING ON OUR PUBLIC TRANSPORTATION EXPERTISE

Whether in Manila, Cairo, Doha or Riyadh, each time we take over an existing network or launch a new one, **we share the RATP Group's expertise** and our public transportation know-how through the use of local resources. We recruit high-potential profiles, then train them in accordance with the **highest international standards** for transportation network operation and maintenance. We help them **develop skills** that will enable them to heighten and share their public transportation expertise in a sustainable way in the countries where we operate.

In 2021, for example, SETRAM's Oran operating unit trained 14 "apprenticeship masters" in the methods and tools needed to **better support apprentices** in their practical professional training.

We are also working with local academic partners to present our business to students or to

co-construct specific courses designed to **develop the skills we need upstream**.

We are constantly seeking out ways to create value locally, for example by helping to develop public transportation skills in countries where they are still in their infancy.

This **local value creation** also involves building close relationships with academic, institutional and industrial partners to **promote innovation**.

For example, in early 2022, students in the Introduction to Industrial Management course at the Moroccan University EMINES - UM6P worked on the role of green hydrogen in mobility as part of a partnership with our Casaroc innovation laboratory in Casablanca.



A PARTNERSHIP WITH SALAH BOUBNIDER 3 UNIVERSITY TO TRAIN FOR TRANSPORTATION JOBS

At the beginning of 2021, our Constantine subsidiary (SETRAM) in Algeria signed a partnership agreement with Salah Boubnider 3 University to enrich students' theoretical training with practical experience and thus facilitate their entry into the professional world. The principle is as follows: SETRAM executives are invited to take part in information sessions and scientific events organized by the University; meanwhile, the students and teacher researchers from the university join the ranks at SETRAM to develop and diversity research themes and studies related to the transportation sector. They can also set up additional collaborations that contribute to student training (internships, doctoral theses, etc.).

CONTRIBUTING TO REGIONAL TOURISM AND CULTURAL DEVELOPMENT

We support several exhibitions and events throughout the year and around the world because we believe that the vitality of a region is also measured by its cultural, tourism and athletic vigour.

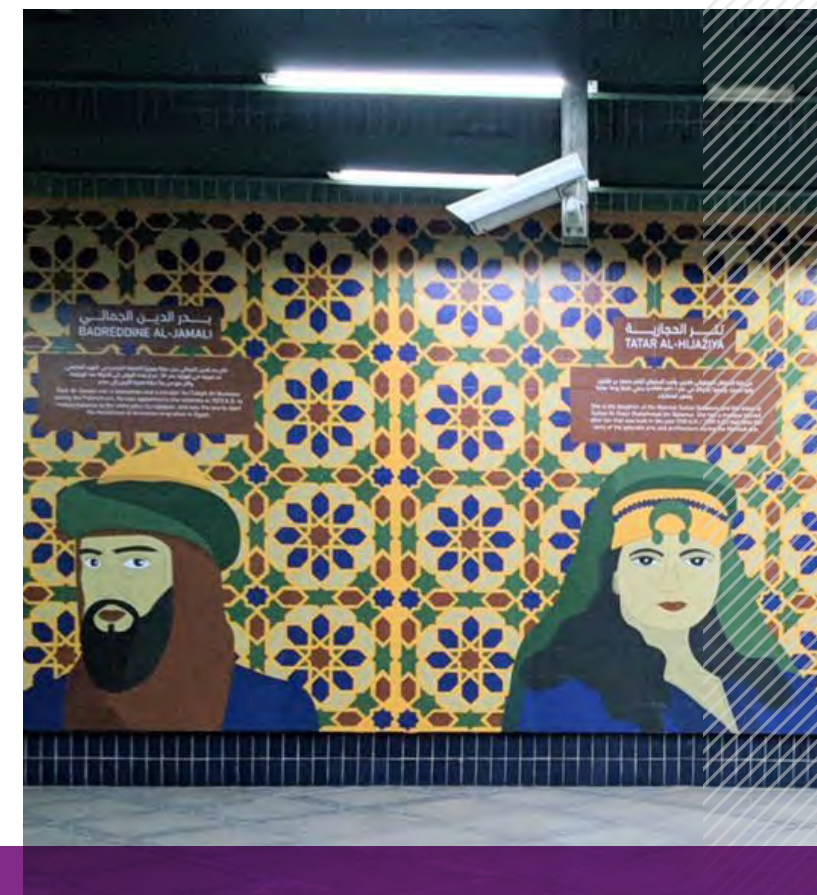
In France, for example, we are partners of numerous music, film and live performance festivals. Notably, we have supported the Printemps de Bourges and Jazz à Vienne festivals for over 10 years, as well as the International Puppet Theater Festival in Charleville-Mézières. Our networks also play a key role in **promoting the cultural and tourism heritage** of the regions in which we operate.

Last summer, for example, our Bibus subsidiary in Brest offered pass holders unlimited access to its network to visit Océanopolis, the National Maritime Museum and other tourist sites, as part of the "Parcours Océan" initiative.



Internationally, subsidiaries are also expanding initiatives that contribute to the **cultural influence** of their regions. In Morocco, for example, RATP Dev Casablanca exhibited the works of student artists in Spring 2021 in the Casa Tramway's United Nations Mobility House Gallery. This initiative was part of a **partnership with the Casablanca School of Fine Arts**.

In addition, our London branch converted Tootbus London tour buses into "Sounds Buses" during Summer 2021 for a **series of live outdoor concerts** by young local musicians.



EGYPT THROUGH THE AGES IN THE METRO STATIONS

As part of the reopening of the Cairo Metro Line 3, our subsidiary RATP Dev Mobility Cairo launched a large-scale cultural project in June 2021 to remind local passengers about – and to help tourists discover – the rich historical heritage of Egypt and its capital. From ancient Cairo to the Cairo of the future, passing through the Coptic, Islamic and Republican periods, passengers traveled through time and cultures in various stations. The project first opened the Heliopolis station, dedicated to the "city of the sun" in ancient Egypt. The launch continued with Abbasia (Cairo copte) and Kolleyet El Banat (Ancient Cairo) stations, followed by the Bal El Shaaria (Islamic Cairo) and Alf Masken (Republican Cairo) stations in Spring 2022.

BEING A COMMUNITY PLAYER

We are committed to being **a real player in solidarity with our regions and the people who live there**, especially our most vulnerable passengers. This commitment is reflected in our actions alongside the RATP Group Foundation and in the solidarity initiatives launched independently by our subsidiaries.

The RATP Group Foundation's mission is to support local community projects that improve access to **education, culture and employment**, as well as the **ecological transition** wherever the RATP Group operates. We work alongside the Foundation to forge strong ties with local populations in these regions.

In addition to our initiatives with the Foundation, our subsidiaries around the world carry out numerous independent initiatives to promote access to employment and education, to **build more inclusive communities**, and to construct more responsible regions and more sustainable cities.



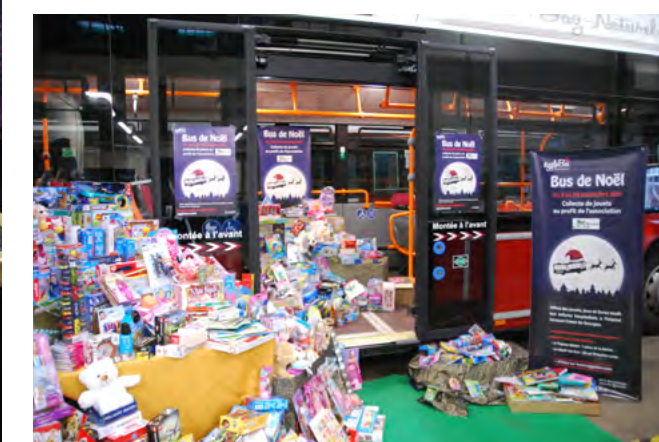
Whether on an ad hoc or regular basis, these **initiatives are adapted** to the needs of each community and can take on various forms such as **setting up free shuttles, awarding school scholarships, distributing supplies or toys, organizing food drives or clean-up campaigns in shared public spaces**.

In June 2021, CEOBUS, our subsidiary operating in Val d'Oise, launched the **Equal Opportunities Bus**. The program created the opportunity for school children, young people ready to begin their careers and job seekers to meet with public and private actors and learn more about apprenticeship tracks, tools and professional opportunities.

