

CSR Report

Statement of extra-financial performance
as of December 31, 2019



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Editorial

LAURENCE BATLLE

President of the RATP Dev Executive Board



As a public transportation operator, social and environmental responsibility is truly at the heart of our business. We strive to do our part to advance sustainable and inclusive cities. Public transportation not only helps us get to where we're going, but it links communities together. These networks are the backbone of the urban environment.

At RATP Dev, our mission is to make our networks safe, efficient, reliable and accessible to everyone. Faced with the challenges of booming urbanization and climate change, we have a key role to play in championing and developing sustainable mobility. By designing innovative and relevant solutions, adapted to our passengers' needs, we make the choice between traveling by car and taking a responsible alternative, such as public transportation, much easier. We also support our customers as they transition to cleaner energies by prioritizing the integration of hybrid or zero-emission vehicles (CNG, electric) into our bus fleets.

Many cities around the world place their trust in us. They recognize our ability to construct and maintain dynamic transportation networks that play a key role in regional development. This regional commitment is an intrinsic part of our identity. We work hand in hand with local players to create mobility solutions and transportation projects fit for the long term. We also strive, wherever we operate, to create value for regions – whether by fostering skills development within our local teams, or by forming partnerships that drive entrepreneurship and innovation.

The trust that we inspire in our employees, our shareholders, our customers, our suppliers is a pillar of our corporate culture. And while our Group expertise and influence is exemplary, we must also be exemplary in the way we do business. This is why corporate responsibility and ethics are absolutely essential to our managerial practices. Our commitment here is a powerful differentiator and drives our development.



Who we are

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 transit 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 filled by our 106 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.

TAKING ACTION FOR AN EXCELLENT PASSENGER EXPERIENCE

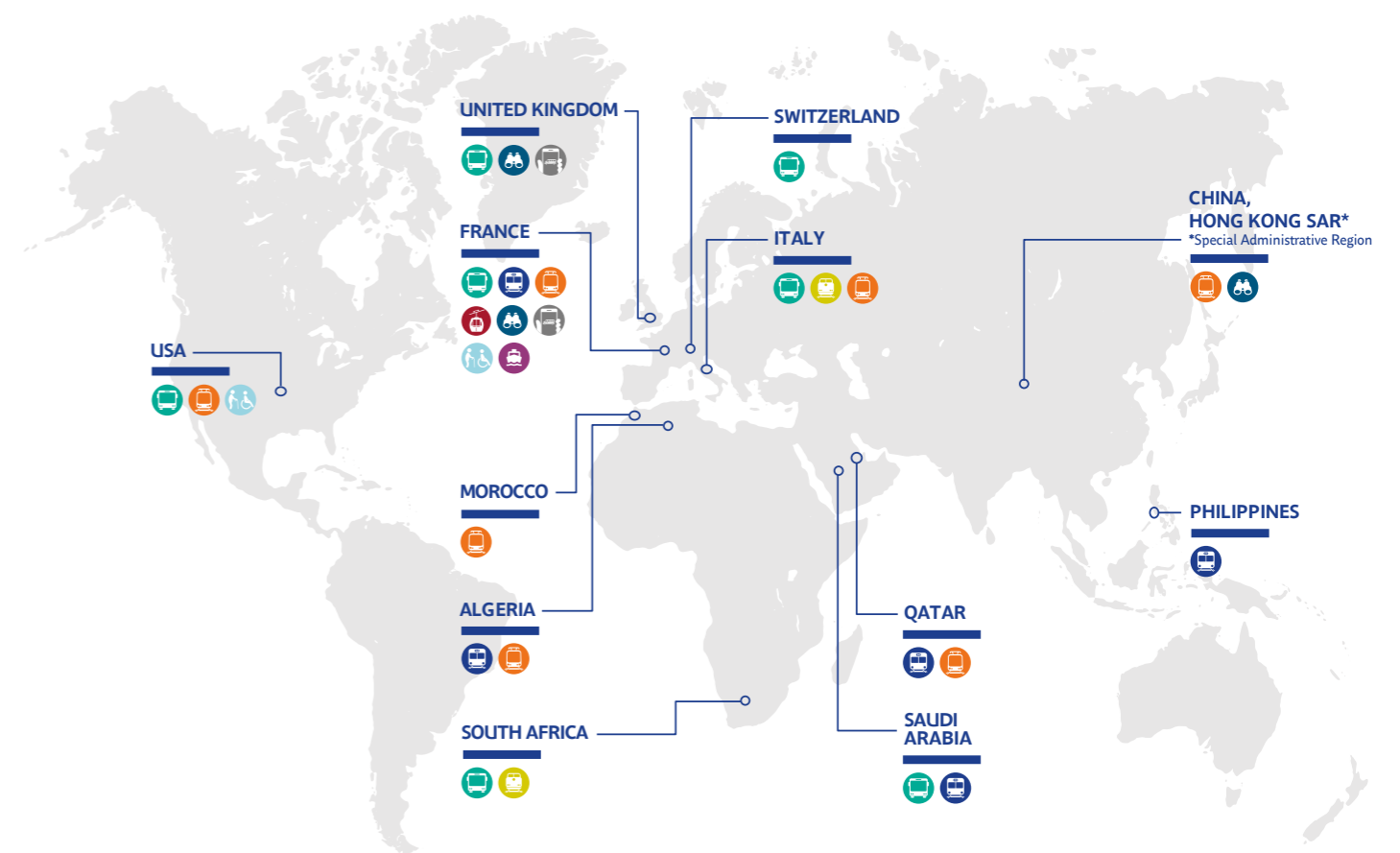
People are at the heart of our commitment, through the opportunities we offer our employees and the solutions we provide to our customers and passengers who trust us. The goal is to give everyone access to convenient transportation and a more pleasant city to live in. Greater well-being, serenity, and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

