



CSR Report

Statement of extra-financial performance
as of December 31, 2020



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LAURENCE BATLLE
President of the RATP Dev
Executive Board



Without a doubt, 2020 was a remarkable year, heavily impacted by Covid-19. The pandemic impacted our business across the globe, leading to an unprecedented drop in activity beginning in March. In response to evolving local contexts and government directives, some of our activities, such as Sightseeing, were completely shut down, while others needed to continually adapt their service offerings.

Through it all, we never lost sight of our number one priority: safety. From the start of this crisis, we implemented every necessary measure to protect our employees and our passengers. During the past year, RATP Dev teams demonstrated an unwavering commitment to carrying out their daily responsibilities as public transportation professionals – a feat that proved more essential than ever in times of crisis. By effectively and responsibly implementing health and safety measures, accelerating the development and deployment of innovative solutions that made transportation systems safer and more efficient, and demonstrating remarkable solidarity, we have been able to adapt and serve our society.

We will certainly encounter challenges and uncertainties in the months and years to come – and, only together, we will be able to overcome them. One of our foremost challenges will be to reassure passengers about health-related safety concerns in public transportation and regain their trust. Now more than ever, we must focus on constructing the future of mobility in order to fight climate change and build smart, inclusive and resilient cities. Major public transportation projects will continue to drive us further towards this goal. And we'll need to seize these development opportunities that will help us better serve the regions where we operate and their communities.

As a transportation operator, RATP Dev draws on its expertise honed over nearly 120 years on Paris' intermodal transit network, to support its clients' mobility projects.

These origins, which make us so proud, nurture a dual culture among all our employees: one of operational excellence coupled with respect for the regions in which we operate.

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, out-of-the-box approach helps us make all your projects a reality. It's more than a mission. It's our pledge to you: to improve the quality of life and daily routine for passengers, by continuing to improve safety and comfort, and by providing tailored solutions.

BUILDING THE CITY OF TOMORROW

Every city is one-of-a-kind. Ready-made solutions won't do. We offer tailored solutions adapted to the needs of passengers and of each of the public transport authorities we collaborate with. Our expertise across all transportation modes helps offer the most appropriate solution to each city.

From there on we take care of all the rest, from study and design to building, controls, commissioning, operational maintenance, operation, and ticketing. We're there for the duration thanks to adaptations designed with our partners, for our partners.

SUPPORTING REGIONAL DEVELOPMENT

Developing mass transit boosts regional economies and promotes growth. This is the role of our +100 transportation systems worldwide. We transfer skills and help promote sustainable development in harmony with the local fabric. With better public transit, cities and territories begin a virtuous cycle leading to increased business opportunities and job creation. We hire locally and currently train and support 20,000 employees.

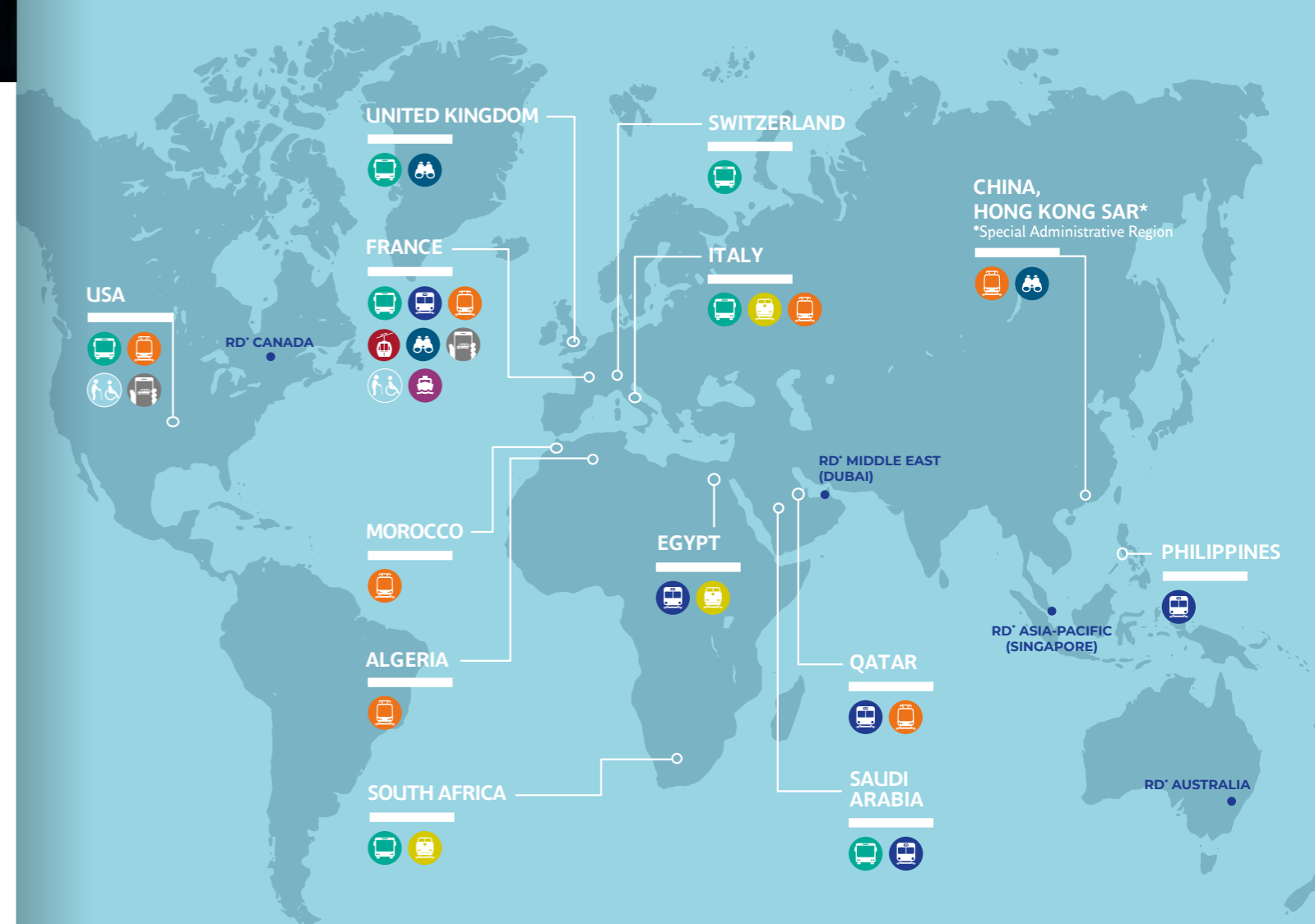
CREATING AN EXCELLENT PASSENGER EXPERIENCE

People are at the heart of our commitment, through the opportunities we offer our employees and 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 **13 COUNTRIES**, which operate and maintain high performance, innovative and safe transportation networks.



* Regional office for Development

A presence in
13 COUNTRIES



470+
PARTNER CITIES

1.5 BILLION
PASSENGERS
per year on our networks



20,000
EMPLOYEES

100+
OPERATIONS worldwide



1.2+
BILLION EUROS
in revenues generated in 2020



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

OUR RESOURCES

Our people are our main source of strength. Their advanced skills – which they constantly develop and enrich through our intensive training plan – help us to use our financial, industrial and energy resources as efficiently as possible. We work with our partners – ranging from material or equipment suppliers to vehicle maintenance professionals – and capitalize on their skills to provide our customers with the absolute best service.

OUR ACTIVITIES

The crux of our activity is providing passengers with the best service and optimizing the way we manage our industrial assets over the duration of our operating contracts. Our mobility solutions, our ability to manage every aspect of a network, and our ability to respond specifically to local needs guarantees a response tailored to the needs of our institutional clients as well as our passengers.

THE PILLARS OF OUR MISSION

In keeping with our strategic priorities, each time we win a new contract, we task ourselves with finding a local solution, adapted to our client, in a way that most benefits regional development. Working closely with our clients, organizing authorities and user associations, enables us to improve our networks, routes, lines and schedules in order to offer solutions that truly address local needs.

OUR VALUE CREATION

In keeping with our priorities and our commitments, we do everything we can to create value in our regions by fostering inclusion and diversity, promoting environmental preservation and developing cities and regions.