Our commitments are long-term, which is demonstrated in the work that our subsidiary Bombela Operating Company (BOC) in South Africa has been doing since 2007 with the South African association Sizanani (or "let's help each other" in Sotho), which **supports disadvantaged children in the Alexandra township** in Johannesburg.

Another example of a long-term project is the **"Open Chance"** operation in London carried out by our subsidiary RATP Dev Transit London and the Achieving for Children organization. The program transformed a bus into a mobile workshop to welcome young people who have lost their way and train them in the foundations of mechanics and engineering.

Every year, the Christmas holidays present the perfect opportunity for many subsidiaries to take part in community projects alongside local associations such as **toy drives** for disadvantaged families.



SECOND CHANCE SCHOOL IN MOROCCO

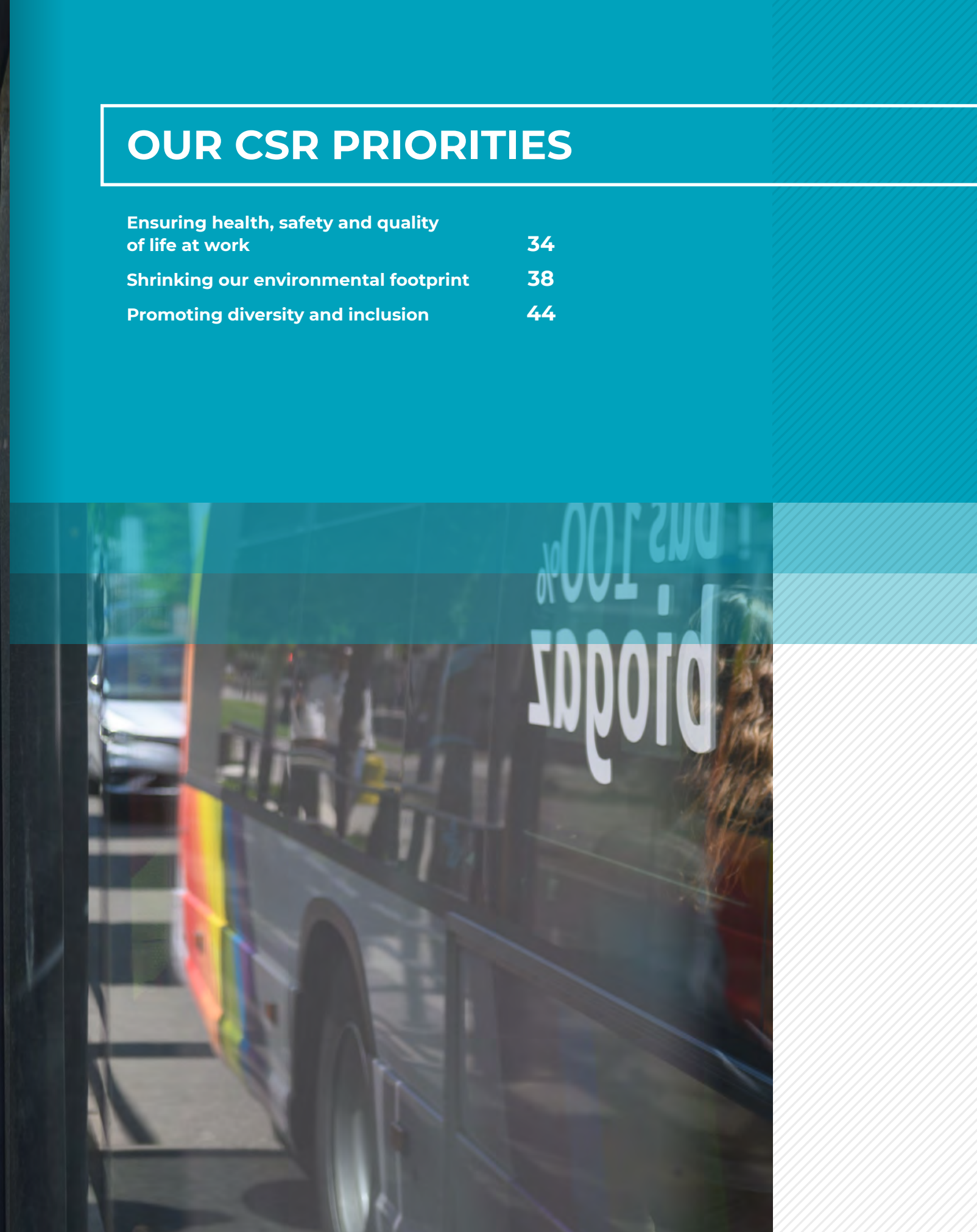
At the end of 2021, a training center for school dropouts was inaugurated in Nouaceur, Morocco, a few kilometers from Casablanca. This project, led by EMA (Enfance Maghreb Avenir), is supported by the RATP Group Foundation and our subsidiary RATP Dev Casablanca. This second-chance school provides a space for genuine interactions between roughly 60 out-of-school teenagers aged between 15 and 20. The students will have the opportunity to complete their high school degree or to take up an apprenticeship in a profession that is suited to the job market.





OUR CSR PRIORITIES

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PRIORITY #1

Ensuring health, safety and quality of life at work

Our employees are our most precious asset, the core of our excellence, performance and competitiveness. RATP Dev is committed to supporting our employees' performance and engagement, to providing a professional environment that respects their physical and mental health and safety, and to maintaining conditions that are conducive to their personal development.

Constantly improving the working environment and quality of life of our employees goes beyond our duty as a responsible employer, it is essential to optimizing our performance, attracting and retaining talent and ultimately driving sustainable growth.

RATP Dev is developing tools for prevention, raising awareness and measuring performance in order to monitor the results obtained in achieving this main objective.

This metric is based on the monitoring of these indicators:

- The frequency rate of workplace accidents;
- The severity rate of workplace accidents;
- The absenteeism rate.

WE CARE, A CORE PART OF OUR COMMITMENT TO HEALTH, SAFETY AND QUALITY OF LIFE AT WORK

In 2021, RATP Dev launched our WeCare program, based on two key steps: setting up the best international occupational health and safety standards and encouraging ethics and quality of life at work.

We identified priority themes common to all our operations for both steps in order to encourage company-wide sharing of the best practices already implemented in some of our operations. This exchange of information ultimately feeds into concrete action plans that will be launched locally.

The following priorities have been identified **in the area of occupational health and safety**:

- Reducing the frequency and severity of work-related accidents;
- Affirming our zero tolerance policy in regards to performing duties under the influence of alcohol and/or drugs;
- Managing and preventing fatigue in the workplace.

The following priorities have been identified **in the area of ethics and quality of life at work**:

- Preventing psycho-social risks;
- Affirming our zero tolerance policy in regards to discrimination;
- Affirming our zero tolerance policy in regards to harassment (moral or sexual) and sexist behavior.

Concretely, these priorities will lead us to implement a strategy that:

- Communicates and promotes a culture of health, safety and quality of life at work and raises awareness among our employees on a regular basis;
- Identifies the causes of the priority risks mentioned above;
- Implements concrete action plans to reduce their occurrence and effects by adjusting our procedures, our equipment and our work methods;
- Monitors these action plans, and makes necessary adjustments to ensure effectiveness.

A PRIORITY SHARED BY OUR CROSS-FUNCTIONAL COMMUNITY

If RATP Dev's ambitions in the areas of health, safety and quality of life at work are to become a reality, they must be supported by a broader, cross-functional community that includes the HR, Technical and HQSE Departments, both at central and local levels. For this reason, a launch conference will be held in early 2022 with this broader community to share RATP Dev's ambition and chosen methods.

This launch conference will be followed by a series of events throughout 2022 and the coming years in order to discuss the concrete progress of each of the measures put into place and their impact.