RATP Dev around the world

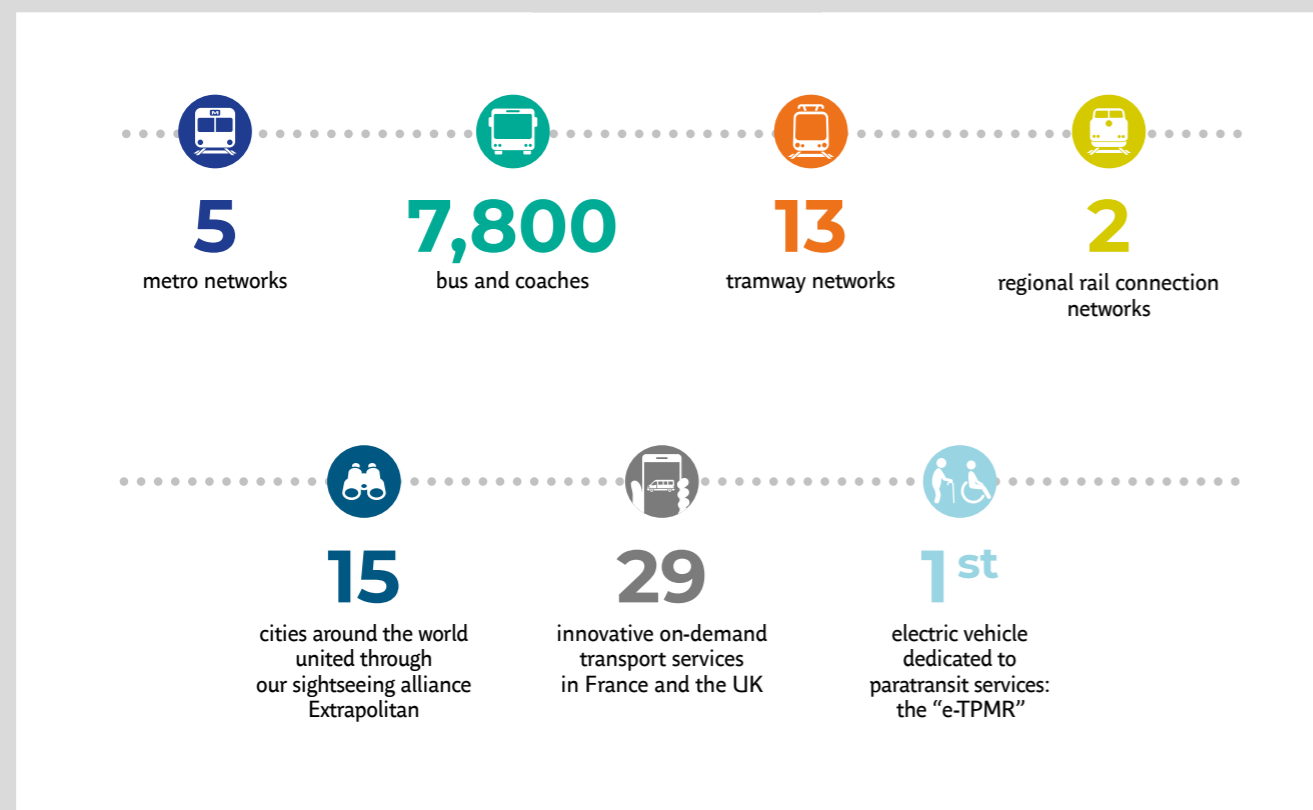
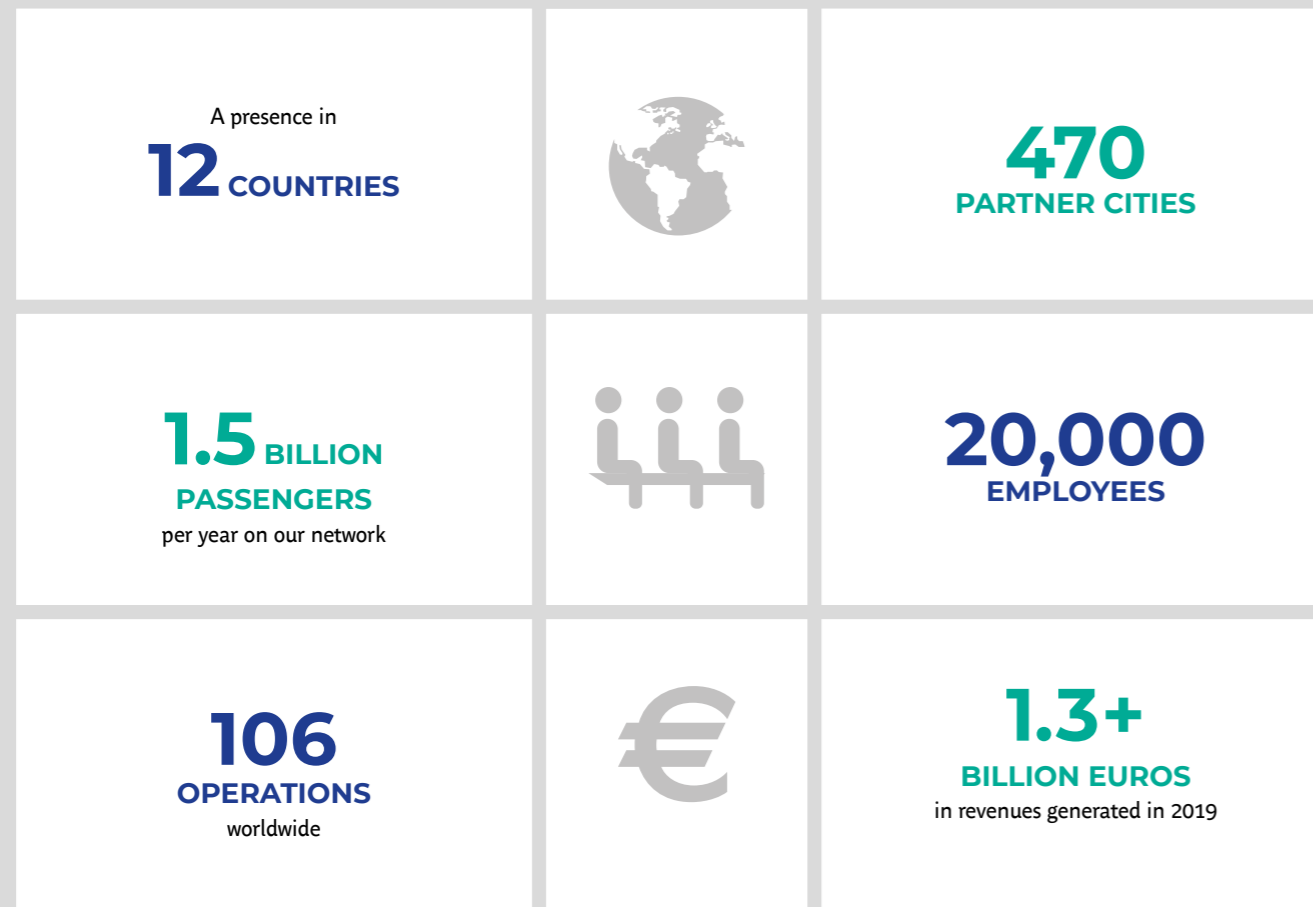


Across America, Europe, the Middle East, Asia, RATP Dev is present in 12 countries* through 106 subsidiaries and 20,000 employees which operate and maintain high-performance, innovative and safe transport networks.