OUR ASSETS

HUMAN

20,000 EMPLOYEES

FINANCIAL

1.2+ BILLION EUROS
in revenues generated in 2020

INDUSTRIAL

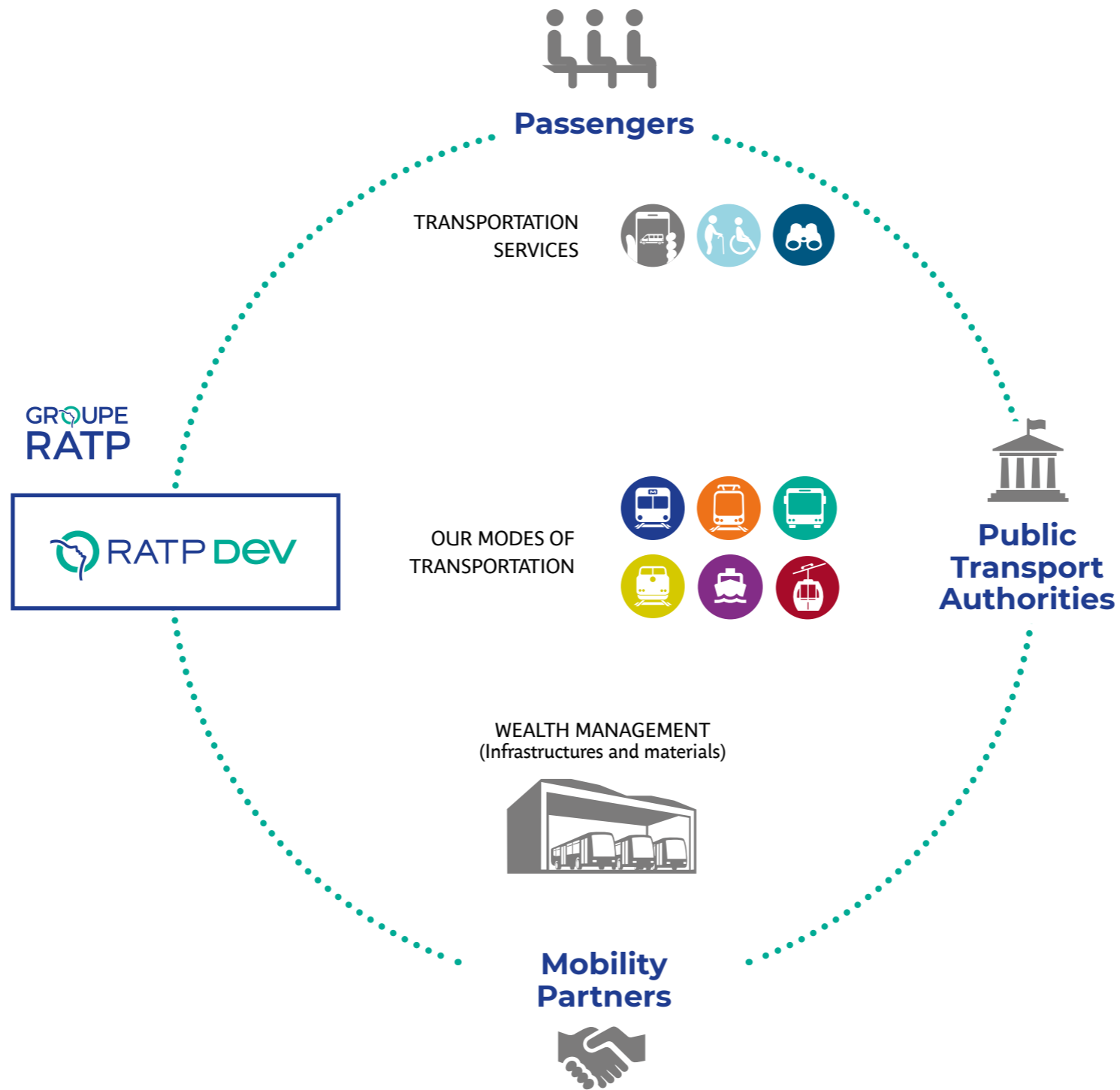
100+ OPERATIONS
worldwide

INTELLECTUAL

10,9 HOURS
of training per employee

ENERGY

613 GWh
of energy consumed



CREATING VALUE FOR SUSTAINABLE TERRITORIES

FOR PEOPLE

1.5 BILLION TRIPS
on our networks each year

20 PROJECTS
financed by the RATP Group Foundation

FOR THE ENVIRONMENT

1 NEW ISO 14001
certified site in the year

1517 GREENHOUSE GAS EMISSIONS
(in g eq CO₂ / Km)

FOR REGIONS

470 CITIES
put their trust in us

Present in **13** COUNTRIES

THE FOUR PILLARS OF OUR MISSION

ROLLOUT
TAILOR-MADE
SOLUTIONS

SUPPORT
REGIONAL
DEVELOPMENT

BUILD THE CITY
OF TOMORROW
TOGETHER

COMMIT
TO AN EXPERIENCE
OF EXCELLENCE

2020, AN UNPRECEDENTED YEAR

It will likely be a decade, if not longer, before we really understand the profound societal consequences of Covid-19. But in 2020, the pandemic, without a doubt, considerably impacted the entire world, every socio economic sector, and notably the mobility sector.

AN UNPRECEDENTED SITUATION



192 COUNTRIES impacted by the Sars Cov-2 (Covid-19) virus.

+125 MILLION POSITIVE Covid-19 **CASES** and 2.8 million Covid-19 deaths.

192

Source: Johns Hopkins Coronavirus Resource Center – March 2021



3.9 billion people

– roughly half of the global population – under **LOCKDOWN** in April 2020, after **CURFEW** or **QUARANTINE** measures were put into place in 90 countries and regions.

Source: Euronews



40% OF SALARIED WORKERS could be **WORKING FROM HOME** by 2025. As work from home orders were put in place (when possible) for several weeks, the health crisis revolutionized the working world. **TELECOMMUTING** may just be the “new normal.”

Source: Consultancy.eu

MAJOR DISRUPTIONS IN THE TRANSPORTATION SECTOR



60%

FEWER AIRLINE PASSENGERS

Source: International Civil Aviation Organization (ICAO)



40 to 50%

FEWER TRAIN PASSENGERS

Sources: SNCF, AMTRACK



75 to 90%

FEWER PUBLIC TRANSPORTATION PASSENGERS in the US and Europe during the peak of the crisis (Q2 2020).

Sources: American Public Transit Association (APTA), McKinsey

UK **+60%**

US **+75%**

FRANCE **+100%**



more **BICYCLES** sold during the peak of the crisis. Bicycle sales are booming!

Sources: the NPD Group, UK's Bicycle Association, Le Point...



A POSITIVE IMPACT ON THE ENVIRONMENT

50-66% DECREASE in **NITROGEN DIOXIDE** emissions in cities around the world, a record low.

20% FEWER greenhouse **GAS EMISSIONS** linked to transportation in 2020, compared to the pre-pandemic baseline.

Source: OECD

A new challenge: reassuring our passengers



Up to **60%**

of people plan to change the way they travel after the crisis.

Following the pandemic, public transportation systems around the world were faced with a real **CRISIS OF CONFIDENCE**:

FRANCE: **30%** of passengers plan to take public transportation less often than before.

US: Nearly **50%** of passengers expect to take it less often.

UK: **6 out of 10 passengers** said they would like to change the way they get around once lockdown was lifted.

Sources: UTP, Business in the News, Moovit

Since the beginning of the crisis, operators have rallied to reassure and regain the trust of their passengers by:

- bolstering health protocols,
- launching information and awareness campaigns,
- rolling out innovative solutions in order to help them feel more at ease during their commutes.

Statement of extra-financial performance

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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. 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 of impact and occurrence.
3. Prioritization of CSR risks and opportunities. The impact and occurrence assessments helped prioritize and identify a list of priority risks for this year.

The main risks and challenges considered for 2020 are as follows:

ENVIRONMENT	HUMAN	HEALTH SAFETY	SOCIETAL	ETHICS AND COMPLIANCE
Controlling environmental impacts	Quality of Social dialogue*	Physical safety of all people	Societal innovation	Respecting business ethics
Controlling consumption (energy and water) and waste management	Equal treatment	Health, safety and quality of life at work	Regional presence	Applying CSR standards to purchasing
Anticipating changes in environmental regulations		Response to the pandemic	Service quality and accessibility + response to the pandemic	

The mechanisms for managing these risks are detailed in the internal control and risk management report. On the following pages, you will find RATP Dev's core CSR commitments, our principal performance indicators, as well as examples of recently implemented measures in line with our commitments.

* Following the creation of the French RATP Group Committee in 2012, a European RATP work council, of which RATP Dev is a member, was created in 2017. The council is a source of information, open discussion and advice on situations and the Group's strategy and encourages social dialogue on a European scale.

OUR CORPORATE SOCIAL RESPONSIBILITY (CSR) POLICY

Mobility is an essential lever to tackle the societal and environmental challenges of today and tomorrow. As a privileged partner in the regions where we operate, RATP Group commits to fostering a more inclusive, ecological and human city on a daily basis.

At the end of 2019, the Group began thinking about how to unveil its driving purpose – or in other words, its contribution to society or to the common good. More long-term in nature than the company plan, this driving purpose will serve to enrich its CSR policy.

RATP Dev's CSR policy fits naturally into that of RATP Group, which revolves around our ambitions to be a major player in mobility and sustainable cities, to shrink the environmental footprint of our operations and affirm our social and societal responsibilities within each region.

This CSR approach is carried out by the Technical Department and validated by the Executive Committee.

It draws upon our dual culture, that of operational excellence and respect for our regions and the four pillars of our mission:

- Rollout tailor-made solutions,
- Build the city of tomorrow together,
- Commit to an experience of excellence,
- Support regional development.



















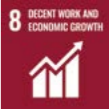



To track our objectives and concrete results, we rely on our certification plan (ISO and EFQM) and our internal control and audit programs (this program was heavily impacted by the health crisis in 2020). We also ask our key subsidiaries for individual annual reporting on their CSR actions (52 en 2020).

On a daily basis, RATP Dev's CSR approach is enacted by our entire global network through various initiatives that illustrate our six commitments: safety first, sustainable mobility, innovative mobility, mobility for all, united for excellence and socially responsible.



CROSS REFERENCE TABLE

WITH THE UN SUSTAINABLE DEVELOPMENT GOALS

Our commitments		Risks Concerned	Key performance indicators	Corresponding SDG* <small>*Sustainable Development Goals</small>
	SAFETY FIRST	<ul style="list-style-type: none"> Health and Safety at Work 	<ul style="list-style-type: none"> → Frequency Rate → Severity Rate 	 
	SUSTAINABLE MOBILITY	<ul style="list-style-type: none"> Uncontrolled Consumption - Pollution Climate Impact 	<ul style="list-style-type: none"> → Number of ISO 14001 certified sites/ subsidiaries this year → Water consumption → Total quantity of hazardous waste → Greenhouse gas (GHG) emissions 	   
	INNOVATIVE MOBILITY	–	→ No KPIs this year	  
	MOBILITY FOR ALL	–	→ No KPIs this year	  
	SOCIALLY RESPONSIBLE	–	→ Number and amount of RATP Group Foundation projects financed by RATP Dev	   
	UNITED FOR EXCELLENCE	<ul style="list-style-type: none"> Health and Safety at Work Social Conflict Social Conflict/ Non-integration of sustainable development policies 	<ul style="list-style-type: none"> → Absenteeism rate → Employee Turnover Rate → Training: Average number of training hours per employee per year 	 
	HUMAN RIGHTS AND ETHICS	<ul style="list-style-type: none"> Social Conflict/ Non-integration of sustainable development policies/ Human Rights and Ethics Business ethics 	<ul style="list-style-type: none"> → Share of women in the workforce → Share of women executives → Number of subsidiaries with an whistleblowing system compared to subsidiaries subject to one 	  



2020, A YEAR MARKED BY COVID-19

From the beginning of 2020, the Covid-19 pandemic spread progressively across every region where RATP Dev operates, first hitting Asia in Hong Kong, then Western Europe in Italy, France, and the UK... then the rest of the world (North Africa, South Africa, the United States, the Middle East, etc.).



All of our networks were badly hit and saw unprecedented drops in activity – and, for some, a complete halt in activity for several weeks.

A special Covid-19 crisis unit, led by the Technical Department, was set up right away to monitor the developing situation every day in France and internationally; share information and directives; coordinate the deployment of adopted measures; take corrective measures, when necessary; and to encourage networks to share best practices. RATP Dev's Executive Board also set up daily monitoring and arbitration meetings to manage the unprecedented situation caused by the pandemic in real time.

PRIORITIZING SAFETY MORE THAN EVER

Since the beginning of the health crisis, our top priority has been – and remains – protecting the safety of our employees and passengers.

Several measures, in line with government directives and guidelines, have been put into place within the company to protect our teams around the world. Remote work was encouraged and became standard practice for all compatible positions, and physical presence in the workplace was organized in a way that respected health guidelines: social distancing, a constant supply of hydroalcoholic gel and masks for employees, modifying office maintenance and cleaning practices, etc.

On the operational front, in French buses, for example, we prohibited boarding through the front door, creating a “buffer” zone around the cockpit to protect drivers. As the situation evolved, and depending on the local context, specific internal communication campaigns were deployed to raise employee awareness and encourage everyone to follow new health guidelines.