HEALTH/SAFETY

	2019	2020	2021
Frequency rate of workplace accidents (Tf ¹)	17.90	13.76	14.85
Severity rate of workplace accidents (Tg ²)	1.08	1.19	1.37
Absenteeism rate (Ta ³)	4.66%	6.99%	6.74%

1 Tf = Number of workplace accidents with lost time x 1,000,000/number of hours worked
 2 Tg = Number of days lost due to workplace accidents x 1,000/Number of hours worked
 3 Ta = Ratio between the number of days absent and the total number of work days

A FOCUS ON KEY EXAMPLES

RATP Dev Casablanca's 2021 ISO 45001 CERTIFICATION

Since 2018, the ISO 45001 standard has been the international reference framework for occupational health and safety. With this certification, obtained in 2021, RATP Dev Casablanca demonstrates its willingness to apply the best international standards in terms of safety and health at work for its employees. This certification is part of a continuous improvement process and recognizes the implementation of an effective Occupational Health and Safety management system within RATP Dev Casablanca.



131

In 2021, within our **France-Swiss Business Unit**, 131 people, among the members of the Executive Committees and local managers, were trained in the **PREVENTION OF PSYCHOSOCIAL RISKS**. This training has been provided since 2018.



In Algeria, SETRAM set up an information and awareness campaign on **BREAST CANCER** in October 2021. This initiative was part of an annual communication campaign and concerns all SETRAM's operational units.



Our South African subsidiary, **Bombela Operating Company**, organized three **VACCINATION** campaigns for its employees against Covid-19 in 2021 in collaboration with an external health organization authorized to carry out the vaccination of volunteer employees directly at their workplace.

In addition, an informational and poster campaign related to **addiction prevention** was prepared in late 2021.

PRIORITY #2

Shrinking our environmental footprint

Public transportation has an essential role to play in the fight against climate change and environmental protection. A trip on public transportation emits significantly less greenhouse gas per passenger than the same distance traveled by car. We are working hard to make public transportation more environmentally friendly and to offer and deploy mobility solutions that are increasingly practical and attractive. Our objective is clear: to promote the responsible development of regions and sustainable cities.

CONVINCING PASSENGERS TO CHOOSE PUBLIC TRANSPORTATION

After energy production, the transportation sector is the second largest emitter of greenhouse gases (between 25-30%). However, in France, for example, a trip by metro, tramway or RER emits on average up to 60 times less greenhouse gas per passenger than the same trip by car. Making public transportation more attractive is therefore key to fighting global warming. This is why we are developing mobility solutions adapted to passenger needs and use cases and encouraging passengers to take our clean modes of transportation, such as tramways or metros, and more specifically, our driverless metros.

AN INCREASE IN INTEGRATED SOFT MOBILITY SOLUTIONS

To discourage drivers from driving alone, we are also focusing on “soft” or shared mobility solutions to complement our traditional modes of transportation. These soft solutions are key to providing a seamless transportation experience, often allowing us to cover the “first or last mile.” We are continuing to integrate these new services into our networks, such as bicycle rental (electric or traditional) or carpooling and car sharing solutions. Our parent company, the RATP Group, is investing in a number of startups specializing in these additional services via its subsidiary RATP Capital Innovation.

In addition to promoting public transportation, we are committed to significantly reducing the environmental footprint of our activities.

EVER CLEANER MODES OF TRANSPORTATION

We are constantly seeking to make our operations more environmentally friendly and help our customers achieve their energy transition goals, in particular by converting buses to renewable energy. Local authorities often turn to this solution to reduce their environmental impact and improve residents’ quality of life. To meet this fundamental challenge, we provide transport organizing

authorities with end-to-end support for their energy transition process: choosing the most appropriate technologies, investing in the right infrastructure, transforming bus depots, adapting operation and maintenance rules, etc. Convinced that there is no one-size-fits-all solution, we look into all existing, and future, technologies in order to propose the most appropriate solution based on each region’s specific challenges and needs.

ECO-DRIVING AND MONITORING CONSUMPTION TO REDUCE POLLUTING EMISSIONS

Training drivers in eco-driving is an important aspect in reducing vehicle energy consumption and therefore polluting emissions (and at the same time improving passenger comfort). Many of our networks include this in staff training programs and our subsidiaries are fully aware of the potential for energy savings. In the north of France, our subsidiary Autocars Finand even organizes a “driver of the month” challenge with a prize for the most significant reduction in fuel consumption! Other companies, such as Cars Dunois and Champagne Mobilités use specialized software to closely monitor their fleets’ fuel consumption.

A COMMITMENT TO PRESERVING THE PLANET AT EVERY LEVEL

In addition to the areas already mentioned, our commitment to shrinking our environmental footprint is reflected in a number of actions and initiatives – implemented globally or by our subsidiaries – to limit energy consumption in our buildings, offices, maintenance workshops and related activities, as well as our water consumption (for example, cleaning vehicles). First, we provide our operations with the necessary tools to accurately monitor their energy and water consumption so they can identify potential ways to reduce their consumption. Similarly, we need to reduce and recycle waste generated by our activities as much as possible (oil, domestic waste, batteries, etc).

PRIORITY #2 Shrinking our environmental footprint



ENVIRONMENT	2019	2020	2021
Number of ISO 14001* certified sites this year	2	1	3
GHG Emissions (g eq CO ₂ / Km)	1,940	1,517	1,743
Water consumption (liters/Km)	3.83	3.11	3.16
Total quantity of hazardous waste (tons)	667	799	962

Note: The distinct variation in GHG emissions can be explained by the change in the RATP Dev NA BUS scope from 2 million km traveled in 2020 to 10 million km in 2021 with the integration of PGC and COMET.

In the new version of our We Drive (2021) strategic project, we identified three levers to help reduce our environmental footprint:

REDUCING OUR VEHICLES' GREENHOUSE GAS EMISSIONS

The transportation sector, which is a major consumer of fossil fuels (particularly oil), is also one of the main emitters of greenhouse gasses. As a result, the quantity of greenhouse gas emissions per kilometer is the primary indicator used to measure a transportation operator's environmental performance.

Our goal is to reduce emissions by 10% by 2025, compared to 2019. To achieve this, we will accelerate the energy transition of our fleets by

replacing a significant proportion of our diesel vehicles with cleaner vehicles powered by electricity, NGV or biofuel. This conversion is in line with the expectations of our transit authority customers. Training our drivers in eco-driving will also help us reduce our overall consumption.

REDUCING THE ENERGY CONSUMPTION OF BUILDINGS AND SERVICE VEHICLES

Our objective is to reduce our overall energy consumption (KWh) by 10% by 2025, compared to 2020, primarily by encouraging our subsidiaries to carry out precise and regular monitoring of the various consumption items in order to identify the actions necessary to reduce them. Raising awareness of environmental issues among all employees is also essential.

Our bi-annual internal innovation challenge (Innov&Go), which enables RATP Dev to share innovations and best practices from within our networks, will include an environmental category in 2022 that will focus on innovations in water and energy savings.

REDUCING OUR WATER CONSUMPTION

Water quantity is another key measure of the environmental impact of public transportation operations. We need to limit water consumption as much as possible, a critical natural resource that is likely to become scarcer as a result of global warming.

Work is underway to identify further actions to reduce water consumption, with a target reduction to be set in 2022.

In addition, as part of an RATP Group program, we are aiming to shrink our digital footprint.

A service provider was hired by the RATP Group to take stock of existing responsible digital initiatives, asses the digital footprint of our activities and to suggest ways to improve them. In particular, the energy footprint of our international digital activities depends, to a large extent, on the origin of the electricity and its GHG content in various countries. The Group has set up a Digital Responsibility Steering Committee, in which RATP Dev is a member. This committee has set up a roadmap and will soon recommend a sustainable digital performance indicator.

* ISO 14001 defines the criteria for an environmental management system that is suitable for certification. This standard provides a framework that companies and organizations can use to implement an effective environmental management system. This year, three new sites were certified, bringing the total number of ISO 14001 certified sites to six.

2021

A FOCUS ON KEY EXAMPLES

hydrogène
100% vert 100% local

The Impulsyon network launches its first HYDROGEN BUS

The Impulsyon network in La Roche-sur-Yon began operating its first hydrogen bus in October 2021. A first, made possible with SYDEV's (Vendée Energy Syndicate) multi-energy station. This energy production ecosystem, unprecedented in France, stands out as being 100% local and 100% green. RATP Dev is participating as an expert in the transition to clean mobility, alongside La Roche-Sur-Yon, which is placing the ecological and energy transition at the heart of its challenges.