* And in eight additional countries through franchises



Key figures



Our Mission: WE'RE HERE TO DRIVE YOU, HELP YOU AND BRING YOU CLOSER TOGETHER

OUR ASSETS:

HUMAN

20,000 EMPLOYEES

FINANCIAL

1.3+ BILLION EUROS
in revenues generated in 2019

INDUSTRIAL

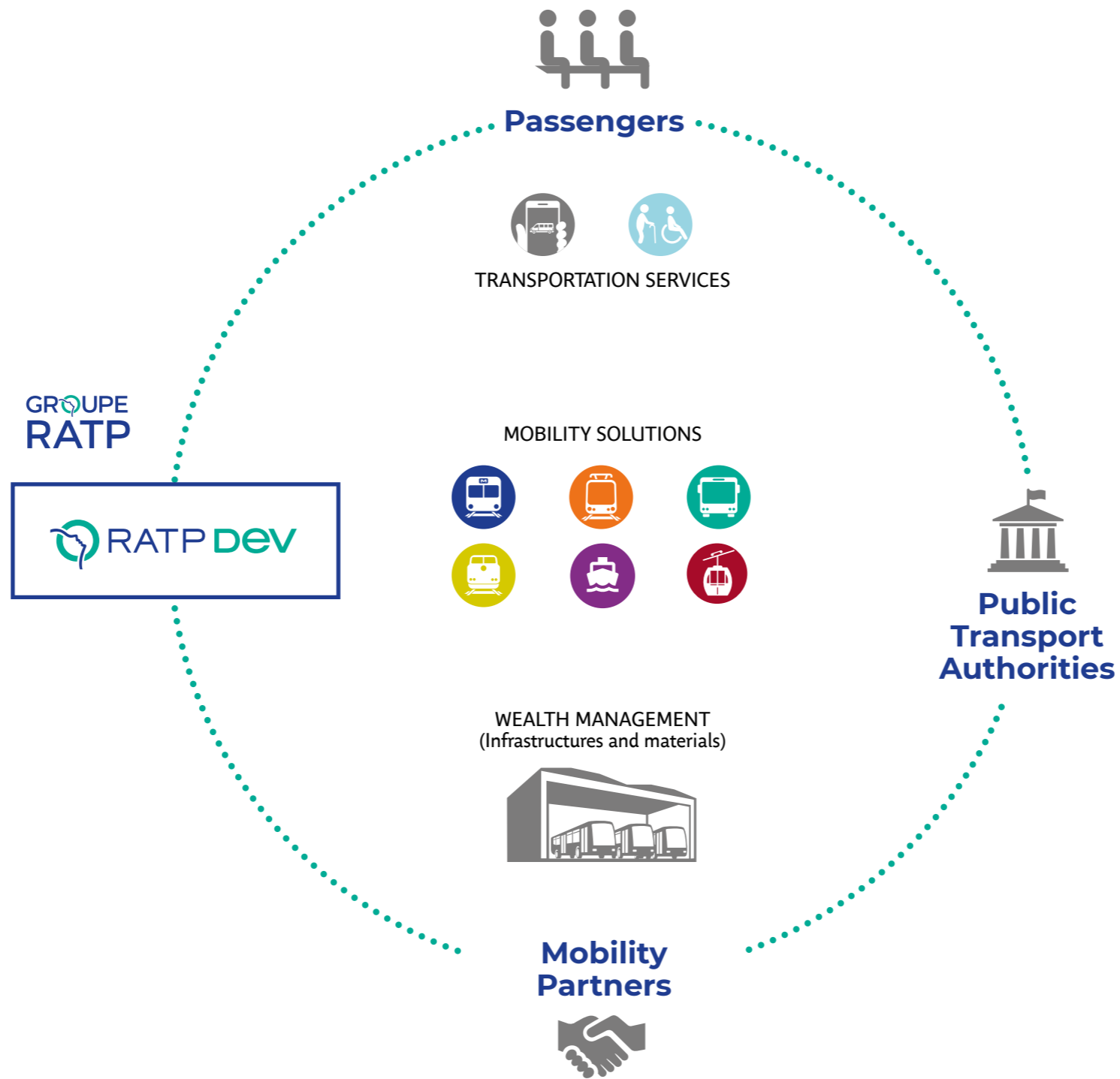
106 OPERATIONS
worldwide

INTELLECTUELLES

19 HOURS
of training per employee

ENERGY

826 GWh
of energy consumed



CREATING VALUE FOR SUSTAINABLE TERRITORIES

FOR WOMEN AND MEN

1.5 BILLION TRIPS
on our networks each year

21 PROJECTS
financed by the RATP Group Foundation

FOR THE ENVIRONMENT

2 NEW ISO 14001
certified sites in 2019

0.194 GREENHOUSE GAS EMISSIONS
(in T eq CO₂ / 100 Km)

FOR REGIONS

470 CITIES
put their trust in us

Present in **12** COUNTRIES

OUR STRATEGIC PRIORITIES

**ROLLOUT
TAILOR-MADE
SOLUTIONS**

**SUPPORT
REGIONAL
DEVELOPMENT**

**BUILD THE CITY
OF TOMORROW
TOGETHER**

**COMMIT
TO AN EXPERIENCE
OF EXCELLENCE**

Trends

We are much more than a public transit operator. We offer multimodal, safe and sustainable solutions and services that meet passenger needs and improve quality of life for everyone.

To this end, we develop, support and invest in innovation to optimize the operational performance of our networks and our customer services. We want to cut down travel time, bring people together, cultivate a better quality of life for city dwellers and tourists. And we are contributing to the growth of local economies by positioning ourselves as an essential and trusted player in our regions.

Today, our evolution is marked by mega trends that impact society at large and the economy in general but also distinctly impact the mobility sector. These trends include our increasingly urbanized global population and the boom in megalopolises; growing awareness and integration of climate change and environmental protection issues, evolving consumer habits and expectations; the emergence of new players and new types of mobility competition (car manufacturers or digital economy players).