In all our networks, teams were mobilized to immediately introduce new health protocols recommended by authorities through direct



communication with our passengers. They also stepped up equipment cleaning and sterilization procedures accordingly. To encourage physical social distancing measures on buses, trams and metro cars, our teams reduced the number of accessible seats by labeling prohibited areas. We regularly adapted our service offer according to real mobility needs. Hydroalcoholic gel was also provided in many locations and we organized mask distributions and even sent some to the homes of visually impaired passengers in Brest, France.

AN ESSENTIAL SERVICE, MORE THAN EVER

The pandemic clearly underscored the absolute necessity of public transportation. Although lockdown and curfews were put in place over certain periods of time in some locations, the majority of our networks continued to operate in order to facilitate the movement of key professions - notably healthcare workers - and so that everyone could access healthcare and essential services. Numerous initiatives were adopted to facilitate the daily lives of caregivers on the frontlines of the fight against the virus: modified service schedules, free shuttles or electric bicycles to make it easier to get to work or home, for example.



When circumstances allowed for economic and social life to resume, our networks were able to quickly adapt our services according to the context and needs, in constant consultation with the respective public transport authorities. Since March 2020, Casablanca's tramway service underwent nearly 20 service modifications in order to best meet the needs of the local community while complying with health guidelines.

In a constant effort to serve the public in the best possible way, our teams have been working hard to provide new tools and accelerate the rollout of innovative solutions, particularly relevant to the ongoing health context. Our team in Casablanca launched a chatbot to optimize communication with passengers and better answer their questions about our service offer and the health measures in place. In France, alternative ticket purchasing solutions, by text message, via mobile apps, or by contactless bank card payments have multiplied, further encouraging social distancing. Today, more than 20 networks offer these solutions.

PUBLIC TRANSPORTATION NEW DEALS

The repercussions of Covid-19 will continue to impact the public transportation sector for many years to come. The pandemic has sowed doubt among passengers, especially in terms of health and safety, and it is up to us to reassure them and remind them of the benefits of public transportation. At the same time, our networks will have to maintain the resilience and agility they demonstrated over the past year in order to ensure that all of our passengers are able to get round in a reliable, safe and efficient manner, while continuing to take into account unprecedented risk factors.

Despite everything, despite this crisis - and throughout the crisis - RATP Dev has been able to remain focused on its operations, maintenance and development missions, true to our commitments, on a daily basis.



RD CASABLANCA TAHCEINE CERTIFIED

In November 2020, our Moroccan subsidiary, RD Casablanca, was audited and Tahceine certified. The Tahceine standard is based on a specific protocol set up by the Moroccan government to manage Covid-19 contamination risks in the workplace. It requires companies to continue working under controlled sanitary conditions and make it possible to cope, over time, with the spread of the disease.



UNITED, EVEN DURING THE CRISIS

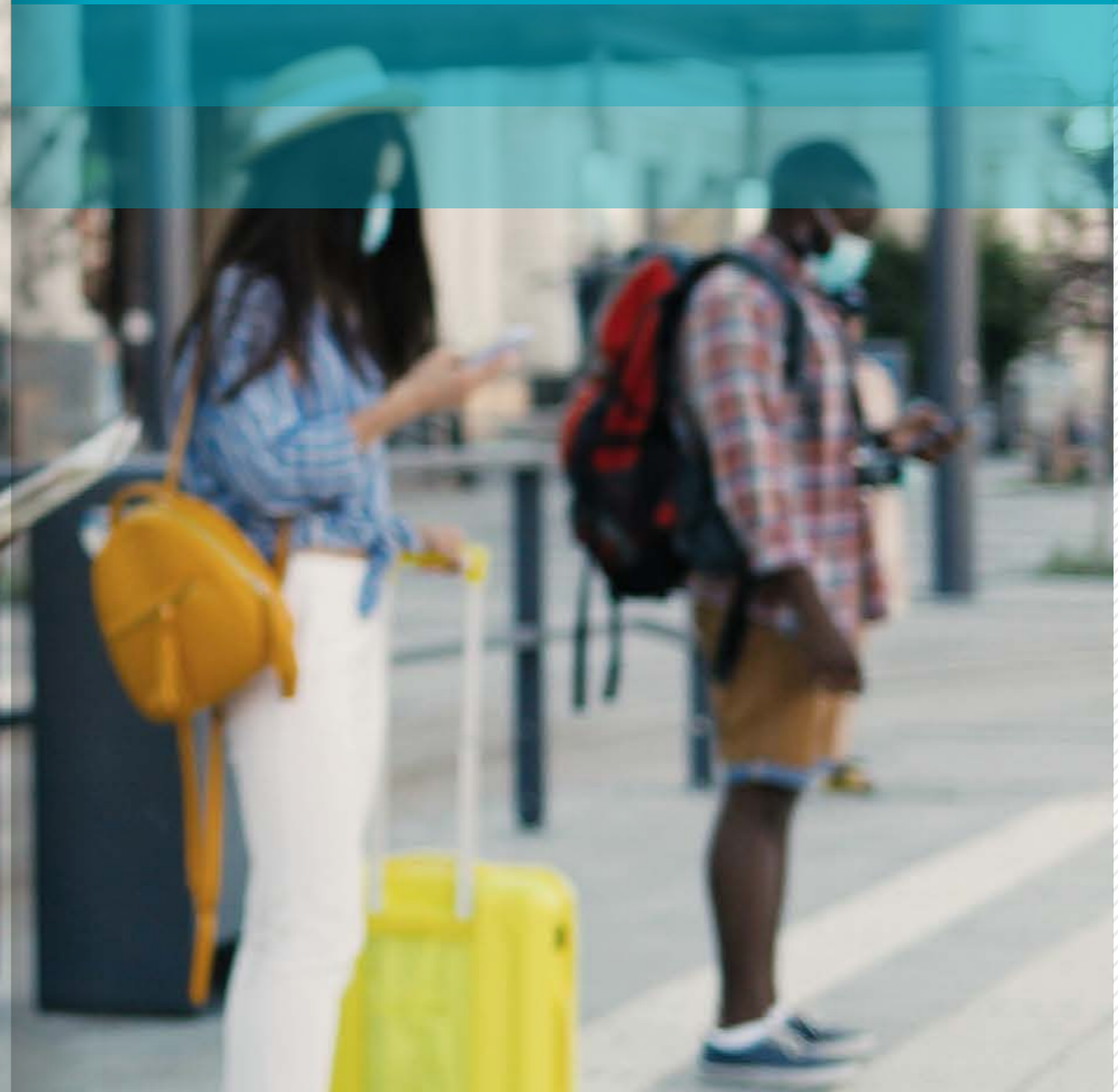
RATP Dev's commitment to our communities has not wavered during the health crisis. On the contrary, our networks launched several initiatives to help disadvantaged families impacted by Covid-19. During Ramadan, SETRAM teams in Algeria collected and distributed food packages to families in need.

In London, employees at our Fulwell garage partnered with the NGO Trussel Trust to organize a month-long fundraising initiative in the spring to help people with financial difficulties resulting from the crisis. We organized these initiatives in parallel with our existing initiatives, such as toy drives during the Christmas holidays, which took on even greater importance given the context.



OUR COMMITMENTS

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SAFETY FIRST

Safety lies at the heart of our corporate culture and is our top priority. We operate and maintain public transportation networks with an uncompromising commitment to the safety of our employees, passengers, customers, partners and service providers.

The decrease in frequency rate in France is mainly due to actions taken by the Business Unit to reduce the number of accidents and probably also linked to the health crisis, which impacted activity in 2020.

The severity rate has fallen in France and internationally; however, while the overall number of hours worked fell sharply in 2020 (-11%) due to Covid-19, they increased in France and decreased internationally. France inherently has a higher severity rate than internationally, which explains the increase in the overall severity rate.

A SAFETY CULTURE SHARED AND EMBRACED BY EVERYONE

Our “We Safe” safety campaign has reinforced our company wide commitment to safety, at every level of our organization. Updated in 2020, this policy is based on four fundamental pillars: a rigorous safety management system; robust organization backed by our Safety Committee, which brings together experts to encourage subsidiaries to share their experiences; an improved audit system paired with a strategy focused on continuous improvement; and finally a safety culture embraced by all employees. Our safety culture allows us to operate according to the strictest safety standards and to continue to improve our performance in this area.

GUARANTEEING SAFE AND RELIABLE TRANSPORTATION

Our teams ensure that our networks, encompassing +100 projects across the 13 countries where we operate, uphold these standards in order to meet the expectations of passengers and customers and comply with local laws. Our subsidiaries are responsible for deploying and applying directives and procedures and implementing concrete actions to ensure road and rail safety for our various modes of transportation. An internal audit system, managed by our Technical Department, in collaboration with the RATP Group’s Audit and Internal Control Department, monitors procedures and ensures the relevancy of these actions.

Experts from our Technical Department also help subsidiaries during mobilization and operational phases by sharing their know-how in dealing with

complex subjects such as equipment reception and operations asset maintenance. This guarantees optimal infrastructure and rolling stock conditions - which makes it possible to attain a high level of safety.

GUARANTEEING STAFF INTEGRITY

Due to our expansive international presence, our employees are exposed to various risks depending on their geographical location. Whether for employees traveling on business, expatriates living abroad or local employees, their safety is fundamental. In September 2020, RATP Dev set up a new Safety Department tasked with ensuring employee safety in various “at risk” countries – even before the start of their trips. The department provides travel guides, organizes training and awareness sessions adapted to the local risk environment and defines incident response protocols.

RATP Dev also benefits from a privileged partnership with International SOS, a service company providing businesses with medical prevention and safety services and access to emergency healthcare.

We are also launching an ISO 45001 Health and Safety at work certification plan. Despite the difficulties associated with managing the Covid-19 context, our Italian subsidiary Autolinee Toscane was certified in 2020 and joined Bombela Operating Company (South Africa), RKH (Qatar) and The Original Tour (United Kingdom) in the “ISO 45001” club.

Our subsidiaries RATP Dev Casablanca (Morocco), Setram (Algeria), PTC and RATP Dev Capital Metro Company-SAPTCO (Saudi Arabia) are committed to obtaining certification by 2023.

Each month, we monitor several operational indicators in regards to security. This year, we have chosen to highlight two of these indicators: the frequency rate and the severity rate of workplace accidents.

OUR INDICATORS	2018	2019	2020
Frequency rate of workplace accidents (Tf ¹)	16.17	17.90	13.76
Severity rate of workplace accidents (Tg ²)	0.79	1.08	1.19

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

2020

Journée SÉCURITÉ PRÉVENTION

Safety Day, an event to raise employee awareness of road risks, was recognized as the most replicated innovation in RATP Dev's **Innov & Go 2020** internal **INNOVATION CHALLENGE**.

In two years, nearly 15 subsidiaries around the world organized this event on a recurring basis.