In 2021, our Bourges and Annemasse networks participated in the first edition of "Mai à vélo" (May on bicycles), an initiative led by the French Ministry of Ecological Transition and the Ministry of Sports to promote cycling and our **SOFT MOBILITY** service offers.



In London, our subsidiary RATP Dev London (now RATP Dev Transit London) announced the purchase of **195 NEW ELECTRIC BUSES** in June 2021 to support the British capital in its goal to provide zero-emission transportation by 2037.

RATP Dev Angers takes part in CUBE, an energy savings competition

With the support of the RATP Group, RATP Dev Angers participated in the 2021-2022 edition of the CUBE (Concours Usages Bâtiment Efficace) energy savings competition in commercial buildings.

Initiated by the French Institute for Building Performance (IFPEB) and labeled "COP21 – I'm committed to the climate", this competition brings together more and more local authorities and companies (200 buildings in France and Europe registered this year). Why? Over a one-year period, the occupants of buildings entered in the competition need to generate energy savings compared to their consumption in previous years. To do this, occupants improved their operations, implemented minor technical changes or encouraged fellow occupants to adopt eco-minded practices.



Since June 2021, Brest residents have been able to access VéloZef, our Bibus network's self-service **ELECTRIC BICYCLE** offer, a first in the region, and test the service designed for short distances or short durations.



In April 2021, our **Bibus** network in Brest began operating its first two **ELECTRIC BUSES** after several weeks of tests and driver training.



In 2021, two new RATP Dev subsidiaries, Angers and Casablanca, were **ISO 14001** certified.

MORE EFFICIENT CAR WASHING STATIONS

In London, the bus washing stations in our garages have been updated and equipped with water recovery systems in order to reuse water and reduce consumption.



In November 2021, RATP Dev launched our new **100% ELECTRIC** Hop on-Hop off tourist bus service, "Tootbus Bruxelles". As of summer 2022, health conditions permitting, **six electric buses** will welcome tourists in the Belgian capital.



To prepare for the launch of nine **ELECTRIC BUSES** in early 2022, our **Kicéo** network trained its drivers to operate these new innovative vehicles.

PRIORITY #3

Promoting diversity and inclusion

As a public transportation operator, we serve our regions. We help build a more inclusive society by bringing together communities and offering solutions that make it easier for everyone to get around and working to make our transportation systems accessible. This commitment guides our actions every day.

Promoting diversity and inclusion within our own teams, helps us better understand the needs of our regions and respond creatively with ever more adapted mobility solutions.

We are convinced that promoting diversity and inclusion within our operations is a key lever for building responsive, agile and efficient teams who understand the concerns and expectations of our clients and users.

In Florence, the trams operated by our subsidiary, GEST, shared a campaign led by the Tuscan Region about the “1522” national number to report violence against women.

GENDER BALANCE: MEASURING OUR ACTIONS TO IMPROVE PROGRESS

In the majority of the countries where we operate, the public transportation sector is characterized by low female representation in the workforce. This is why we have decided to focus directly on gender equality, and in particular on increasing the number of women in our teams in all our operations.

Our 2025 goal is twofold: reach a 20% workforce feminization rate (the number of female employees compared to our total workforce) and a 40% management team feminization rate (the number of female employees in management positions compared to our total management workforce).

AN ACTION PLAN TO MAKE GENDER BALANCE A REALITY

Since 2018, RATP Dev has implemented an action plan to ensure equality between women and men at every stage of their careers while with the company.

We are working to diversify our talent pool, both in terms of recruitment, internal mobility and employee development to achieve equal gender representation at all levels of the company, particularly in our key professions. We also ensure that our human resources processes are fair: selection, performance management, compensation, etc.

We are committed to creating an inclusive work environment that allows everyone to reach their full potential by affirming our zero tolerance policy in regards to discrimination and gender bias.

In addition to these specific commitments focused on gender equality, our subsidiaries are launching several initiatives aimed at contributing more broadly to diversity and inclusion, both among our employees and to benefit our regions.

HUMAN

Workforce feminization rate

Management team feminization rate

2019

2020

2021

14.83%

16.24%

16.54%

30.90%

34.90%

34.18%

2021

A FOCUS ON KEY EXAMPLES

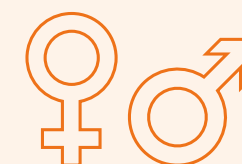
Bibus wins the Gender Parity Prize!

In November 2021, our Bibus network was awarded the Gender Parity Prize at the 1st edition of Inclusive Companies Awards, organized by the Finistère MEDEF. RATP Dev Brest, which operates Bibus, places equality at the heart of its human resources policy: equal pay for women and men, equal access to promotions, parity in the company's Management Committee, more than 27% female staff among drivers - higher than the transportation sector average of 21%.

At Bibus, more than 27% of drivers are women



Our **"WALK IN PEACE"** (WIP) application was designed to make public transportation passengers feel safer and to make it easier to **ask for assistance in case of emergency**. This application was born out of a hackathon involving students in Casablanca and meets a concrete need expressed by our passengers. Today, the WIP application is being tested by students in Brest and by RATP Group and RATP Dev employees in the Ile-de-France region.



93.7/100

All of our French subsidiaries are continuing their efforts to promote gender equality. The average score obtained in the Index set up by the government is **93.7/100**, which is higher than the average score for companies with more than 50 employees evaluated in 2021, which is 86/100.

In November 2021, our Irigo network, operated on behalf of Angers Loire Métropole, organized an "open house" to **present and promote the job** of our **FEMALE DRIVERS**.

Notably, female visitors were able to try their hand at driving (bus and tramway) and speak with female drivers from our network. A great initiative to encourage this profession among women and strengthen diversity within our teams.



During **BLACK HISTORY MONTH**, a month-long celebration of African-American contributions to the nation's history, RATP Dev USA highlighted African-Americans who have advanced public transportation over the years.



A training module for all RATP Dev management teams was developed to enable everyone to understand and practice interculturality, whether in the context of national, professional or generational culture – making this diversity lever a collective success.

OUR APPROACH TO COMPLIANCE AND ETHICS

The trust that RATP Dev inspires in all of our stakeholders – employees, shareholders, clients, suppliers – is one of the pillars of our company culture. Ethics and corporate responsibility are essential elements of our management practices, they drive our development and give us an essential competitive advantage to win new markets.

BUSINESS ETHICS

We must adopt the best practices in terms of compliance and ethics. This exemplary approach is based on compliance with legal, national and international regulations applicable to our business and establishing ethical behavior at all levels.

In accordance with the obligations resulting from the Sapin II law relating to transparency, the fight against corruption and the modernization of economic life, RATP Dev mapped out related risks in every country where we operate all of our activities.

Our Code of Ethics, that we share with the RATP Group, controls these risks and ensures that we always act with integrity. It reiterates the fundamental values and rights of the Group and its subsidiaries and It reminds us that people are at the core of our Group and each one of our subsidiaries. Our Code of Ethics is strengthened by our Code of Business Conduct and

Corruption Prevention measures. Built upon respect, these codes are the backbone of the confidence we inspire, of our reputation and our success.

Finally, RATP Dev has set up a whistleblowing system that allows any employee witnessing the breach of these two codes (illegal practice under the Sapin II law, harassment, discrimination, environmental harm, etc.) to report it to the Group-level Compliance and Ethics Committee or to a local ethics representative.

RATP Dev also regularly assesses its business partners to ensure the integrity of these third parties and assess the level of risk relating to various themes, including ethics, respect for the environment, respect for human rights and fundamental freedoms.

In addition, we developed an integrity assessment questionnaire in 2020, which we now send to our business partners.

OUR INDICATORS

Percentage of subsidiaries held accountable by article L-233-3 of the Commercial Code, that have an ethical whistleblowing system in place

2019

74%

2020

84%

2021

100%

The launch of the whistleblowing system was measured in 2021 in relation to the entities subject to the relevant regulations.

TAX SECURITY

In order to guarantee the consistency and clarity of the anti-tax evasion rules within RATP Dev, set forth by the OECD (BEPS), the Tax Department has drafted and distributed a "tax procedure" to our entire "fiscal community". The latter includes all of RATP Dev's financial directors and accounting managers in France and abroad, responsible for enforcing these rules within their subsidiaries.