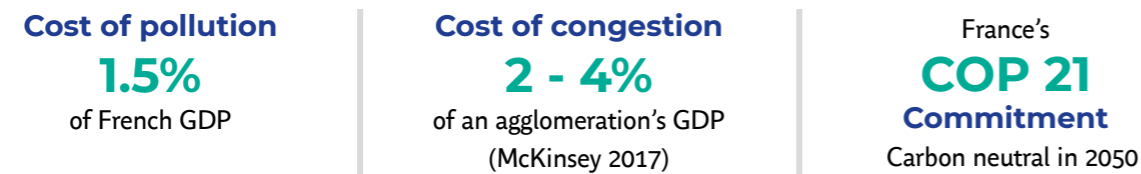
URBANIZATION AND THE RISE OF MEGACITIES



NEW CUSTOMER EXPECTATIONS AND NEW USES



ENVIRONMENTAL AWARENESS



A NEW KIND OF COMPETITION

Borders fade away with the growing presence of manufacturers and internet giants (Google, Apple, Facebook, Amazon and Microsoft)
15%
of mobility reservations are made via an aggregator (Maps...)

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REPORT BY THE STATUTORY AUDITOR, APPOINTED AS INDEPENDENT THIRD PARTY, ON THE CONSOLIDATED NON-FINANCIAL PERFORMANCE STATEMENT

For the year ended 31 December 2019

RATP Dev S.A.

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

This is a free English translation of the Statutory Auditor's report issued in French and is provided solely for the convenience of English-speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in 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 performance statement for the year ended 31 December 2019 (hereinafter the "Statement"), included in the RATP Dev Group 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 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 Auditor appointed as independent third party

On the basis of our work, our responsibility is to provide a report expressing a limited assurance conclusion on:

- the compliance of the Statement with the requirements of article R. 225-105 of the French Commercial Code;
- the fairness of the 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, in particular the French duty of care law and anti-corruption and tax avoidance legislation 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;
- 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 the entity's activity all the consolidated entities' activities, including where relevant and proportionate, the risks associated with their business relationships, their products or services, as well as its 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 risks (Physical safety of all people, Societal innovation, Service quality and accessibility and Applying CSR standards to purchasing), our work was carried out on the consolidating entity, for the other risks, our work was carried out on the consolidating entity and on a selection of entities³.
- We verified that the Statement covers the scope of consolidation, i.e. all the consolidated entities in accordance with article L. 233-16 of the French Commercial Code within the limitations set out in the Statement;
- We obtained an understanding of internal control and risk management procedures the entity has put in place and assessed the data collection process to ensure the completeness and fairness of the Information;
- For the key performance indicators and other quantitative outcomes that we considered to be the most important presented in Appendix, we implemented:
 - analytical procedures to verify the proper consolidation of the data collected and the consistency of any changes in those data;
 - tests of details, using sampling techniques, in order to verify the proper application of the definitions and procedures and reconcile the data with the supporting documents. This work was carried out on a selection of contributing entities³ and covers between 24% and 100% of the consolidated data selected for these tests;
- We assessed the overall consistency of the Statement based on our knowledge of all the consolidated entities.

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 November 2019 and March 2020 and took a total of six 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

During our work, we noticed significant discrepancies in the "Water consumption" and "Total quantity of hazardous waste" indicators due to a lack of reliability of the reporting and control procedures within one of the Group's subsidiaries.

Based on the procedures performed, except for the effect of the matters described above, nothing has come to our attention that causes us to believe that the non-financial performance 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:

- The policies and results related to the risk "Applying CSR standards to purchasing" presented in the Statement will be further completed on the basis of the diligence plan that is under development as mentioned in the "Human Rights and Ethics" section of the Statement.

Paris La Défense, on March 26, 2020
KPMG S.A.

Anne Garans
Partner
Sustainability Services

Stéphanie Millet
Partner

¹ Accreditation scope available at www.cofrac.fr

² ISAE 3000: international standard on assurance engagements other than audits or reviews of historical financial information

³ London United Busways (UK), RATP Dev Casablanca (Morocco), RDLA (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

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

Device in favor of territorial anchoring

Actions for societal innovation

KEY PERFORMANCE INDICATORS AND OUTCOMES

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 financed by RATP Dev	Limited
Share of turnover covered by an ethical alert system	Limited

Our CSR Challenges

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 2019 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			Service quality and accessibility	

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 commitments

CSR POLICY

RATP Dev's CSR approach is in line with RATP Group's CSR policy, structured around our ambitions to be a major player in mobility and the sustainable city, to reduce our environmental footprint and to assert our social and societal responsibility across every region.

This CSR approach is carried out by the Technical Department and validated by the management committee. It is based on RATP Dev's four strategic priorities:

- 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 (eight audits carried out in 2019 in France, China, Algeria, Qatar, South Africa and Italy). We also ask our key subsidiaries for individual annual reporting on their CSR actions (58 in 2019).

On a daily basis, and across the entire scope of our operations, RATP Dev's CSR approach can be summed up in our six commitments (see following section).

Safety first

20

Sustainable mobility

22

Innovative mobility

24

Mobility for all

26

Socially responsible

28

United for excellence

30





SAFETY FIRST

We put in place strict safety standards to guarantee safe and reliable transportation services.
Our corporate culture places safety at the heart of all our operations.

GUARANTEE SAFE AND RELIABLE TRANSPORTATION

Based on our extensive expertise, gathered from our experiences in the 12 countries where we operate, our teams are able to guarantee strict security standards on our networks and meet passengers' and customers' expectations, all the while respecting local laws.

RATP Dev has set up a Safety Committee, bringing together safety experts to encourage subsidiaries to share their various experiences. This committee meets regularly to coordinate the rail and road safety strategy, to study feedback and share best practices.

In all the countries where we operate, our subsidiaries execute a road and rail safety policy comprising a wide range of actions. Given that the policy is controlled internally, we're able to assess the relevance, quality and efficiency of the resulting processes. The audits carried out regularly by experts from RATP Dev's technical department, in collaboration with RATP Group's audit and internal control department, help to ensure that subsidiaries comply with the directives and procedures used to ensure the safety of passengers and staff.

GUARANTEE STAFF INTEGRITY

Due to our expansive international presence, our employees are exposed to particular risks, depending on their geographical location. Whether for employees traveling on business, expatriates living abroad or local employees, their safety is fundamental.

In line with RATP Group's approach, RATP Dev implemented a safety charter covering employee travel as well as procedures and processes to best manage employee safety in various host countries, according to incurred risks.

This approach set into motion our privileged partnership with the service company International SOS.