REASSURING PASSENGERS

about health security concerns
in transportation networks

The health crisis caused by the Covid-19 pandemic has undoubtedly shaken public confidence in public transportation. To counter concerns and general unease among passengers, our networks set up continuous informative communication campaigns aimed at promoting social distancing measures and other health related guidelines and sharing the ramped up cleaning and disinfection efforts we deployed at the start of the crisis. From posters to signage and broadcasted audio messages, our subsidiaries used every possible communication channel to ensure that passengers were fully and properly informed.

We created a dedicated chatbot in Casablanca to answer passenger questions around the clock. We also shared photos and videos of new cleaning and disinfection processes on social networks, and sometimes even on local television channels. All our communication had a common objective: transparently communicate about how we handled health protocol, highlighting the work done by our teams to ensure passenger safety.

In France, our initial campaign in May focused on safety protocol in our transportation systems following the first lockdown. We then launched a second campaign in September to reconnect with and reassure passengers and promote the benefits of public transportation: serenity, safety and environmental preservation.

MOBILIZING our teams to ensure passenger safety

Our subsidiaries carry out numerous initiatives **TO RAISE EMPLOYEE AWARENESS OF SAFETY**:

poster campaigns in workshops (Les Cars Perrier), safety seminars and a new dedicated newsletter (BOC), an interactive improvement project (Irigo) or the *drive2zero* systemic approach initiated by RATP Dev USA.



In early 2020, the Bibus network and Brest Métropole launched a poster campaign on buses and bus stops to raise awareness of the risks of tram and bus collisions in the streets of Brest.



Our networks are mobilizing to increase awareness among the general public around **ROAD SAFETY** and to share best practices for using our various modes of transportation. For example, in Angers, Valenciennes or Brest, our operational teams went out to meet schoolchildren.

21 DRIVERS

SQYBUS network drivers in Saint-Quentin-en-Yvelines (France) received an **"EXEMPLARY DRIVING" CERTIFICATE** from the national police department following an initiative to raise awareness of driving risks.



Casaroc, RATP Dev's innovation laboratory, has successfully launched WIP (Walk In Peace), a solidarity and safety application with a preventive companionship element for pedestrians and a curative module with a real time alert system.

Walk In Peace,
an app to feel safe

SUSTAINABLE MOBILITY

We are convinced of the crucial role that public transportation plays in environmental protection and the fight against climate change. Innovation enables us to launch ever more environmentally responsible mobility solutions for the responsible development of sustainable regions and cities.

SUPPORTING THE ENERGY TRANSITION

The energy transition of bus fleets is a key measure taken by communities to reduce their environmental impact and improve residents' quality of life. In fact, it is the crux of the challenges facing transportation and public transport authorities. We have designed solutions to help them through every step of their energy transition process – from choosing the most suitable technologies, investing in the right infrastructure, transforming bus depots, adapting operating and maintenance rules, etc. And we remain by their side to share our knowledge and experience. Today, many solutions are in development or already available on the market (alternative fuels, hybrid engines, biogas, electric, even hydrogen fuel cells) and our teams work tirelessly to provide the most relevant technologies, on a case by case basis, according to the constraints and specific needs of each region.

At the beginning of the year, we formed a partnership with Enedis, an electricity network operator in France (already a partner of the RATP Group). This partnership complements and reinforces our own expertise in electromobility and allows us to more fluidly and efficiently support bus fleets' transition to electric power.

In 2020, RATP Dev also joined the French Association of Natural Gas Vehicles (AFGNV) and France Hydrogen to strengthen our expertise in the NGV / BioNGV field and in high potential fuel cell technology.

ENCOURAGING ECO-DRIVING

Training drivers in eco-driving can significantly reduce vehicle energy consumption and therefore carbon emissions – and simultaneously improve passenger comfort as well. Recognizing it as a key lever for energy savings, several of our networks integrate eco-driving into their ongoing employee training programs.

INTEGRATING SOFT MOBILITY SOLUTIONS

Our "soft" or shared mobility solutions encourage individual drivers to try another mode of transportation. Beyond our traditional modes of transportation, our networks are increasingly integrating new services, such as bicycle rental (without or with electric assistance) or even carpooling or car-sharing solutions.

Through its dedicated subsidiary, RATP Capital Innovation, the RATP Group invested in start-ups working on new forms of mobility, innovative urban services, automation and new technologies serving the Smart City. Cityscoot, Klaxit, Communauto and Zenpark are just some of our many partners.

OUR INDICATORS	2018	2019	2020
Number of certified sites/subsidiaries in the year	2	2	1
Greenhouse gas (GHG) emissions (g eq CO ₂ / Km)	1,760	1,940	1,517
Water consumption (liters / Km)	3.01	3.83	3.11
Total quantity of hazardous waste (tonnes)	831	667	799

PRIORITIZING THE ENVIRONMENT

At a glance, our core activity – operating and maintaining transportation networks – isn't directly linked to the transformation and consumption of raw materials. Nevertheless, we have a key role to play in protecting the environment. More and more, our subsidiaries strive to limit the environmental impact of their daily processes and actions – from sorting and recycling waste to recycling and reusing water from vehicle washing stations, to holding workshops on preventing environmental risks, etc.

We are gradually deploying an ISO 14001 certification plan within our subsidiaries. Today, Autolinee Toscane and Cilia Italia (Italy), Bombela Operating Company (South Africa) and RKH (Qatar) are already certified, while Casatram (Morocco), Setram (Algeria), RD Angers (France), PTC and RATP Dev Capital Metro Company-SAPTCO (Saudi Arabia) have committed to earning certification by 2023.

One newly certified site this year due to a slowdown caused by the health crisis.

The sharp decrease in greenhouse gas (GHG) emissions can, in part, be explained by the decline in activity linked to the health crisis, especially in countries where rail network electricity emits a lot of GHGs.

Overall water consumption has fallen by more than 20% – primarily due to reduced traffic and thus, infrequently washing vehicles.

The weight of hazardous waste varies from year to year, mainly depending on the periodic cleaning of subsidiary sanitation networks, and represents less than 1 kg per 100 km traveled.

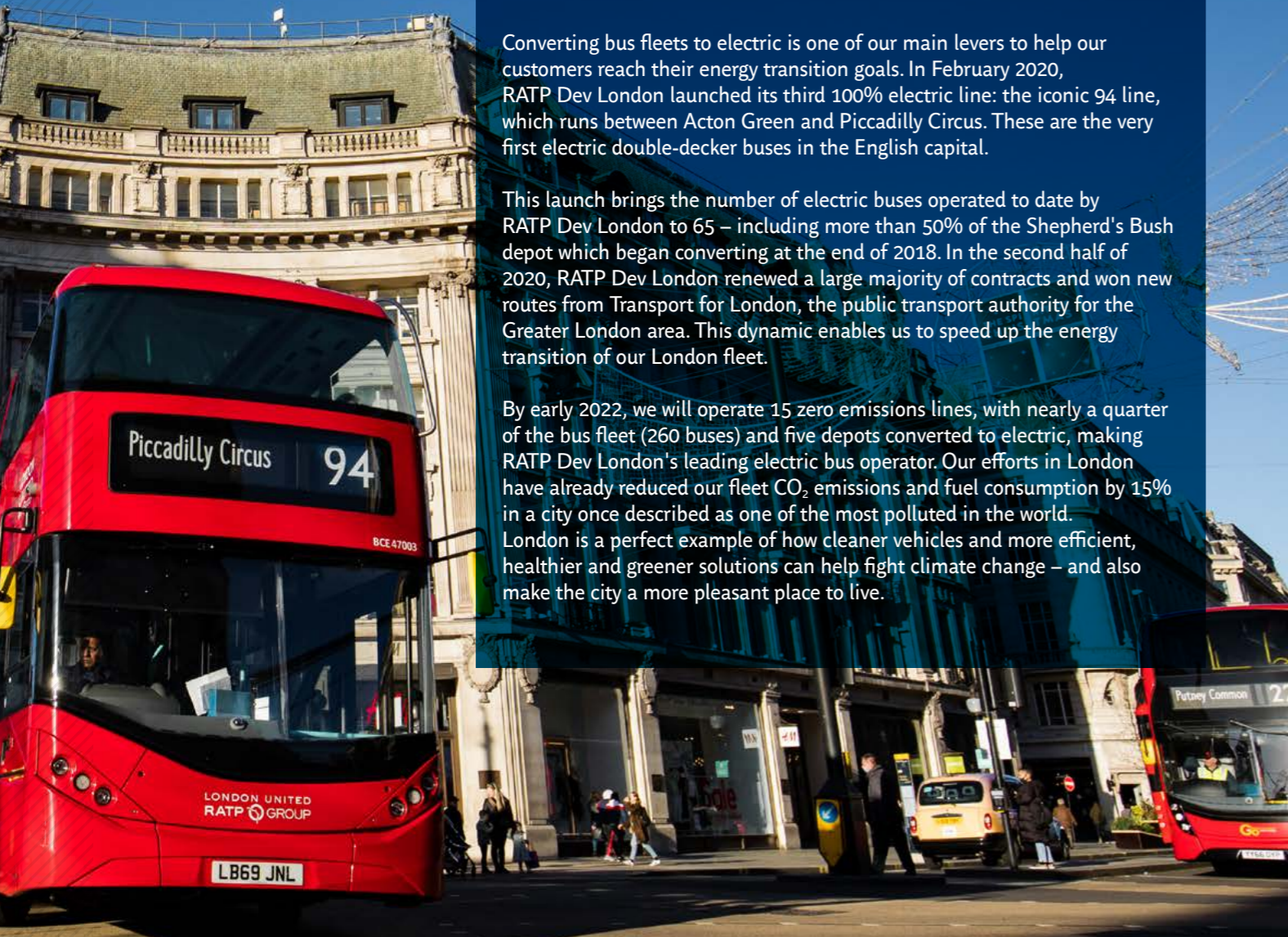
2020

RATP DEV LONDON SPEEDS UP THEIR ENERGY TRANSITION

Converting bus fleets to electric is one of our main levers to help our customers reach their energy transition goals. In February 2020, RATP Dev London launched its third 100% electric line: the iconic 94 line, which runs between Acton Green and Piccadilly Circus. These are the very first electric double-decker buses in the English capital.

This launch brings the number of electric buses operated to date by RATP Dev London to 65 – including more than 50% of the Shepherd's Bush depot which began converting at the end of 2018. In the second half of 2020, RATP Dev London renewed a large majority of contracts and won new routes from Transport for London, the public transport authority for the Greater London area. This dynamic enables us to speed up the energy transition of our London fleet.

By early 2022, we will operate 15 zero emissions lines, with nearly a quarter of the bus fleet (260 buses) and five depots converted to electric, making RATP Dev London's leading electric bus operator. Our efforts in London have already reduced our fleet CO₂ emissions and fuel consumption by 15% in a city once described as one of the most polluted in the world. London is a perfect example of how cleaner vehicles and more efficient, healthier and greener solutions can help fight climate change – and also make the city a more pleasant place to live.