In particular, the tax procedure requires compliance with the following principles:

- Tax fraud (not only illegal means but also actions with the sole purpose of reducing tax burden) and willful non-compliance with tax laws are not tolerated;
- Local tax burden management must comply with the rules and laws of the countries where we operate;
- All of the company's adopted tax positions must be technically and correctly documented as such;
- Potential tax risks must be immediately reported to RATP Dev's Financial Department;
- Internal transactions follow the arm's length principles, defined by RATP Dev's "transfer pricing" policy: a master file documenting the company's policy is communicated to subsidiaries each year and a local file is established in each country. For its part, RATP EPIC establishes country by country reporting.

RESPONSIBLE PURCHASING

The third-party valuation procedure applies to all subsidiaries directly or indirectly controlled by RATP Dev SA and consolidated at RATP Dev Group level, whether through capital ownership or effective control.

This procedure makes it possible to evaluate the probity of RATP Dev's business partners.

See the paragraph "Assessment of suppliers and subcontractors" of the Vigilance Plan on page 58.

OUR METHODOLOGY

A. BUSINESS MODEL METHODOLOGY

The business model is a global and simplified diagram. It varies according to the contractual terms of each network/transportation subsidiary. It was developed by iteration with experts from different trades at the RATP Dev head office (Technical, CSR, Risk, Finance, Strategy and Communication) in line with the materiality matrix project.

The scope of the study covers 70.6% of consolidated turnover as of 31/12/2021 and 76.1% of RATP Dev's workforce SA and subsidiaries).

For qualitative data, 56 subsidiaries are consulted (corresponding to 85.2% of the workforce and 83.5% of the turnover, however the Group policies cited apply to all subsidiaries). For quantitative data, 25 subsidiaries¹ representing 76.1% of the workforce provide 61 indicators which allowed us to calculate the 14 indicators retained this year.

The following subjects, which are not material in view of the Group's activity, are not dealt with in this document: reducing food waste, improving food scarcity, respecting animal welfare and favoring responsible, fair and sustainable food.

¹ RATP Dev SA (holding), Cars Perrier, CEObus, Orly Val Service, TVM and CTVM consolidated in RATP Dev Mantois this year, RDLA, RATP Dev Brest, CTGMVA, STI Centre, Cars Dunois, RATP Dev Angers, STU Bourges, CTB, CTVH, Gest SPA, Latium Cilia, HK Tramway, SETRAM, RATP Dev Casablanca, London United Busways, Sovereign, BOC, RATP Dev USA INC, The Original Tour (Tootbus London), Paris Open Tour (Tootbus Paris)

B. RISK AND OPPORTUNITIES ASSESSMENT METHOD

In accordance with the regulatory requirements of Order No. 2017-1180 of July 19, 2017, RATP Dev has assessed its principal environmental, social and human rights and anti-corruption risks and opportunities. The analysis was carried out in three structural stages:

1. Definition of the extra-financial risk universe with nearly 30 identified risks and opportunities. This was done using elements of RATP Group's risk universe.
2. Rating of each risk and opportunity in terms of corporate social responsibility (CSR) according to experts. The rating scale was constructed with RATP Group's risk management general delegation according to a methodology similar to that used to draw up the Group's risk mapping. Risks were assessed in terms of severity, occurrence and control (evaluation of barriers).
3. Prioritization of CSR risks and opportunities. The impact and occurrence assessments helped prioritize and identify a list of this year's priority risks, related to RATP Dev's key challenges.

C. KPI CALCULATION METHOD

The KPIs are calculated according to a methodology included in the 2021 CSR reporting guide, which is common to all analyzed subsidiaries. Checks are carried out to ensure that everyone respects this methodology. The representative sample is selected from subsidiaries with turnover of more than €10 million, for which there is more than one year of CSR data.

For the number of subsidiaries ISO 14001 certified in 2020, the entire scope of the 100 subsidiaries was considered and not only the 25 subsidiaries monitored for quantitative reporting.

Note: In order to better control data relevance, the North America Bus scope is limited to Austin and DC Circulator only. This explains the distinct variations in results between 2020 and 2021.

For RATP Dev Transit London, this year's training hours data only concerns driver training.

On the other hand, with regard to RATP Dev SA, RATP Dev headquarters, environmental data is not taken into account within the scope of this document.

The commercial kilometer data used to calculate certain indicators comes from RATP Dev's operations monitoring tool.

ENVIRONMENT	2019	2020	2021
Number of ISO 14001 certified sites this year	2	1	3
GHG emissions (g eq CO ₂ / Km)	1,940	1,517	1,743
Water consumption (liters / Km)	3.83	3.11	3.16
Total quantity of hazardous waste (tons)	667	799	962

HUMAN	2019	2020	2021
Number of training hours per year per employee	19.4	10.9	13.1
Absenteeism rate (Ta)	4.66%	6.99%	6.74%
Employee turnover	18.8%	10.1%	12.6%
Workforce feminization rate	14.83%	16.24%	16.54%
Management team feminization rate	30.90%	34.90%	34.18%

HEALTH/SAFETY	2019	2020	2021
Frequency rate of workplace accidents (Tf)	17.90	13.76	14.85
Severity rate of workplace accidents (Tg)	1.08	1.19	1.37

SOCIETAL	2019	2020	2021
Number RATP Group Foundation projects in RATP Dev regions (Number and €)	21 261.6 K€	20 270.6 K€	20 267.8 K€

ETHICS/COMPLIANCE	2019	2020	2021
Percentage of subsidiaries held accountable by article L-233-3 of the Commercial Code, that have an ethical alert system in place	74%	84%	100%

REPORT BY ONE OF THE STATUTORY AUDITORS, APPOINTED AS INDEPENDENT THIRD PARTY, ON THE CONSOLIDATED NON-FINANCIAL STATEMENT

For the year ended 31 December 2021

RATP Dev S.A.

Registered office: 54 Quai de la Rapée
75012 Paris • France

To the Annual General Meeting,

In our capacity as Statutory Auditor of your company (hereinafter the “entity”) appointed as independent third party, and accredited by the COFRAC under number 3-1049¹, we have undertaken a limited assurance engagement on the historical financial information (actual or extrapolated) of the consolidated non-financial statement, prepared in accordance with the entity's procedures (hereinafter the "Guidelines"), for the year ended 31 December 2021 (hereinafter, respectively, the "Information" and the "Statement"), included in the entities' management report pursuant to the requirements of Articles L. 225 102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code (Code de commerce).

Conclusion

For the calculation of the performance indicators, as mentioned in the methodological note, the entities considered in the reporting scope are those with revenues of more than €10 million, i.e. 25 entities out of 100, i.e. 70.6% of the consolidated revenues and 76.1% of the workforce, to be compared with 78% and 79% respectively in 2020.

Based on the procedures performed, except for the effect of the matter described above, nothing has come to our attention that causes us to believe that the 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.

Preparation of the Statement

The absence of a commonly used generally accepted reporting framework or as established practices on which to draw to evaluate and measure the Information allows for different, but acceptable, measurement techniques that can affect comparability between entities and over time.

Consequently, the Information needs to be read and understood together with the Guidelines, the main elements of which are presented in the Statement (or available on request from the entity's registered office).

Responsibility of the entity

The Board of Directors is responsible for:

- Selecting or establishing suitable criteria for preparing the Information;
- Preparing a Statement in accordance with legal and regulatory requirements, including a presentation of the business model, a description of the main extra-financial risks, a presentation of policies applied to mitigate these risks and the outcomes of those policies, including key performance indicators;
- Implementing internal control over information relevant to the preparation of the Information that is free from material misstatement, whether due to fraud or error.

The Statement was prepared by applying the entity's Guidelines as mentioned previously.

Responsibility of the Statutory Auditor, appointed as independent third party

On the basis of 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;
- The fairness of the historical financial information (actual or extrapolated) provided in accordance with Article R.225-105-I(3) and II of the French Commercial Code concerning action plans and policy outcomes, including the key performance indicators on the main risks.

As it is our responsibility to provide an independent conclusion on the Information as prepared by Management, we are not authorised to help prepare said Information, as that could compromise our independence.