We are also rolling out an ISO 45001 (Occupational Health and Safety) certification plan: three subsidiaries were certified in 2019 and seven others should be certified within two years.

OUR INDICATORS

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.

	2017	2018	2019
Frequency rate of workplace accidents (Tf)	16.61	16.17	17.90
Severity rate of workplace accidents (Tg)	0.77	0.79	1.08

OUR 2019 ACTIONS

SHARING BEST PRACTICES IN SAFETY

In July 2019, 15 of our security experts had the opportunity to work together in London again and share their experiences and best practices.



PROTECTING VULNERABLE USERS ON THE ROAD

RATP Dev London significantly reduced accidents involving pedestrians and cyclists after launching a pilot safety training program for drivers in Tolworth, Epsom and Fulwell garages. The six-month program was developed as part of a funding request from the Bus Safety Innovation Fund, Transport for London's (TfL) innovation fund for bus transportation safety.



We have worked with LCC, an association based in London committed to reducing the number of fatalities and serious injuries on the roads of the British capital by 65% by 2022.

RAISING ROAD SAFETY AWARENESS

In Casablanca, RATP Dev teamed up with Casa Transport and the CNPAC (National Committee for the Prevention of Traffic Accidents) to work on road safety issues. Together we organized visits to teach local students how to take the tram and promote road safety rules. In 2019, nearly 40 schools and 20,000 students participated in this awareness campaign.



A SUCCESSFUL SECURITY DAY

Cars Perrier, an RATP Dev subsidiary, entered its "Safety Day" initiative for consideration in the 2018 edition of RATP Dev's internal innovation challenge, Innov & Go. After the event's undeniable success, 14 other Group subsidiaries in France, London and Hong Kong rolled out similar events between November 2018 and December 2019.

The concept: raise employee awareness of road risks through activities and thematic stands organized by various safety figures (i.e. firefighters, insurance companies, etc.). The objectives: improve the understanding of road risks and ultimately reduce the number of accidents.





SUSTAINABLE MOBILITY

We roll out environmentally friendly solutions for responsible development. We draw on innovation to improve our environmental performance and to offer increasingly greener mobility solutions. One of our priorities is to become a driving force behind sustainable cities.

ROLL OUT ENVIRONMENTALLY FRIENDLY SOLUTIONS

We are gradually rolling out an ISO 14001 certification plan within our subsidiaries: two of our operating units/subsidiaries were certified in 2019 and we plan to have five others certified in 2020.

We also work with public transport authorities (PTA) to select new sustainable mobility solutions. RATP Group benefits from unrivaled and widely recognized expertise in energy transition. As such, we are gradually integrating electric vehicles or vehicles powered by natural gas for vehicles (NGV) into our bus fleet. We provide comprehensive assistance, adapted to local specificities, technologies and fleet sizes.

Training drivers in eco-driving is an important measure to reduce vehicle energy consumption (and simultaneously improve the quality of the passenger journey) – an energy savings lever that our subsidiaries have mastered.

To encourage people to leave their cars at home, we are also integrating "soft" or shared mobility solutions, such as car-sharing or on-demand bike rental services, into our traditional networks.

Given our core business as a network operator, the circular economy does not fall within our direct scope of obligations. We do, however, work to promote it whenever possible.

OUR INDICATORS

	2017	2018	2019
Number of ISO 14001 certified sites / subsidiaries in the year	1	2	2
GHG emissions (in T eq CO2 / 100 Km)	0.194	0.176	0.194
Water consumption (m ³)	305,862	337,998	499,523
Total quantity of hazardous waste (tonnes)	866	831	667

OUR 2019 ACTIONS

FIRST HYBRID NGV BUSES ON THE BOURGES NETWORK

We make it a point to keep up with the latest technological innovations. And in March 2019, we unveiled the Mercedes Citaro NGV hybrid bus, ready to join the Bourges network. We are the first operator in France to use this model in commercial situations. Our understated and environmentally friendly hybrid bus combines an NGV Euro VI engine with a hybrid drive. With the arrival of two hybrid buses, we continue to improve the ecological performance of the STU Bourges bus fleet.

OPEN TOUR PARIS SETS OBJECTIVE TO BE 100% CLEAN BY 2024

In October 2019, at the Busworld Europe trade show in Brussels, Open Tour Paris, an RATP Dev subsidiary and leader of the hop-on hop off tourist bus market in Paris, presented our first double-decker open-top tourist bus running on NGV. For the first time, a NGV bus can transport up to 70 passengers and, with 500 km range, can make up to 250 stops, allowing passengers to get on and off at will. Open Tour Paris aims to have a 100% clean fleet by 2024.

PROMOTING SOFT MOBILITY SOLUTIONS

During European Mobility Week, STU Bourges, an RATP Dev subsidiary, added a rental service for classic bikes (free) and electric bikes (1 euro per day) to its bus offer. The pilot operation, Cycloplus, promotes soft mobility and encourages residents to leave their cars in the garage.

AN ELECTRIFIED BUS DEPOT IN SHEPHERD'S BUSH, LONDRES

At the end of 2018, RATP Dev announced the transformation of our Shepherd's Bush depot in London. With 36 electric vehicles in circulation, the initiative significantly reduces polluting emissions by encouraging zero-emission travel in the city – a key priority of the Mayor of London. This project further underlines our commitment to ecological mobility. Today – between electric buses and hybrid buses – almost a third of the RATP Dev fleet in the English capital is "eco-friendly".

A GREEN ALTERNATIVE TO DRIVING IN FLORENCE

Following the extension of the T1 line in 2018, RATP Dev inaugurated the T2 tram line in Florence, Italy, in early 2019. Launched in 2010, this tram has transported over 150 million passengers over the past ten years and 140,000 people use it daily. Surveys show that 22% of respondents now take the tram instead of their personal vehicle. City hall estimates that since opening, the tram has resulted in 30 million fewer journeys in private vehicles and a reduction of 50,000 tonnes of CO2 emissions.





INNOVATIVE MOBILITY

We imagine future uses, create and roll out innovative mobility solutions with future-minded companies. With our open innovation approach, we offer cities and passengers increasingly effective, attractive, and connected solutions on the 106 transit systems we operate worldwide.

IMAGINING USES FOR TOMORROW

In terms of innovation, our strategy is based on two pillars: open innovation and internal innovation.