In 2022, RATP Dev will be the **LEADING ELECTRIC OPERATOR**

The service, operated by RATP Dev, in the perfectly preserved Zion National Park in Utah (United States) is a fine example of our **SUSTAINABLE MOBILITY** ambitions and our commitment to environmental preservation. At the end of 2020, the Utah Clean Cities association honored our local teams for their commitment to alternative fuels.



From energy savings to recycling water from washing stations, sorting and recycling waste, **our operations have ramped up initiatives aimed at reducing their environmental impact.**

RATP Dev Italia is a shining example of our operations' ingenuity and commitment. This year, in an effort to be more economical and ecological, they installed low consumption bulbs in their offices, digitized paper forms and upgraded landscaping irrigation systems.



RATP Dev has also been chosen to operate the **HOP-ON HOP-OFF** tourist buses in Brussels.

This new service will be provided by 12 **FULLY ELECTRIC**, zero-emission, silent double-decker buses. Our subsidiaries, **Open Tour Paris** and **The Original Tour** in London, are increasingly integrating clean vehicles into their fleets.

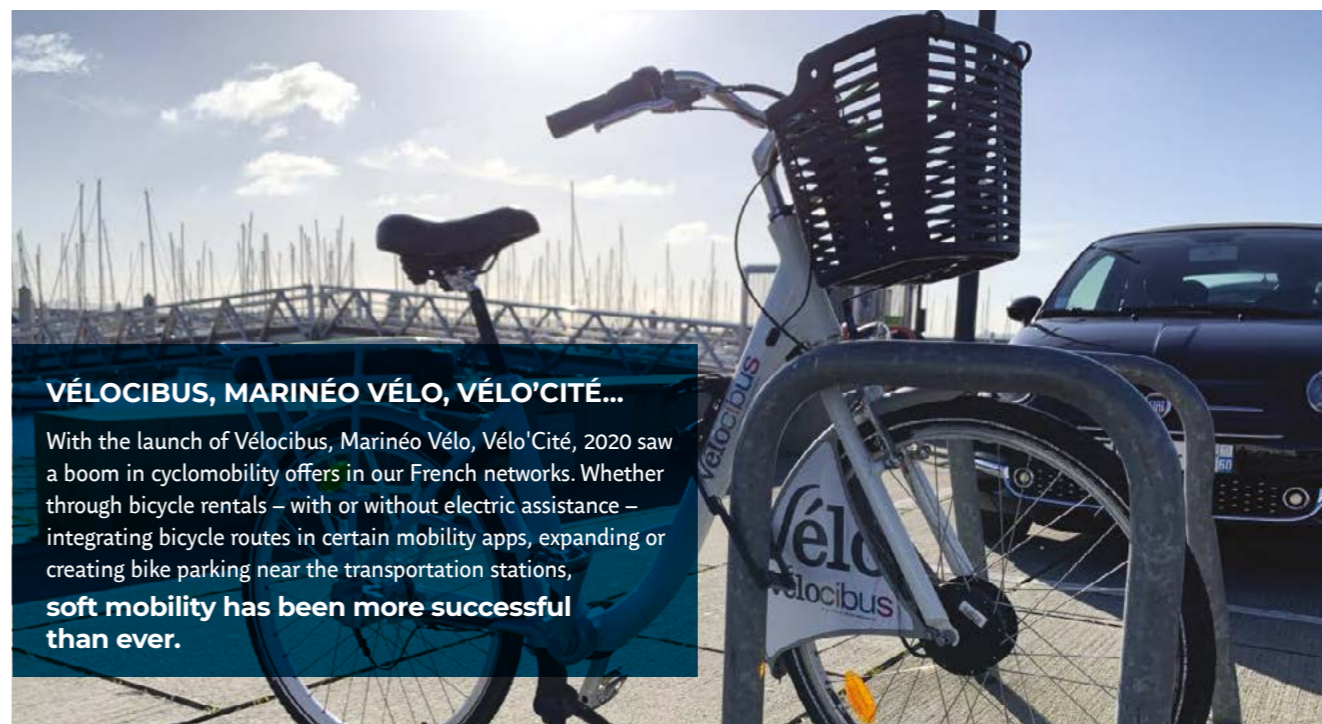
In terms of innovative and clean technology, RATP Dev is also focused on **HYDROGEN TECHNOLOGY**. We ordered a hydrogen bus that will start running in August 2021 on La Roche-sur-Yon's urban network using "green" hydrogen produced locally by electrolysis from electricity produced by wind turbines.



In France, we're accelerating the **ENERGY TRANSITION** with the use of NGV / bioNGV extended to 11 new subsidiaries in just three years (2019-2021) and the introduction of new electric vehicles (buses, coaches, DRT and paratransit vehicles) on several networks.

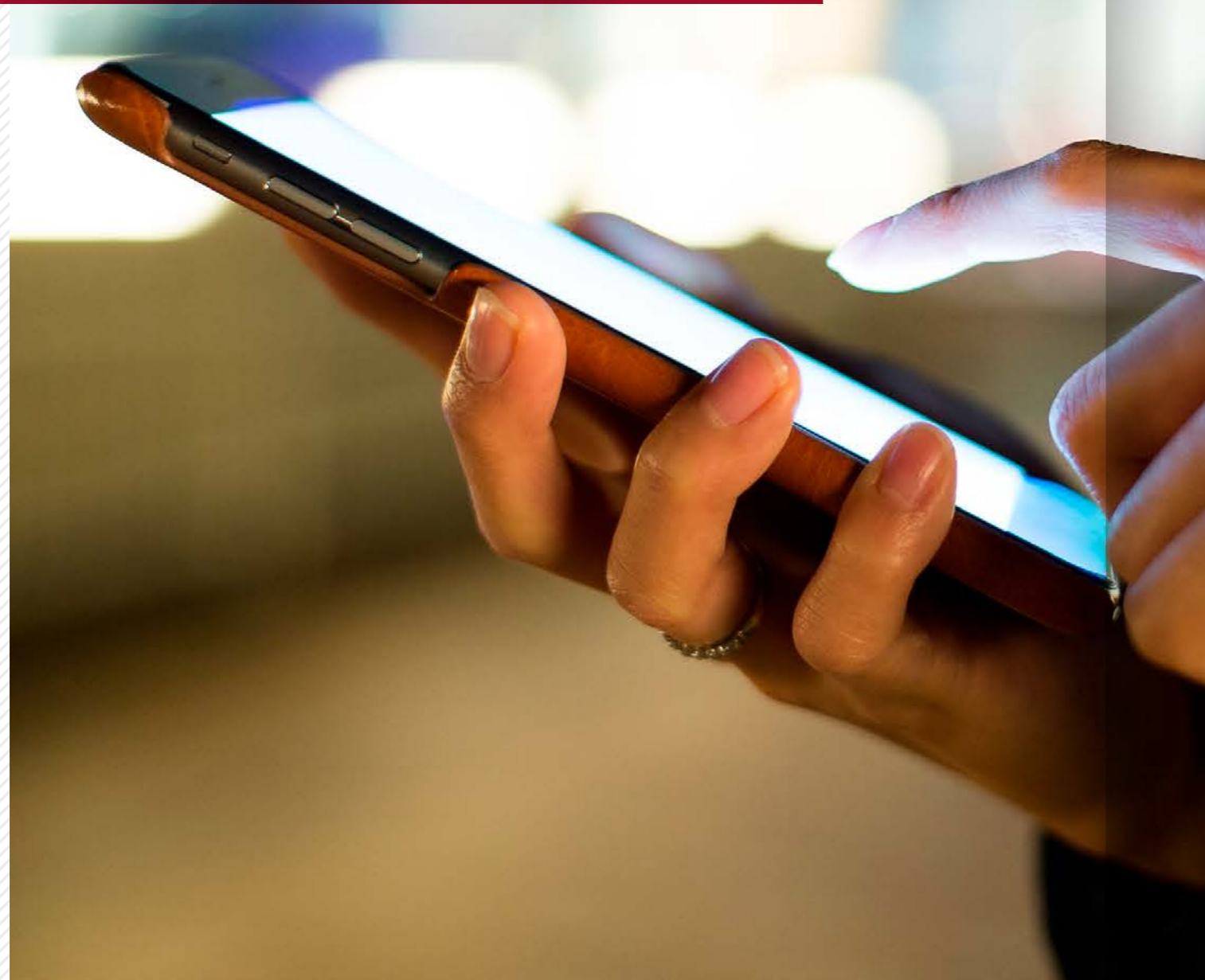
VÉLOCIBUS, MARINÉO VÉLO, VÉLO'CITÉ...

With the launch of Vélocibus, Marinéo Vélo, Vélo'Cité, 2020 saw a boom in cyclomobility offers in our French networks. Whether through bicycle rentals – with or without electric assistance – integrating bicycle routes in certain mobility apps, expanding or creating bike parking near the transportation stations, **soft mobility has been more successful than ever.**



INNOVATIVE MOBILITY

With a keen focus on the future, we create and deploy innovative mobility solutions in partnership with forward-thinking companies. Our ability to innovate enables us to provide cities and passengers with ever more efficient, attractive and connected solutions through the hundred of operations that we manage around the world.



INNOVATION WITHOUT BORDERS

RATP Dev strives to innovate across all of our activities (operation and maintenance, relationships with PTAs, customer service, etc.) with the objective of constantly optimizing our operational performance and the passenger experience.

Our innovation strategy is based on two pillars: internal innovation and open innovation. We encourage our employees to create solutions in line with our operational and commercial challenges – in particular through Innov & Go, our innovation challenge with an open call to subsidiaries every two years. We also seek out the most creative partners that share our vision in order to further create and develop innovative solutions. We set up pilot projects and cooperate with these innovation partners in order to experiment and sustain new services.

We also have two laboratories dedicated to innovation in passenger services that straddle our internal and external innovation ecosystems. Casaroc in Casablanca (Morocco) and Ker Lab in Brest (France) are an integral part of Urbanopolis, the RATP Group's network of innovation centers.

IMAGINING THE FUTURE OF MOBILITY

We pay close attention to new passenger expectations – particularly in terms of a fluid, seamless

and end-to-end experience – and those of society in general, including environmental protection, responsible regions and sustainable cities. We are setting up several initiatives, user committees for example, to ensure that we don't lose touch with their needs and expectations. Our "Voice of the Customer" program, which improves feedback analysis from the field (agents and passengers), is also part of this process. At the same time, we are constantly on the lookout for evolutions in uses and technologies that enable us to offer our customers resolutely forward-thinking solutions.