However, it is not our responsibility to comment on:

- The entity's compliance with other applicable legal and regulatory requirements ;
- The compliance of products and services with the applicable regulations.

Regulatory provisions and applicable professional guidance

We performed our work described below in accordance with the provisions of Articles A. 225 1 and following of the French Commercial Code, the professional guidance issued by the French Institute of Statutory Auditors (*Compagnie nationale des commissaires aux comptes*) relating to this engagement and International Standard on Assurance Engagements 3000 (Revised)².

Our independence and quality control

Our independence is defined by the provisions of Article L. 822-11-3 of the French Commercial Code and the French Code of Ethics (*Code de déontologie*) for statutory auditors. Our firm maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with applicable legal, regulatory and ethical requirements and the professional guidance issued by the French Institute of Statutory Auditors relating to this engagement.

Means and resources

Our work was carried out by a team of six people between October 2021 and March 2022 and took a total of five weeks.

We were assisted in our work by our specialists in sustainable development and corporate social responsibility. We conducted dozen interviews with the people responsible for preparing the Statement.

Nature and scope of our work

We planned and performed our work to address the areas where we identified that a material misstatement of the Information was likely to arise.

We believe that the work carried out, based on our professional judgement, is sufficient to provide a basis for our limited assurance conclusion:

- We obtained an understanding of all 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, where appropriate;
- We verified that the Statement includes each category of social and environmental information set out in article L. 225-102-1 ;
- We verified that the Statement provides the information required under article R. 225-105 II of the French Commercial Code, 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;
- We verified that the Statement presents the business model and a description of principal risks associated with all the consolidated entities' activities, including where 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;
 - corroborate the qualitative information (measures and outcomes) that we considered to be the most important presented in Appendix. Concerning certain risk (Rail and road safety, Pandemic, Taking CSR into account in purchasing, Measuring and limiting the impact of digital technologies), our work was carried out on the consolidating entity, for the other risks, our work was carried out on the consolidating entity and on a selection of entities³.
- 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 the entity has put in place 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, as presented in Appendix, 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 entities³ and covers between 30% and 100% of the consolidated data selected for these tests;
- We assessed the overall consistency of the Statement based on our knowledge of all the consolidated entities.

The procedures performed in a limited assurance engagement are less in extent than for a reasonable assurance engagement performed in accordance with the professional guidance issued by the French Institute of Statutory Auditors; a higher level of assurance would have required us to carry out more extensive procedures.

Paris-La Défense, on 10 March 2022

KPMG S.A.

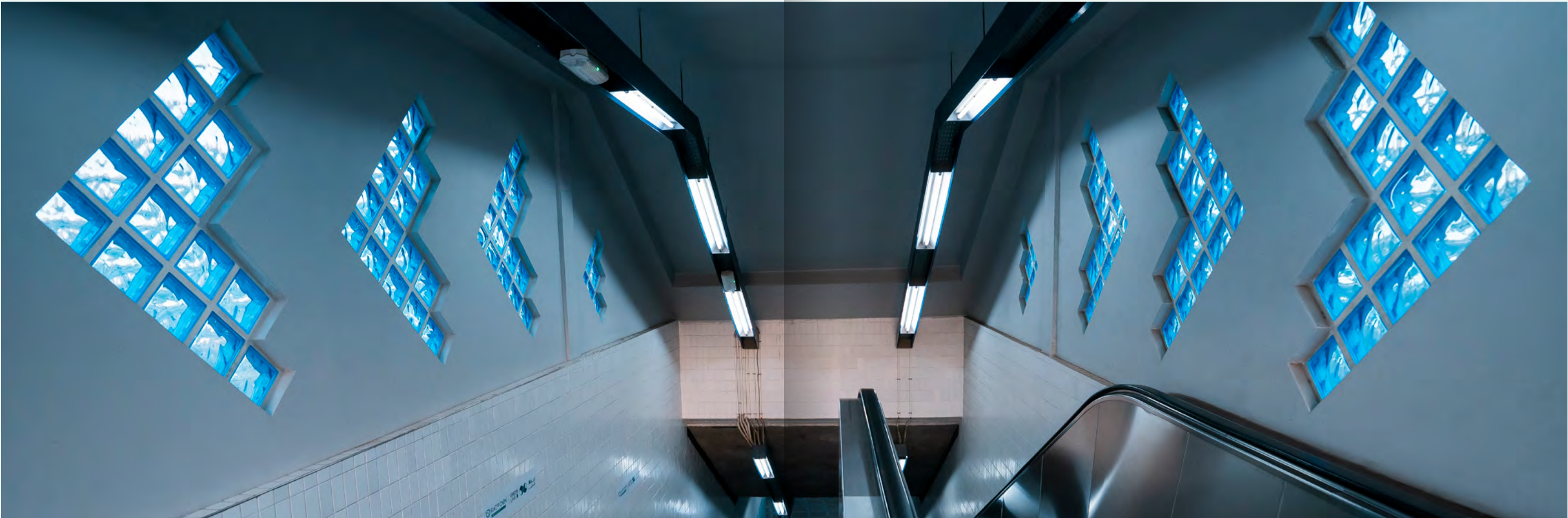
Anne Garans
Partner Sustainability Services

Stéphanie Millet
Partner

¹ Accreditation Cofrac Inspection, number 3-1049, scope available at www.cofrac.fr

² ISAE 3000 (Revised) - Assurance Engagements Other Than Audits or Reviews of Historical Financial Information

³ RATP Dev London (UK), RATP Dev Brest (France) and SETRAM (Algeria)



**QUALITATIVE INFORMATION (ACTIONS AND RESULTS)
CONSIDERED MOST IMPORTANT**

Measures taken to promote rail and road safety
Certifications in occupational health and safety management
Results in terms of pandemic management
Measures to control environmental impacts
Mechanisms put in place to take CSR into account in purchasing
Measures put in place to address the impact of the use of digital technologies

**KEY PERFORMANCE INDICATORS AND OTHER QUANTITATIVE RESULTS
CONSIDERED MOST IMPORTANT**

Turnover
Workforce feminization rate
Management team feminization rate
Absenteeism rate
Total number of training hours per employee per year
Frequency rate of work-related accidents
Severity rate of workplace accidents
Number of sites/subsidiaries certified ISO 14001 during the year
Greenhouse gas emissions related to traction
Total water consumption connected to a public water distribution network
Total quantity of hazardous waste

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 implemented within RATP Dev in order to identify risks and prevent serious breaches of human rights and fundamental freedoms, human health and safety and the environment. The application scope encompasses the activities of the Company and those of the companies it controls in relation to Article L. 233-16 of the Commercial Code, directly or indirectly, as well as the activities of subcontractors or suppliers with whom an established commercial relationship is maintained.

This Vigilance Plan and reporting on its effective implementation includes references to the Declaration of Extra-Financial Performance, in order to provide an outlook on preventive actions and the effective deployment of policies relating to the handling of environmental, human rights and human health and safety issues.

The annual publication of the Vigilance Plan is supervised by the RATP Dev Compliance Steering Committee and the CSR Steering Committee. This group, made up of the Technical Department, the Human Resources Department, the Risks and Internal Control Department and the Legal and Compliance Department, monitors the operational implementation of the Vigilance Plan.

RISK MAPPING

The Vigilance Plan development process contributes to identifying and analyzing CSR risks carried out within RATP Dev, which results in risk mapping.

The methodology is presented in the chapter “Risks and opportunities” of the Declaration of Extra-Financial Performance, on page 50. The CSR risk map is updated annually. It is created in coordination with RATP Dev’s general risk mapping.

The major 2021 CSR risks and challenges concerning the themes included in the Vigilance Plan scope are as follows:

ENVIRONMENT	HUMAN RIGHTS	INDIVIDUAL HEALTH AND SAFETY
Controlling environmental impact	Promoting diversity and inclusion	Health, safety and quality of life at work
Controlling consumption (energy, water) and waste management		Rail safety
Measuring and limiting the impact of digital technologies		Road safety
Climate change mitigation and adaptation		Pandemic



THE RISKS AND CHALLENGES INCLUDE THE FOLLOWING:

ENVIRONMENT

- **Controlling environmental impact:** preventative measures and action plans implemented to prevent or mitigate the impact of our activities on the immediate environment;
- **Controlling consumption (energy, water) and waste management:** measuring and monitoring our consumption of water, energy and waste to ensure control and propose actions to reduce them;
- **Measuring and limiting the impact of digital technologies:** paying attention to the choice of digital technologies and their potential impact in terms of energy consumption, materials and production;
- **Adapting to climate change:** the company's ability to adapt in order to maintain its activity when faced with climate change.