Partnerships with key players in innovation ecosystems are a crucial part of solution creation: incubators (Numa in Paris and Casablanca, Plug & Play in San Francisco) and flagship events (Viva Technology in Paris) allow us to identify and collaborate with startups that share our vision. At the same time, we encourage employee creativity. A key example is Innov & Go, our biannual innovation challenge open to all of our subsidiaries.

RATP Dev is committed to integrating innovative services that contribute to operational performance into all of our activities – such as passenger experience, network operation and maintenance, team organization, relations with public transit authorities (PTAs).

We are attentive to evolving passenger expectations – particularly in terms of a streamlined and end-to-end experience – and those of society in general, including environmental preservation. We are also constantly on the lookout for technological developments that can provide our customers with forward-thinking solutions.

We rely on, among other things, our data and artificial intelligence expertise to analyze the impressive volume of data generated by our network activity. This helps us identify practices, prevent incidents, continually improve our operational performance and optimize our service offering. We rely on an ambitious open innovation approach, in particular by rolling out pilot projects and collaborating with startups in order to experiment with and bolster new services.

OUR 2019 ACTIONS

A NEW ON-DEMAND BUS SERVICE IN EALING

In November 2019, we launched an innovative on-demand bus service in London's Ealing borough. This twelve-month pilot project is carried out in collaboration by RATP Dev and MOIA (the project's technical platform supplier) and in partnership with Transport for London (TfL), the local public transit authority. By offering a practical, sustainable alternative adapted to the needs of working people and increasing the attractiveness of public transportation, this service seeks to significantly reduce the number of people getting to work by car.



A NEW TOURIST KIOSQUE ON THE CHAMPS-ÉLYSÉES

In October 2019, Open Tour Paris, an RATP Dev subsidiary, opened a kiosk with specialized services for tourists on Paris' Champs-Élysées. It provides city and event information, an activity booking service as well as various innovative services to simplify their stay. It also includes an innovation area dedicated to Paris & Co's Welcome City Lab, the first startup incubator specializing in urban tourism. Ten startups present their solutions on connected tablets to the 100 million tourists who visit the Avenue des Champs-Élysées each year.



THE FIRST MAAS APPLICATION IN ANNEMASSE

In February 2019, RATP Dev and Annemasse Agglo launched a new version of TAC Mobilités' mobile application which now offers a single gateway to regional mobility. The app combines several complementary transportation modes: TAC and TPG (Public Transport Geneva) public transportation, carpooling, taxi and parking spaces in real time. It also includes an e-ticket option for the TAC network. The integration allows passengers to access information, buy and validate their tickets in a single application. This is RATP Group's first MaaS (Mobility as a Service) application.



A SECURITY AND SOLIDARITY APP

In 2019, Casaroc, RATP Dev's innovation lab dedicated to intelligent mobility solutions that improve the passenger experience, developed Walk in Peace (WIP). Created by EMINES students and optimized by EM Lyon Casablanca students, WIP goes beyond ingenious anti-harassment apps and offers passengers security and solidarity. The app's two new features are particularly breakthrough: two people going in the same direction can now walk together with peace of mind using the Co-Walking feature; meanwhile, passengers in an uncomfortable or dangerous situation can use the Alert System function to alert authorities and trigger a visual and audible alarm to warn other passengers.



CITIO, USING DATA TO IMPROVE PERFORMANCE

What began as the "Interstellar" project during RATP Dev's internal innovation challenge became Citio, a startup created at the end of 2018. Citio uses artificial intelligence to analyze ticketing and transport mode operating data to optimize the flow – and therefore, network performance and passenger comfort.





MOBILITY FOR ALL

Through our expertise in on-demand transportation and paratransit, our customers benefit from mobility adapted to their needs, in the best possible conditions.

FACILITATE EVERYONE'S ACCESS TO PUBLIC TRANSPORTATION

Mobility is essential to well-being and societal integration. In order to improve passengers' lives and facilitate everyone's access to public transportation, RATP Dev has developed real expertise in on-demand transportation and the transportation of people with disabilities. Our expertise enables them to take full advantage of flexible mobility.

Our mobility for all innovation policy revolves around three key words: accessibility, respect and efficiency.

Accessibility: We have a fleet of vehicles adapted for paratransit passengers and those in wheelchairs (electric or manual). These vehicles have technical aids (step, grab bar, electric lift, three-point seat belt, etc.) and adapted layouts: double doors, low floor and a wide interior aisle. We also strive to optimize our service accessibility. Today it is possible to reserve certain on-demand transportation by telephone, internet, email, mail or via a mobile application.

Respect: We train our mobility center teams and our driver/attendants to care for various disabilities, be they motor, visual, mental or hearing. For us, respect, proximity, listening and availability are essential.

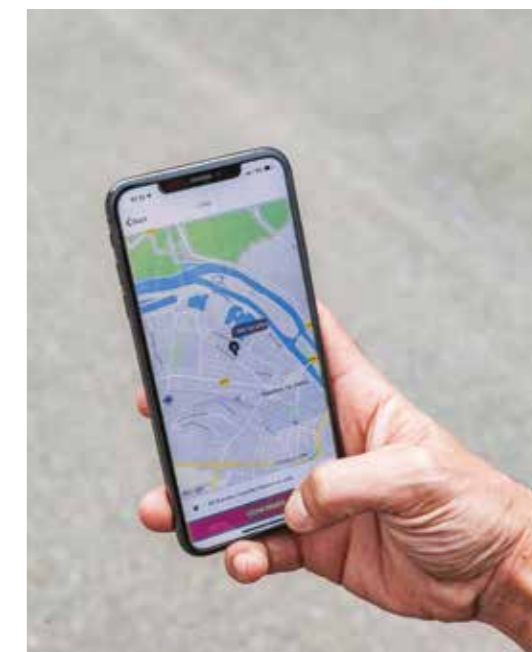
Efficiency: In our constant quest for new solutions, we created e-TPMR, the very first electric public transport vehicle for paratransit passengers. It boasts a full day of autonomy, a silent engine and progressive acceleration for a smooth ride.

The e-TPMR is also the first electric vehicle that can accommodate three wheelchairs.

OUR 2019 ACTIONS

FACILITATE ACCESS TO OUR ON-DEMAND TRANSPORTATION SERVICES

In 2019, RATP Dev modernized Tamy, our on-demand transport service in Mantes-la-Jolie, by partnering with the startup Yuso to give passengers a new way to make reservations. In addition to the traditional reservation center, accessible by telephone and email, reservations can now be made via the internet site and mobile application. This makes it possible to consolidate, book and track trips in real time with passengers heading in the same direction.