EXPERTS IN DATA MOBILITY

We rely on our expertise in the fields of data and artificial intelligence to analyze and exploit the astounding volume of data generated by our networks (more than 100 million per day) in accordance with personal data protection regulations. We aim to continuously improve our operational performance, prevent possible incidents and thus strengthen our maintenance efficiency and identify and predict passenger habits in order to optimize our service offerings. We collaborate with various data-expert partners to imagine and test future solutions. We are shareholders of Citio, a French startup specializing in using data to optimize transportation flow.



A world premiere

Since December 2020, RATP Dev has been experimenting with the first holographic stop button, **HOLOSTOP**, on the Saint-Quentin-en-Yvelines network.

A technological feat that is a testament to RATP Dev's ambition to push the boundaries in transportation innovation.



USING DATA TO IMPROVE THE CUSTOMER EXPERIENCE

As experts in data mobility, we analyze and use the data from our networks to improve performance and optimize the passenger experience. We are committed to conceptualizing and developing ever more innovative solutions to improve passenger mobility.

Using Citio Analytics' set of solutions, we are able to adapt service offers according to the real needs observed in the field. For example, RATP Dev Casablanca took into account real time instructions from authorities and rapidly adjusted its tramway offer as the Covid-19 crisis evolved. Between March and December 2020, no less than 17 service modifications were deployed to continue to maintain service for Casablanca residents under the best conditions.

At the start of 2020, we also began testing a new tool to fight fraud on our Lorient network. By comparing the number of validated tickets with the number of passengers counted, an algorithm allows our FraudTracker solution to predict the places and times where fraudsters are most likely to act and thus better schedule control operations. Since July, FraudTracker has also been tested on the TAM network in Yvelines (France). Another example, LoadTracker, has been tested since 2020 on the TAM network: beyond the simple real-time monitoring of bus occupancy, this tool makes it possible to predict how many people get on and off at each stop and therefore anticipate bus occupancy at a specific stop.



DATA MOBILITY
Conceptualize and develop ever more innovative solutions

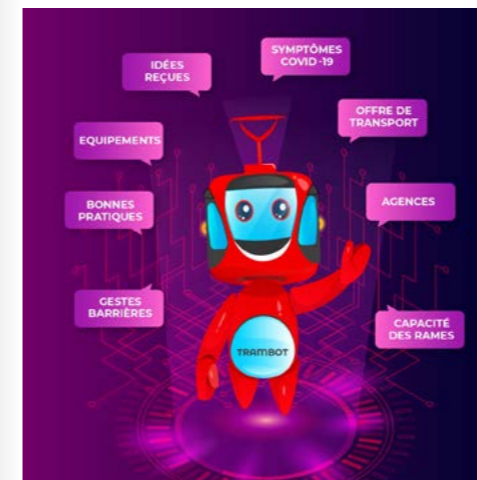
In 2020 we saw an increase in contactless payment solutions on our networks – via SMS, mobile applications (TixiPass, Tickizz) or even by bank card on board.

These 100% DIGITAL SOLUTIONS allowed passengers to buy and validate tickets, which was particularly reassuring during the health crisis. More than 20 of our networks in France already offer these solutions.



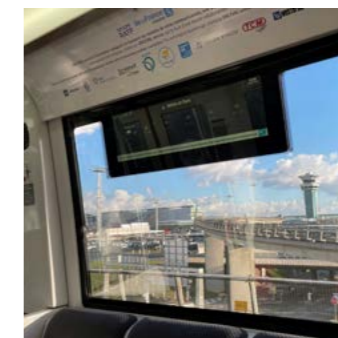
73 INNOVATION PROJECTS

submitted by 18 subsidiaries in seven countries in the fourth edition of the Innov & Go internal innovation challenge in 2020. Innov & Go allows employees around the world to come up with innovative ideas to optimize our company's performance in several areas and, above all, to share these optimization methods among subsidiaries through program replication.



Innovation improves passenger communication: during the Covid-19 crisis, RATP Dev Casablanca launched **TRAMBOT**, a chatbot accessible 24 hours a day to inform travelers about service offer changes and applicable health guidelines.

Since September 2020, a new collective and on-demand autonomous shuttle has been tested in Archamps, France, near the Swiss border.



COMMUNICATING WINDOWS are popping up on our networks: the Orlyval's smart surfaces, integrated into the windows of metro cars, provide passengers with a continuous flow of useful information such as connection times, the weather forecast, and even daily news. A promising innovation which will continue to rollout in the coming months.

MOBILITY FOR ALL

Our expertise in Demand Responsive Transit (DRT) and paratransit enables us to provide mobility solutions adapted to the needs of all our passengers under the best possible conditions.

INCLUSIVE PUBLIC TRANSPORTATION

Mobility is an essential factor for wellbeing and societal integration. To improve the lives of all passengers and facilitate everyone's access to public transportation, RATP Dev has developed real expertise in on-demand transportation and transportation of people with disabilities – enabling everyone to take advantage of flexible mobility.

ENHANCED ACCESSIBILITY

We have a fleet of vehicles suitable for people with reduced mobility and wheelchairs (electric or manual). These vehicles have technical aids (step, grab bar, electric lift, three-point belt, etc.) and appropriate fittings: double doors, low floors and wide interior circulation corridors. We also strive to optimize access to our services through a multitude of reservation channels: by phone, internet, email, mail, or even via a mobile application (developed for our DRT offer and in the works for paratransit services).

THE FLEXCITE CASE STUDY

In 2003 RATP Dev partnered with the Group for the Integration of Physically Handicapped Persons (GIPHP) to create a new subsidiary: FlexCité. In Ile-de-France, FlexCité has established itself as the leader in DRT and paratransit services. With 20 services in operation, it now makes nearly 600,000 trips per year. Through its call and reservation center, FlexCité provides local authorities with the most modern tools and proven procedures: travel planning software, geo-tracking, customized studies of routine transportation, etc. Pooling these services makes it possible to improve service quality at the best possible price through: adapted and extended working hours, more dynamic and efficient management tools, shared savings, etc.

In 2011, FlexCité created a subsidiary dedicated to DRT in response to growing needs throughout the territory. Local communities wanted a flexible and economical service during off-peak hours, in the evening or in areas with low population density. With the creation of an innovative multimodal mobility center, pooling reservations and operations, we provide a high-performance range of services for the regions that facilitates travel for all residents.

2020

We are committed
to making **MOBILITY**
INCLUSIVE

FACILITATING ACCESSIBILITY AND MOBILITY FOR ALL

We are committed to making mobility inclusive and accessible to all. This is why we have put in place concrete actions and solutions to optimize access to our networks and the on-board experience for people with reduced mobility or disabilities.

In August 2020, Sophie Cluzel, the French Secretary of State in charge of disability, visited our Annemasse network, with a special focus on HandiTAC, our on-demand transportation service reserved for people with disabilities. She praised the accessibility and fluidity of our services. We are constantly on the lookout for new solutions to make mobility easier for everyone.

For example, in 2019, our RATP Dev Italia subsidiary equipped all the stops on line 1 of the Florence tramway with new connected tactile ground markings with audible directions available on request (LVE system), which allow visually impaired passengers to better navigate and get around.

We regularly confer with local elected officials and associations to jointly identify solutions best suited to the specific needs of various passengers. In South Africa, our subsidiary Bombela Operating Company has even signed a partnership with the National Association of Guide Dogs for the Blind so that the Gautrain network can accommodate puppies as part of on the ground training exercises.



We constantly adopt our services according to the **SPECIFIC NEEDS** of our passengers and regions.

In Brest, the Bibus network launched its first night line and now offers on-demand stops after 10 p.m. on all of its lines.

In Angers, a new service, Irigo Pro, was designed to support local businesses by helping them provide solutions adapted to their employees' daily commutes.



To better respond to the mobility needs across all of our regions, we continuously evolve and expand our **ON-DEMAND TRANSPORTATION SERVICES**.

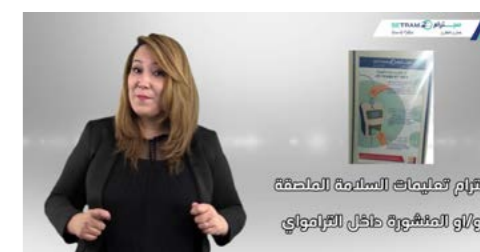
In the United States, we launched two new on-demand micro-transit services in 2020 in Tucson, Arizona and Lubbock, Texas.

In France, our CTPL subsidiary in Laon added two new service areas to its operations.



HEROES MOVING HEROS

Across the RATP Dev network, our teams mobilized during the Covid-19 crisis to help frontline healthcare workers commute as easily as possible – from adapting service hours to setting up free shuttles in Bourges, Lorient, Charleville-Mézières and Valenciennes, loaning out bicycles in Brest or providing shuttles for the children of nursing staff in Saint-Malo, **these community initiatives supported our everyday heroes.**



In the difficult context of the health crisis, our teams made it a point to take care of passengers with disabilities.

In Brest, for example, masks were sent home to our visually impaired Bibus subscribers.

In Algeria, SETRAM produced a video about social distancing measures in sign language for the hearing impaired public.

SOCIALLY RESPONSIBLE

We are more than just a transportation operator. In every region where we are present, RATP Dev is positioned as a real player, supporting local communities. To this end, our networks create meaningful connections with these communities, through initiatives aligned with our commitment to support access to education, employment, and culture and environmental protection and solidarity with disadvantaged populations.



ALONGSIDE THE RATP GROUP FOUNDATION

With the RATP Group Foundation, we participate in many programs, in France and around the world, to promote access for all to education, employment and culture and to support the ecological transition. Driven by its commitment to society, the RATP Group Foundation pursues two missions: to create real connections with the regions where the Group is present, in Ile-de-France, in France and internationally, by supporting local projects benefiting vulnerable populations, and encouraging employees to participate in community actions.

The Foundation supports inclusive societal projects at the heart of the regions where the Group operates, in eight countries and on four continents. These projects support the societal framework in our regions.

We work with local players who address local issues and find appropriate responses. Concretely, the Foundation forges partnerships, either directly with local organizations or with iconic institutions, that are maintained by local actors.

WITH SUPPORT FROM OUR OPERATIONS

At the same time, our networks all over the world independently lead numerous initiatives to build more inclusive communities, more responsible territories and more sustainable cities.

On an ad hoc basis or throughout the year, they implement actions adapted to local issues and challenges. These actions can take various forms: setting up free shuttles, awarding school grants, distributing supplies or toys, food drives, campaigns to clean up shared spaces, etc.

UNITED IN TIMES OF CRISIS

In 2020, the Covid-19 pandemic underscored our networks' commitment to impacted populations: sending masks to homes for visually impaired subscribers, food drives for families who found themselves in serious financial peril or even the provision of free shuttles or other modes of transportation for nursing staff.

A number of initiatives sparked by the crisis added to routine initiatives carried out by our subsidiaries on a normal basis.