HUMAN RIGHTS

- **Promoting diversity and inclusion in our teams:** promoting diverse profiles in our recruitment at all levels of the company to ensure gender balance but also the richness of our talents.

INDIVIDUAL HEALTH AND SAFETY

- **Health, safety and quality of life at work:** guaranteeing employees a healthy and safe work environment, respecting their physical and mental health and safety and creating work conditions that allow them to feel good in their workplace and in the company;
- **Rail and road safety:** guaranteeing the safety of our passengers;
- **Pandemic** protecting passengers and employees from health risks

associated with the Covid-19 pandemic.

ASSESSMENT PROCEDURES

ASSESSING SUBSIDIARIES

The Group performance indicators mentioned in the Declaration of Extra-Financial Performance are deployed in the various entities for the purposes of CSR reporting. These indicators and others created by the subsidiaries will inform each entity of their performance and their evolution over time.

In addition, internal control guidelines on various topics identify key control activities, which are subject to annual self-assessment. They are distributed to subsidiaries each year (see the "Monitoring System" section of the Vigilance Plan).

ASSESSING SUPPLIERS AND SUBCONTRACTORS

The third party evaluation procedure applies to all subsidiaries directly or indirectly controlled by RATP Dev SA and consolidated at RATP Dev Group level, whether through capital ownership or through effective control.

The purpose of this procedure is to understand the risks associated with entering into a relationship with a third party. As all third parties do not convey the same level of risk severity, different assessments are carried out depending on the situations encountered.

For third parties at the moderate and high risk level, surveys are carried out to assess the level of risk relating to various themes, including ethics, respect for the environment, respect for human rights and fundamental freedoms.

A Third Party Risk Committee meets to rule on assessments



requiring in-depth discussion in order to decide whether to approve the relationship with or without reservation or not to engage in the relationship.

RISK MITIGATION AND PREVENTING SERIOUS HARM GRAVES

FRAMEWORK

RATP Dev has policies and a set of rules that state the principles of action and oversee the activities of employees, suppliers, service providers and partners, in particular to prevent serious violations of human rights and fundamental freedoms, human health and safety and the environment.

First, the RATP Group Code of Ethics is distributed to all Group employees. It defines the ethical framework in which employees must exercise their professional activity on a daily basis.

This reference framework, which every employee must know, includes commitments made by:

- the Universal Declaration of Human Rights
- the United Nations Global Compact
- the conventions of the International Labor Organization (ILO)
- the United Nations Charter on "Women Empowerment"
- the UITP (International Union of Public Transport) Sustainable Development Charter
- the Charter for the sustainable development of public establishments and public enterprises
- International Transparency
- the Diversity Charter

Our suppliers and industrial and commercial partners are required to adhere to routine, internationally recognized standards, in particular with regard to their employees.

The principles of organization and action aimed at covering risks relating to individual health and safety, human rights and the environment are presented below.

INDIVIDUAL HEALTH AND SAFETY

In line with the RATP Group's commitments, RATP Dev makes a solid commitment to the health of our employees. Everyone must be able to exercise their professional duties in a work environment that respects their physical and mental health and safety, in conditions that allow everyone to be and feel good at work.

Individual health

RATP Dev engages our employees around a culture of health and safety. The prevention of occupational risks is therefore at the heart of our managers' missions and concerns. Each of our employees also has a role to play in the prevention and management of occupational health risks. RATP Dev is also implementing a proactive policy to improve working conditions and reduce the number of work accidents in our subsidiaries.

Individual safety

Taking precedence over all other considerations, safety is an absolute requirement for every decision we make and every action we initiate within the framework of RATP Dev's activities. To this end, we have set up an effective transportation safety management system (*Safety Management System*) in our subsidiaries, in full compliance with local laws and regulations.

In particular, serious transportation accidents and related corrective actions are monitored and alerts and feedback are shared within the networks, notably via the *Safety Committee* and the RATP Dev Management Committee.

HUMAN RIGHTS AND FUNDAMENTAL FREEDOMS

Keen to engage responsibly with populations and regions, RATP Dev actively participates in charitable actions. These are presented in the "Social responsibility" chapter on page 27.

In addition to these actions, since January 2018, RATP Dev has designed a global action plan for diversity and parity within our operations. This plan covers every stage of one's professional career: talent acquisition, recruitment, mobility, performance management and evaluation, compensation, training and talent development. This global framework is gradually being implemented through action plans at the local level to better take into account cultural differences.

Finally, RATP Dev also makes it a point to promote quality social dialogue with our social partners in each of our subsidiaries. RATP Dev fosters local relationships that effectively take into account employees' concerns in order to develop and promote their representation. RATP Dev strives to establish a culture of mutual trust and consensual exchanges that fully participate in social dialogue and "collective efficiency". In particular, 124 new agreements on working conditions were signed in 2021 (including 57 at RATP Dev North America Bus).

ENVIRONMENT

RATP Dev's CSR approach is in line with the RATP Group's CSR policy, rooted in our ambition to be a major player in mobility and sustainable cities, to reduce the environmental footprint of our activity and to assert our social and societal responsibility within our regions.

An environmental focus has been integrated into RATP Dev's "We Drive" CSR strategic plan. It defines objectives in terms of

reducing greenhouse gas emissions and energy consumption (see page 40 of the DPEF).

This CSR approach is supported by the Technical Department and validated by the Management Committee.

WHISTLEBLOWING SYSTEM

In 2018, RATP Dev defined the principles and operating procedures for a whistleblowing system open to all our employees in addition to the standard communication channels (line manager, Human Resources Department, etc.).

The whistleblowing system put in place by RATP Dev allows each of our employees to issue an alert in complete confidentiality signaling behavior that goes against the law, the principles of our Code of Ethics and/or the Code of Business Conduct and corruption prevention, and which can incur serious consequences. In particular, it allows employees to signal serious human rights and fundamental freedoms, individual health and safety and environmental violations, related to the activity of RATP Développement SA, the companies we control, as well as the activities of our subcontractors or suppliers.

This whistleblowing system is deployed and managed by the RATP Dev Compliance and Ethics Committee with the support from a network of local Ethics Officers.

An alert can be sent:

- either to appointed local Ethics Officers in each country,
- or the Compliance and Ethics Committee made up of RATP Dev's Human Resources Director (committee chair), RATP Dev's Chief Compliance Officer and RATP Dev's Legal and Compliance Director.

In the event that the alert targets a member of the Compliance and Ethics Committee or a member of RATP Dev's management team, the employee wishing to make a report can use the whistleblowing system put in place by the RATP Group.

When the whistleblowing system is deployed in each of the countries where RATP Dev operates, it is accompanied by additional training in handling alerts, in order to ensure consistent handling across the Group.

MONITORING SYSTEM

INSTANCES

The **Executive Board** regularly updates subjects that fall within the scope of the Vigilance Plan, such as the implementation of the Safety policy, the analysis of CSR reporting results, and the certification plan.

The **Compliance Steering Committee**, which meets every six weeks, is responsible for monitoring all matters relating to Compliance in the Group, namely achievements, actions in progress, arbitrations to be carried out if necessary and their results. It sets short and medium-term objectives and decides on additional actions to be taken. The Compliance Steering Committee also supervises the implementation of the Vigilance Plan. Compliance officers, separate from the local ethics officers, are gradually appointed in the subsidiaries to relay policies at a local level.

The **CSR Steering Committee** brings together the various departments involved in the Vigilance Plan (the Technical Department, the Human Resources Department, the Risks and Internal Control Department and the Legal and Compliance Department) and is in charge of defining the CSR roadmap and supervising the implementation of the Vigilance Plan.

A **Safety Committee**, chaired by the RATP Dev Technical

Department, meets once a year with the Safety Coordinators from major subsidiaries, BUs and countries, in order to share and promote knowledge related to the management of rail and road safety.