PROVIDING QUALITY SERVICE FOR PARATRANSIT PASSENGERS

At the end of 2019, the Val d'Oise departmental council carried out a customer satisfaction survey among all PAM 95 users. The service is provided by FlexCité, an RATP Dev subsidiary specialized in on-demand transportation and transporting paratransit passengers. Over 92% of customers said they were satisfied with PAM 95, giving it an average satisfaction rating of 7.98 out of 10, an improvement from the previous year. FlexCité operates four out of eight PAM services in Ile-de-France: PAM 77, PAM 91, PAM 93 and PAM 95.



ADAPTING TO THE SPECIFIC NEEDS OF PEOPLE WITH DISABILITIES

Social inclusion is a major focus of the CSR approach of our Hong Kong Tramways subsidiary (operated as a joint venture with Transdev). Our local teams are in constant contact with the authorities involved, as well as associations working on behalf of people with disabilities, in order to better understand the constraints and specific needs of these populations. This allows us to adapt our materials and services as much as possible (improved signage visibility, guide dog accommodation, etc.). In celebration of International Disabilities Day, HKT offered free tram rides to people with disabilities and their companions.



ATTRACT A VARIED AUDIENCE TO OUR NETWORK

Since December 2018, the Transvilles Luciole line has been running every evening from 9:30 p.m. to 1 a.m. The line, accessible to all, links the Hauts-de-France Polytechnic University campus to the Valenciennes station. It allows roughly 12,000 university students to access community, sporting and cultural activities every night of the week and on weekends.

In 2019, Cillia Italia, another RATP Dev subsidiary, launched a new ecological shuttle service with a reservation system for the 10,000 students, professors and employees of the Libera Università Internazionale degli Studi Sociali (LUISS). This service makes it possible to travel between various campus sites during extended hours.





SOCIALLY RESPONSIBLE

Every year, through the RATP Group Foundation, we contribute to numerous programs that allow us to reinforce our regional presence and forge bonds that create value for communities.

Our subsidiaries are also responsible for various charitable and environmental programs carried out independently at local level.

COMMIT LONG-TERM TO COMMUNITIES AND REGIONS

Together with the RATP Group Foundation, we participate in various programs in France and around the world that promote access for all to education, employment and culture while also contributing to the ecological transition.

The foundation pursues two missions: to establish ties within the regions where we operate – in Ile-de-France, in France and abroad – by supporting local projects that benefit underprivileged communities, and to encourage the united commitment of all our employees.

The foundation supports inclusive, general interest projects at the heart of the regions where we operate, in eight countries and on four continents. It supports the region's general interest structures and relies on the help of local players, who oversee local issues and bring about appropriate solutions. In short, the Foundation establishes partnerships, either directly with associations on a local level, or with iconic institutions with a local presence.

All over the world, our subsidiaries carry out numerous initiatives to build a more inclusive community. Throughout the year, they implement various initiatives, adapted to the local context – bestowing educational grants, distributing supplies, collecting food, park cleaning programs, etc.

OUR INDICATORS

	2017	2018	2019
Number of RATP Foundation projects financed by RATP Dev (number and €)	20 242.9 K€	18 251.5 K€	21 261.6 K€

OUR 2019 ACTIONS

PROMOTE ACCESS TO EDUCATION

Through the Foundation's "Trajets d'Avenir" program, we provide scholarships to talented students from modest backgrounds, opening the door to higher education or specialized fields. This financial assistance is supplemented by collective support, mentorships or employee volunteers. In 2019, the Institut de Formation Technique Supérieur and the Charleville-Mézières Institut Universitaire de Technologie, the Institut National des Sciences Appliquées des Hauts-de-France (ENSIAME) in Valenciennes and St Mary's school in Johannesburg, South Africa were among the program's partner schools.

PROMOTE ACCESS TO EMPLOYMENT

RATP Dev supports the Association for the Right to Economic Initiatives (ADIE), a French association recognized for its public utility that helps those who are excluded from the labor market and traditional banking system to launch their business with financing through microloans. In 2019, several French cities participated. In Vannes, in particular, a business creation forum was formed with local partners in January and a "business creation" workshop in October.

SUPPORT ECOLOGICAL TRANSITION

In 2019, RATP Dev also sponsored the environmental initiatives of numerous associations active in various fields: Bretagne Vivante, working to protect Brittany's ecosystem; Vert le Jardin, shared gardens and composts in Brittany; the REFEDD network, the Unis-Cité and Teragir associations, which encourage young people and other societal figures to participate in various programs linked to sustainable development (waste treatment, combating food waste, contributing to biodiversity, etc.); or Pile Poil & Co, a theater company that educates different types of audiences about sustainable development.

PROMOTE ACCESS TO CULTURE

The RATP Group Foundation supports associations and organizations focused on broadening access to culture for marginalized groups through initiatives led by recognized institutions. This can also include cultural education initiatives at the local level. Through the Foundation, RATP Dev contributed to various similar initiatives in 2019. For example, CTCM, an RATP Dev subsidiary, provided three buses to transport 150 adults and children to the 20th edition of the Charleville-Mézières World Puppet Festival. Due to their location or economic and social conditions, these families would otherwise not have been able to attend. We worked ahead of time with local associations to inform the public of this opportunity.





UNITED FOR EXCELLENCE

Everywhere where we operate, our ambition is to share the Group's expertise, to recruit and train talent, develop skills, create jobs and enrich and rejuvenate regions.

RECRUIT AND TRAIN REGIONAL TALENT

Our experts and managers recruit promising local profiles, who they then train to meet the highest international operational and maintenance requirements and standards. It is essential for us to truly understand the specificities of each region, to carefully recruit employees accordingly and to help them develop their skills.

RATP Dev goes a step further by creating training centers. Here we're able to share our transportation skills with our local employees (driving, regulation, operational management).

In countries such as Algeria, where rail skills are still developing, mentoring and individualized training over several months create the opportunity to pass along technical and managerial skills to those in senior positions with significant responsibilities (CEO, operations or maintenance directors).

In other areas of the world (Middle East, Morocco, South Africa, etc.) as in France, necessary systems are put in place to improve management practices: training and field immersion courses for subsidiary directors, sharing of peer experiences, sponsorships, etc.

By sharing our culture of excellence with all of our employees around the world, we nurture new employees, empowering them to move internally and pursue their careers within our various subsidiaries as well.