The Foundation's actions have not diminished during the health crisis. Overall, community support during the crisis, through the Foundation or individual branches, was far reaching and varied.

OUR INDICATORS	2018	2019	2020
Number of RATP Group Foundation projects financed by RATP Dev (number and €)	18 251.5 K€	21 261.6 K€	20 270.6 K€

2020

With support from our networks, we continued our annual **TOY DRIVES** in December in strict compliance with health measures. This year again, many toys were collected in France for **Restos du Cœurs**, **Les Maximomes** (a charity for hospitalized children), the **Red Cross**, **Secours Catholique** and the **American foundation Marine Toys for Tots** as part of RATP Dev USA's **We Move People** solidarity program.



PROMOTING ACCESS TO EDUCATION AND EMPLOYMENT

In 2020, in spite of the pandemic, the RATP Group Foundation and RATP Dev continued to carry out regional initiatives to support access to education and employment.

Through the Foundation's "Future paths" program, RATP Dev grants scholarships to talented students from modest backgrounds to enable them to access higher education and extended studies. This financial assistance was supplemented by the collective and voluntary support of employees through mentoring projects.

In 2020, the Technological University Institute of Charleville-Mézières, the School of Engineers in Industrial and Digital Sciences (EiSINe) in Ardennes, the National Institute of Applied Sciences of Hauts-de-France (ENSIAME) in Valenciennes and CY Cergy Paris University in Cergy-Pontoise were among the program's partner institutions.

In London, with the Foundation's support, RATP Dev London set up the Open Chance project, which converted a bus into a traveling workshop to teach young people, in particular those from disadvantaged neighborhoods, the technical fundamentals of mechanics.

This year, several of the events that we regularly sponsor, such as the Printemps de Bourges, the Interceltique Festival in Lorient and the Jazz Festival in Vienna, were unfortunately canceled due to Covid-19. Our networks continued their support for the festivals that could be maintained, including the 100% digital European Short Film Festival in Brest the International Film Festival in la Roche-sur-Yon, the Street Art Festival in Boulogne-sur-Mer and the Festival Les Emancipées in Vannes – respecting the strictest social distancing measures.



To promote **ACCESS TO CULTURE FOR ALL** in 2020, our networks hosted several artistic and cultural projects such as community libraries at the Casablanca tram stops, art exhibitions at an Algiers metro station and in the Hong Kong tram.

In 2020, RATP Dev wanted to support retailers and restaurateurs who were severely impacted by the Covid-19 crisis.

Our networks partnered with local chambers of commerce to run several initiatives such as virtual markets, offering free poster spaces and contests.



In Brest, our subsidiary Bibus developed an application with the city's libraries. "First chapter," which gave smartphone users access to a selection of literary excerpts to encourage passengers to borrow books from the library.



Throughout the year, RATP Dev teams supported major medical (awareness of cancer and diabetes risks) and environmental causes. In Boulogne-sur-Mer, CTB, RATP Dev's subsidiary, participated in the **Street Festival of Best Practices** for sustainable and responsible mobility.

UNITED FOR EXCELLENCE

Wherever we operate, our ambition is to pass on RATP Group's know-how to recruit and train talent, develop skills, create local jobs, enrich and engage regions.

The drop in training hours is primarily due to lockdowns, health restrictions and absences linked to Covid-19.

The absenteeism rate increased sharply in 2020, mainly due to Covid-19 absences. The uncertainty associated with the crisis also explains the sharp decrease in turnover.

PROUDLY SHARING OUR EXPERTISE

One of RATP Dev's missions, in addition to developing the RATP Group's public transportation operator activity outside its historic Parisian territory, is also to deploy its widely recognized expertise in France and around the world.

Whether through consulting missions in Manila, by taking over existing operations in Cairo or even by launching new networks in Doha or Riyadh, for example, RATP Dev brings the Group's expertise beyond borders and shares it with the regions where we operate through the recruitment and training of local employees.

RECRUITING CLOSE TO HOME

Our experts and managers recruit promising, local applicants and provide them with operational and maintenance training, according to the highest level of international standards.

We carefully recruit our employees and help them develop their skills and expertise to enable them to make a lasting contribution in public transportation networks in the various countries where we operate.

DEVELOPING A CULTURE OF EXCELLENCE

RATP Dev provides our employees with technical and operational training and we support their development on an ongoing basis. We also have specific initiatives in place in countries where public transportation know-how is still developing.

For example, we created training centers to pass on transportation skills such as driving, regulation and operational management to local employees.

Relevant programs are also developed to support our managers: training and field immersion courses for subsidiary directors, experience sharing between peers, mentoring, etc. Sharing our culture of excellence with all of our employees around the world enriches our employees and enables them to move internally and pursue careers in our company's various entities.

ACTIVELY CONTRIBUTING TO THE LOCAL ECOSYSTEM

Locally, RATP Dev also works with other players involved in regional economic development (universities, companies, chambers of commerce, associations) to create a wealth of genuine public transportation expertise, by promoting training and employability of students, and in particular by encouraging innovation initiatives.

OUR INDICATORS

	2018	2019	2020
Number of training hours per year per employee	20.5	19.4	10.9
Absenteeism rate	4.28 %	4.66 %	6.99 %
Employee turnover rate	22.3 %	18.8 %	10.1 %

2020

CASAROC, IMPROVING THE PASSENGER EXPERIENCE THROUGH OPEN INNOVATION

In January 2020, one year after its creation, RATP Dev officially unveiled Casaroc, our innovation laboratory located in Casablanca (Morocco). We want this to be a true source of creativity and innovation in passenger services, by capitalizing both on RATP Dev's expertise in public transportation and on the skills of the Moroccan innovation community. Casaroc is indeed based on the principle of "cross-fertilization" with all the players in the local ecosystem: start-ups, banks, companies, schools, etc.

This partnership scheme is structured in three phases: identifying opportunities with our academic partners; prototyping phase, where Casaroc supports project leaders through to the realization of a functional prototype; and the development phase, in collaboration with business partners, to translate these projects into solutions that can be deployed in Morocco or in other countries where RATP Dev is located.

A good illustration of the effectiveness of this approach is Khdimaty's success at the end of 2020. The mobile entertainment application project was led by engineering students from EMINES UM6P, our partner university, and supported by Casaroc.

The project was selected by the Kluster, innovation incubator of the French Chamber of Commerce and industry in Morocco, as part of the Innov'Idea program, and was awarded a 200,000 dirhams grant as well as one year of support from Kluster experts to promote its development.

A "cross-fertilization" with all the players in the LOCAL ECOSYSTEM!



World-class training center

In London, RATP Dev London has a world-class training center to welcome new recruits and teach them all the necessary skills to safely drive a bus through the English capital and create a positive passenger experience. Experienced drivers also undergo further training.



During the Covid-19 pandemic, our **LONDON SKILLS ACADEMY** began distance training for all drivers to earn the compulsory professional skills certificate and even helped Transport for London set up the training for other operators.

In December 2020, the six operational units of **SETRAM (Algeria)** were renewed as part of the **ISO 9001-2015** certification. The renewal of this certification recognizes the involvement of local teams in the ongoing improvement of operational excellence and the quality of passenger services.



Our subsidiaries **PTC** and **RATP Dev Capital Metro Company-SAPTCO (Saudi Arabia)**, **Brest** and **Valenciennes (France)** have begun this same process to be certified by 2023.

RATP Dev Middle East signed a memorandum of understanding in July 2020 with the **University of Birmingham Dubai** to help and train the next generation of public transportation and mobility experts in the region, and to support the **Smart Dubai 2021** strategic plan.



HUMAN RIGHTS AND ETHICS

The trust that RATP Dev inspires in all of our stakeholders – employees, shareholders, customers, suppliers – is a pillar of our culture. Ethics and corporate responsibility are at the core of our managerial practices. Our high standards here fuel our development and set us apart from our competitors as we take on new markets.

BUSINESS ETHICS

We must respect national and international law as it applies to our activity (compliance) and adopt exemplary behavior at all levels of our company (ethics).

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.

Our Code of Ethics, that we share with the RATP Group, protects us and ensures that we always act with integrity, that we respect people and look out for general interests. 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 Prevention of Corruption 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, an integrity assessment questionnaire was developed in 2020 and is now sent by RATP Dev to our business partners.

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), 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. See the paragraph "Assessment of suppliers and subcontractors" of the vigilance plan on page 58.

GENDER EQUALITY

From recruitment to integration, training or mobility, at each stage of professional life, RATP Dev is committed to promoting respect and equity between men and women. Our commitment helps build open-minded, responsive and flexible teams. RATP Dev is a signatory of the

Women's Empowerment Principles in the UAE, within the framework of the United Nations Global Compact.

In France, one of the flagship measures of the Government's action plan relates to the annual publication of companies' gender equality indexes. For example, RATP Dev SA which this year is included in the CSR report, obtained a score of 93/100 in 2020 (compared to 86/100 in 2019) on this index. Our commitment to gender equality is clearly illustrated in these scores.

2020 ACTIONS

DEPLOYING OUR CODE OF ETHICS AND CODE OF BUSINESS CONDUCT

In 2019, RATP Dev worked with the RATP Group on a new edition of our Code of Ethics and the creation of our Code of Business Conduct. We shared these two codes with all RATP Dev employees in France and Switzerland. Employees who are most exposed to corruption risks also took part in a targeted half-day training course (more than 300 people attended at that time).

The deployment of the system continued internationally in 2020, after being translated into local languages and adjusted according to local legal constraints and cultural differences when necessary.

COMBATting SEXUAL HARASSMENT IN EGYPT

In December 2020, RATP Dev partnered with an anti-harassment campaign in public transportation systems in Egypt. The campaign, posted on social media, aimed to raise public awareness and encourage passengers to report incidents to a dedicated hotline. It was deployed as part of the international campaign "16 Days of Activism," which aims to combat violence against women around the world.

OUR INDICATORS

Percentage of subsidiaries and entities, held accountable by article L-233-3 of the commercial code, that have an whistleblowing system in place

2018

2019

2020

/

74%

84%

The launch of the whistleblowing system is measured in 2020 in relation to the entities subject to the related regulations. The 2019 rate has therefore been recalculated on this basis at 74% and the 2020 rate stands at 84%.

OUR INDICATORS

Share of women in the workforce

2018

2019

2020

16.42%

14.83%

16.24%

Share of women executives

30.09%

30.90%

34.90%

The proportion of women in the workforce increased by nearly 10% thanks to a robust recruitment policy led by our subsidiary SETRAM in Algeria and the expansion of our reporting scope to include our French subsidiaries in Angers and Brest, each with a share of more than 20% of women in their workforce.

OUR METHODOLOGY

The scope of the study covers 78.3% of consolidated turnover as of 31/12/2020 and 79.3% of RATP Dev's workforce (SA and subsidiaries).