MONITORING ACTION PLANS

The major risks identified in RATP Dev's mapping of general risks are assessed by the risk owner and action plans are identified. The action plans are reviewed quarterly by the risk management function and by the risk owner and are regularly monitored by the ad hoc bodies.

The risk of non-compliance, including non-compliance with the duty of vigilance, has been identified by the Management Committee as one of the major risks for RATP Dev.

INTERNAL MONITORING

RATP Dev's Internal Control Department deploys internal control standards that identify key control activities, which are subject to annual self-assessment. The results of these self-assessments will be presented each year to the RATP Dev Management Committee and are used to enrich and update the action plans.

There are internal control standards in regards to rail safety, rail safety applied to automatic metros and road safety. An internal Quality, Safety at Work and Environment Control framework was drawn up in 2020 and was distributed in January 2021 to subsidiaries within the scope of RATP Dev's qualitative CSR reporting.

CERTIFICATION PLAN AND INTERNAL AUDIT

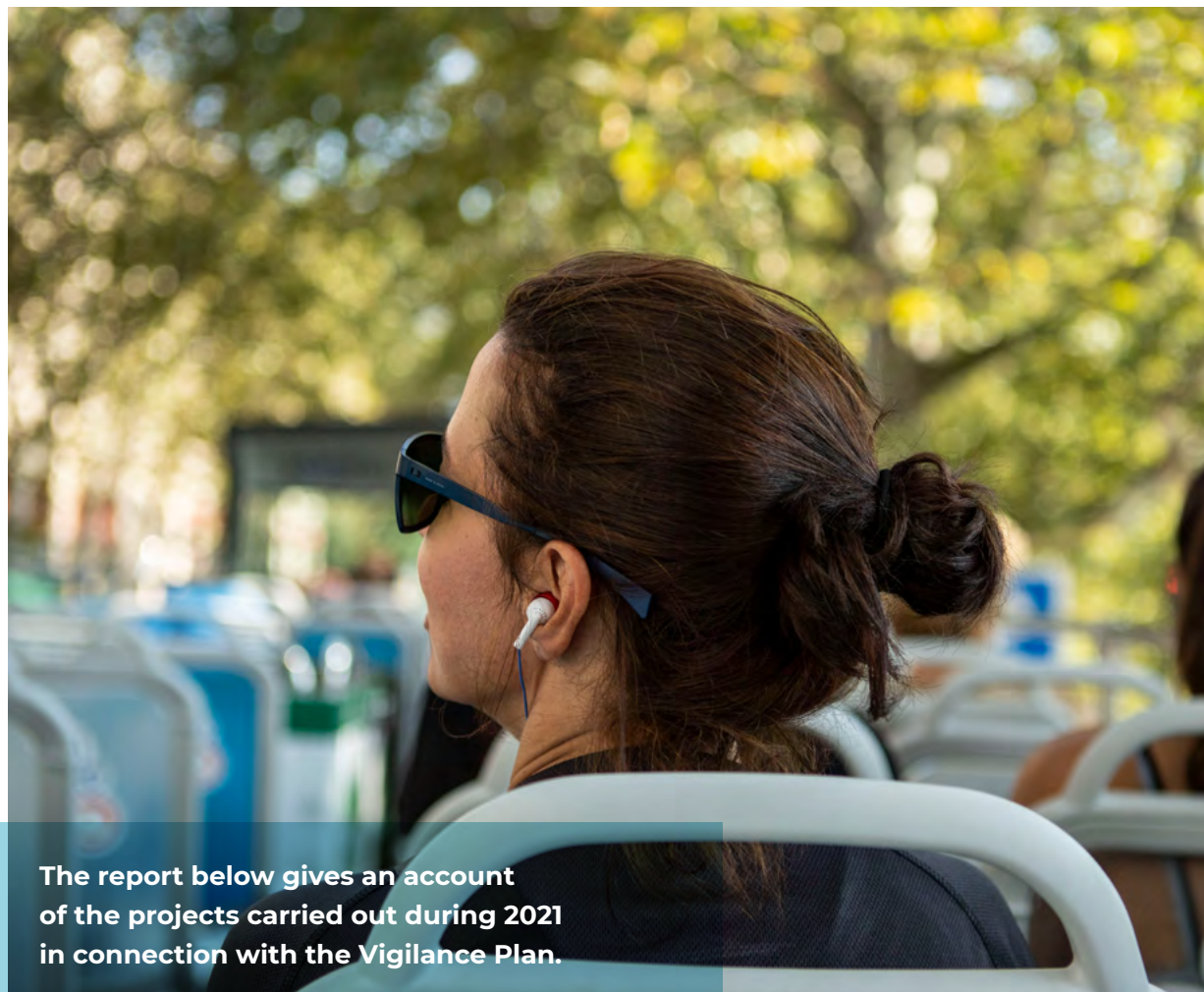
In addition to internal control activities, RATP Dev relies on our certification plan (ISO and EFQM) and our audit program.

Periodic audits integrating the safety dimension are carried out by RATP Dev's Technical Department, based on the Technical Department's Audit Management procedure in order to ensure the implementation of the "We Safe" policy.

In addition, environmental audits are carried out in France when new networks are taken over.



IMPLEMENTATION REPORT



The report below gives an account of the projects carried out during 2021 in connection with the Vigilance Plan.

RISK MAPPING

The CSR risk map was updated for 2021 and made it possible to identify nine CSR risks and issues (see “Risk Mapping” section in the Vigilance Plan).

In 2021 in particular, the risk related to climate change mitigation and adaptation has been included in the CSR risk map. This is a significant risk for the company. With the boom in digital technologies fueled by the pandemic, the challenge of measuring and limiting the impact of digital technologies has also been integrated to ensure that we control energy and material consumption, as well as the production of waste related to these activities.

ASSESSMENT PROCEDURES

In the first half of 2021, the third-party evaluation procedure was the subject of training for roughly 100 employees involved in the contracting process, both at corporate level and in our subsidiaries. These training sessions informed them of the different verification stages to be carried out depending on the third party.

RISK MITIGATION AND PREVENTING SERIOUS HARM

The Code of Ethics is gradually being rolled out in the countries in which RATP Dev is present, taking

into account the local context simultaneously with the implementation of the whistleblowing system. In 2021, the RATP Group’s Code of Ethics was distributed to our subsidiaries subject to the relevant regulations:

Examples of actions taken in 2021 are presented in the Extra-Financial Performance Statement:

- On page 34, in the **Individual Health** section

In addition, as an extension of the actions taken in 2020, RATP Dev has ensured in 2021 that all necessary measures, both organizational and health-related, have been implemented and maintained in order to limit the transmission of Covid-19 among its employees and passengers as much

as possible, in accordance with the national directives of each of the countries where we operate.

- On page 34, in the **Individual Security** section

In terms of safety, a new ISO45001 Occupational Safety Management System certification was obtained in 2021 for RATP Dev’s Moroccan subsidiary, RATP Dev Casablanca.

- On page 44, in the **Human Rights** section
- On page 40, in the **Environmental** section

In 2021, RATP Dev’s Moroccan subsidiary, RATP Dev Casablanca, and French subsidiary, RATP Dev Angers became ISO 14001 certified.

WHISTLEBLOWING SYSTEM

Since 2019, we have been gradually rolling out the whistleblowing system where RATP Dev is present, taking into account the local context – including similar pre-existing systems, local regulations and cultural differences.

In 2021, the whistleblowing system was deployed in subsidiaries subject to the relevant regulations.

MONITORING SYSTEM

The rail and road safety guidelines are distributed annually to all subsidiaries: it was last sent out in January 2021 in order to carry out the self-assessment for the year 2020. The rail safety guidelines applied to automatic metros were distributed for the first time in January 2021.

An internal quality, workplace safety and environmental control standard was distributed in January 2021 to the subsidiaries within the scope of RATP Dev’s CSR qualitative reporting.

Finally, technical audits to verify the proper application of our operating, maintenance and safety policies are carried out regularly according to an annual schedule. In 2021, these audits were limited to two subsidiaries due to travel restrictions related to the Covid-19 epidemic: RDLA (Lorient) and RDMC (Cairo).

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