For qualitative data, 55 subsidiaries are consulted (corresponding to 86% of the workforce and 89% of the turnover, however the Group policies cited apply to all subsidiaries). For quantitative data, 27 subsidiaries¹ representing 79.3% 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, CTVM, CEObus, Orly Val Service, TVM, RDLA, RD Brest, CTGMVA, STI Center, Cars Duinois, RD Angers, STU Bourges, CTB, CTVH, Gest SPA, Latium Cilia, HK Tramway, SETRAM, RATPDEV Casablanca, London United Busways, Quality Line Transport, Sovereign, BOC, RATP Dev USA INC, The Original Tour, Paris Open Tour

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 2019 and 2020.

On the other hand, with regard to RDSA, 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.

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).

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 of impact and occurrence.
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 2020 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 27 subsidiaries monitored for quantitative reporting.

ENVIRONMENT	2018	2019	2020
Number of ISO 14001 certified sites/ subsidiaries in the year	2	2	1
Greenhouse gas (GHG) emissions (g eq CO ₂ / Km)	1 760	1 940	1 517
Water consumption (liters / Km)	3.01	3.83	3.11
Total quantity of hazardous waste (tonnes)	831	667	799

HUMAN	2018	2019	2020
Number of training hours per year per employee	20.5	19.4	10.9
Absenteeism rate (Ta)	4.28%	4.66%	6.99%
Employee turnover	22.3%	18.8%	10.1%
Share of women in the workforce	16.42%	14.83%	16.24%
Share of women executives	30.09%	30.90%	34.90%

HEALTH / SAFETY	2018	2019	2020
Frequency rate of workplace accidents (Tf)	16.17	17.90	13.76
Severity rate of workplace accidents (Tg)	0.79	1.08	1.19

SOCIETAL	2018	2019	2020
Number of RATP Group Foundation projects financed by RATP Dev (number and €)	18 251.5 K€	21 261.6 K€	20 270.6 K€

ETHICS AND COMPLIANCE	2018	2019	2020
Percentage of subsidiaries and entities, held accountable by article L-233-3 of the commercial code, that have an whistleblowing system in place	/	74%	84%

**REPORT BY THE STATUTORY AUDITOR,
APPOINTED AS INDEPENDENT THIRD PARTY, ON THE CONSOLIDATED
NON-FINANCIAL STATEMENT**
For the year ended 31 December 2020

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 French Accreditation Committee (*Comité Français d'Accréditation* or COFRAC) under number 3-1049¹, we hereby report to you on the consolidated non-financial statement for the year ended 31 December 2020 (hereinafter the “Statement”), included in the entity's 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*).

Responsibility of the entity

The Management Board's is responsible for preparing the Statement, including a presentation of the business model, a description of the principal non-financial risks, a presentation of the policies implemented considering those risks and the outcomes of said policies, including key performance indicators.

The Statement has been prepared in accordance with the entity's procedures (hereinafter the “Guidelines”), the main elements of which are presented in the Statement and available upon request at the entity's head office.

Independence and quality control

Our independence is defined by the requirements of article L.822-11-3 of the French Commercial Code and the French Code of Ethics (*Code de déontologie*) of our profession. In addition, we have implemented a system of quality control including documented policies and procedures regarding compliance with applicable legal and regulatory requirements, the ethical requirements and French professional guidance.

Responsibility of the Statutory Auditors 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 information provided in accordance with article R.225-105 I, 3° and II of the French Commercial Code, i.e., the outcomes, including key performance indicators, and the measures implemented considering the principal risks (hereinafter the “Information”).

However, it is not our responsibility to comment on the entity's compliance with other applicable legal and regulatory requirements, nor on the compliance of products and services with the applicable regulations.

Nature and scope of our work

The work described below was performed in accordance with the provisions of Article A.225-1 et seq. of the French Commercial Code, as well as with the professional guidance of the French Institute of Statutory Auditors (*Compagnie nationale des commissaires aux comptes* or CNCC) applicable to such engagements and with ISAE 3000²:

- 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 III as well as information regarding compliance with human rights and anti-corruption and tax avoidance legislation set out in article L. 22-10-36;
- 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 risk³, 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 entities⁴.
- 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 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 entities⁴ and covers between 26% and 50% 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.

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

Means and resources

Our work was carried out by a team of six people between October 2020 and March 2021 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 a dozen interviews with the people responsible for preparing the Statement.

Conclusion

Based on the procedures performed, 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.

Comment

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

For the calculation of the performance indicators, as mentioned in the methodological note, the entities considered in the reporting perimeter are those with revenues of more than €10 million, i.e. 26 entities out of 100. In a willingness to increase the perimeter, the head office has been added for fiscal year 2020, allowing to reach 78% of RATP Dev's consolidated revenues (compared to 71% in 2019) and 79% of the workforce (compared to 77% in 2019).

Paris-La Défense, on 15 March 2021
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: international standard on assurance engagements other than audits or reviews of historical financial information

³ Physical safety of all people, Societal innovation, Quality of service, accessibility & pandemic, Applying CSR standards to purchasing, Quality of social dialogue, Anticipation of changes in environmental regulations & climate change, Respect for business ethics & Pandemic.

⁴ Ratp Dev London (UK) et RD Angers (France).

QUALITATIVE INFORMATION (ACTIONS AND RESULTS)
CONSIDERED MOST IMPORTANT

SOCIAL INFORMATION

Measures taken in favor of health, safety and quality of life at work

Measures taken in favor of the physical integrity of people

Actions taken to promote equal treatment

Covid-19 crisis handling measures

ENVIRONMENTAL INFORMATION

Measures taken to control environmental impacts

Actions implemented to control consumption (energy, water) and waste management

Measures taken to anticipate changes in environmental regulations

SOCIETAL INFORMATION

System implemented in favor of respecting business ethics

Measures to promote quality of service and accessibility

Mechanism in favour of territorial anchoring

Actions for societal innovation

KEY PERFORMANCE INDICATORS AND OTHER QUANTITATIVE
RESULTS CONSIDERED MOST IMPORTANT

SOCIAL

Level of assurance

Share of women in the workforce

Limited

Share of women executives

Limited

Absenteeism rate

Limited

Frequency rate of workplace accidents

Limited

Severity rate of workplace accidents

Limited

Number of training hours per year per employee

Limited

ENVIRONMENT

Number of ISO 14001 certified sites / subsidiaries in the year

Limited

GHG emissions

Limited

Water consumption

Limited

Total quantity of hazardous waste

Limited

SOCIETAL

Number of RATP Foundation projects in RATP Dev territories

Limited

Share of subsidiaries and controlled entities within the meaning of Article L-233-3 of the French Commercial Code covered by an ethics alert system

Limited



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 2020 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	Quality of social dialogue	Physical safety of all people
Controlling consumption (energy, water) and waste management	Equal treatment	Health, safety and quality of life at work
Anticipating environmental regulation evolutions		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. Secondly, from 2021, 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 “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

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, RATP Group's 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.

EMPLOYEE HEALTH AND SAFETY

In line with 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.

Employee 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.

On the subject of human health, 2020 was marked by the Covid-19 pandemic. In accordance with the national directives of each of the countries where we are established, RATP Dev has made it a point to implement all the necessary measures, both organizational and health, in order to limit the risk of virus transmission, as much as possible, among our employees and passengers (see implementation report).

Employee 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.

The principles of the “We Safe” security policy are presented in the “Safety first” chapter of the Declaration of Extra-Financial Performance on page 24.

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 40.

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 climate of mutual trust and consensual exchanges that fully participate in social dialogue and “collective efficiency”.

ENVIRONMENT

RATP Dev's CSR approach is in line with 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.

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

WHISTLEBLOWING SYSTEM

In 2018, RATP Dev defined the principles and operating procedures for an 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 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.

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 Executive 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 2020 in connection with the Vigilance Plan. In 2021, RATP Dev plans to bolster the effective implementation of the Vigilance Plan components.

RISK MAPPING

The CSR risk map was updated for 2020 and made it possible to identify eight CSR risks and issues (see "Risk map" section in the Vigilance Plan).

In 2020, the pandemic risk was immediately integrated into RATP Dev's CSR risk mapping and general risk mapping. This is a major risk for the business.

ASSESSMENT PROCEDURES

The new third party assessment procedure, an improvement on the former system, was distributed to all subsidiaries in March 2020 and, depending on the level of third party risk, prepares surveys ahead of time, integrating various themes including ethics, respect for the environment, respect for

human rights and fundamental freedoms.

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 2020, RATP Group's Code of Ethics was distributed to our subsidiaries in the following countries:

The UK, Italy, Hong Kong, Morocco, Dubai, Philippines, Singapore, Australia

Examples of actions carried out during 2020 are presented in the Declaration of Extra-financial Performance:

- On pages 18-21 and 26-27, in the health and safety section. More specifically on the subject of Covid-19, RATP Dev implemented all the necessary measures to minimize the risk of virus transmission among our employees.
- With regard to organizational measures, RATP Dev subsidiaries have implemented measures to avoid and limit, as much as possible, the number of employees on the same site by reorganizing schedules, alternating days in the office, telecommuting and reducing business travel.
- Concerning health measures, RATP Dev very quickly informed our employees of the need to respect social distancing measures and implemented new health guidelines in the workplace by reinforcing the provision of necessary personal protective equipment (access hand washing

stations, provision of hydro-alcoholic gel, masks, etc.). These preventive measures have been supplemented locally through Covid-19 screening campaigns.

- On pages 42-43, in the human rights section.

In regards to social dialogue, our subsidiaries' partners were involved in routine negotiation subjects such as salary conditions but also on issues related to health and safety. For example, our subsidiaries in the United Kingdom, France and South Africa rolled out action plans aimed at reducing absenteeism. The organizational and health measures implemented in our subsidiaries in order to deal with the Covid-19 pandemic were also implemented in consultation with local social partners.

Regarding the subject of equal treatment, 2020 was characterized

by the continuation of awareness campaigns that targeted key players who recently joined the organization. We updated two local action plans and launched a third. We're able to identify and share best practices thanks to the many initiatives in place within our HR community.

- On pages 30-31, in the environment section.

WHISTLEBLOWING SYSTEM

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

During 2020, we deployed the Whistleblowing system in the subsidiaries that have already

received the Group's Code of Ethics (see above).

MONITORING SYSTEM

The Rail Safety and Road Safety guidelines were put in place by the Technical Department and the Internal Control Department in 2017 and shared with subsidiaries for the first time in January 2018. They are distributed annually to all subsidiaries. The latest publication was in January 2021 and included our 2020 self-assessment. The rail safety benchmark applied to automatic metros was drawn up in 2020 and released for the first time in January 2021.

In 2020, we created our Quality, Safety at Work and Environment internal control framework, which was distributed in 2021 to subsidiaries within the scope of RATP Dev's qualitative CSR reporting.



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