OUR INDICATORS

	2017	2018	2019
Number of training hours per year per employee	20.5	20.5	19.4
Absenteeism rate	4.70%	4.28%	4.66%
Employee turnover rate	15.5%	22.3%	18.8%

OUR 2019 ACTIONS

CASAROC, CREATING VALUE

RATP Dev has created our first innovation lab, Casaroc, in Casablanca, Morocco. It aims to develop and deploy innovative solutions for passengers in Morocco and in other countries where we operate. Creating value and redistributing it locally is one of Casaroc's main objectives. To this end, we establish solid and lasting partnerships with universities to create projects or study programs related to innovative mobility and to promote entrepreneurship. Casaroc, a partner of the EMINES School of Industrial Management, since its inception, has also signed partnerships with the Casablanca Fondation École Centrale and EM Lyon Casablanca in 2019.

In addition, Casaroc works with the Entrepreneurs Maroc Network to help young people in digital fields improve their skills. We also put them in touch with our partners who can help them launch their own companies.

A NEW DRIVING SIMULATOR FOR TRAINING IN ALGERIA

One of the main missions of SETRAM, an RATP Dev subsidiary (in joint venture with l'Entreprise du Métro d'Alger and Transtev), is to pass along RATP Group expertise to local employees. In 2017, our subsidiary set up a rail training center, which designs and develops ongoing training programs to help employees strengthen and develop skills in different trades (driver, regulator, PCC coordinator, field manager).

As part of its strategic mission, SETRAM inaugurated an ultra modern driving simulator, in October 2019, to allow future drivers to better understand how tramlines function, the controls and the ergonomics of the driver's cab. The virtual immersive environment better prepares drivers for the reality on the ground.

BUS DRIVERS TRAINED IN RIYADH, SAUDI ARABIA

While RATP Dev prepares to launch the operation and maintenance of the brand new Riyadh bus network (80 lines) in 2020, we began training future bus drivers in 2019. As a first step, six trainers were sent on a three-month mission to train local staff in driving and regulating with various tools (videos, reduced scale models, simulation tools, etc.). Of the first 40 trainees, 38 have reached the required level – clearly a success! Other steps have been planned to quickly help more than 3,000 drivers and 60 regulators to be ready for the road.



Human Rights and Ethics



BUSINESS 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.

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).

As we apply the requirements of the Sapin II law relating to transparency, anti-corruption and modernizing economic life, we mapped out related risks in 2018 and 2019.

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 ethical code 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 professional alert 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 the integrity of our principal suppliers and subcontractors and verifies that they have not committed serious breaches of various forms of integrity related to human rights and the environment.

Beginning in 2020, RATP Dev will send an evaluation questionnaire concerning human rights, environmental law, health and safety violation risks to all of our suppliers.

In relation to the duty of vigilance, the aforementioned elements, namely the mapping and assessment of principal supplier risks, our code of ethics and the alert system, allow the Group to comply with the first level of related legal requirements of this law. This requires the establishment to report on effective implementation of the vigilance plan in the management report.

Over the next two fiscal years, our Group is committed to continuing precise and detailed action plans aimed at reducing identified risks and establishing the means to monitor them.

	2017	2018	2019
Share of turnover covered by an ethical alert system	/	/	28%

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

RATP Dev has implemented an ISO 44001 certification plan (business relationships) for our subsidiaries. The company plans to bring the CAMCO Riyadh and RKH Doha subsidiaries in line with this standard in 2020 and 2022.

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, 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, our two largest French subsidiaries published their 2019 results: Valenciennes (CTVH): 87/100 and Lorient (RDLA): 100/100. Our commitment to gender equality is clearly illustrated in these scores.

	2017	2018	2019
Share of women in the workforce	14.04%	16.42%	14.83%
Share of women executives	29.90%	30.09%	30.90%

OUR 2019 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).

We continue to roll out the system internationally, after translating into local languages and making adjustments to account for local legal constraints and cultural particularities.

COMBATting SEXUAL HARASSMENT IN EGYPT

At the end of 2018, RATP Dev joined an awareness campaign to stop sexual harassment in the Egyptian public transportation system. The government, international entities, the media, personalities and private sector companies all committed to combating this serious issue. With a strong presence in the Middle East, RATP Dev and the RATP Group are committed to combating all forms of violence in public transportation. We actively sought out partnership in this initiative and invited the public to support the government's efforts against sexual harassment, which was criminalized in Egypt in 2014.

Our Methodology

The scope of the study covers 71% of consolidated turnover at 12/31/2019 and 77% of RATP Dev's workforce (SA and subsidiaries).

For the qualitative portion, 58 subsidiaries were consulted (55%). For quantitative data, 26 subsidiaries, representing 77% of the workforce provided 61 indicators, allowing the 10 indicators selected this year to be calculated.

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.

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). The business model will be completed next fiscal year with the distribution of value creation among the stakeholders.

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 2019 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.

Note: in order to better control data relevance, the North America bus scope is limited to Austin and DC Circulator only. This explains the strong variations in results between 2018 and 2019.

The commercial kilometer data used to calculate certain indicators comes from the RATP Dev operation monitoring tool. As some data was unavailable at the time of the report, the 11-month km were extrapolated to 12 months (compared to the previous year) in order to present a full year.

For Casatram, the electricity consumption of certain new tram lines is estimated based on the consumption per kilometer of existing lines.

ENVIRONMENT	2017	2018	2019
Number of ISO 14001 certified sites / subsidiaries in the year	1	2	2
GHG emissions (in T eq CO ₂ / 100 Km)	0.194	0.176	0.194
Water consumption (en m ³)	305,862	337,998	499,523
Total quantity of hazardous waste (tonnes)	866	831	667

HUMAN	2017	2018	2019
Absenteeism rate	4.70%	4.28%	4.66%
Employee turnover rate	15.5%	22.3%	18.8%
Number of training hours per year per employee	20.5	20.5	19.4
Share of women in the workforce	14.04%	16.42%	14.83%
Share of women executives	29.90%	30.09%	30.90%

HEALTH/SECURITY	2017	2018	2019
Frequency rate of workplace accidents (Tf)	16.61	16.17	17.90
Severity rate of workplace accidents (Tg)	0.77	0.79	1.08

SOCIETAL	2017	2018	2019
Number of RATP Foundation projects financed by RATP Dev (number and €)	20 242.9 K€	18 251.5 K€	21 261.6K€

ETHICS AND COMPLIANCE*	2017	2018	2019
Share of turnover covered by an ethical alert system	/	/	28%

* Ethics/Compliance program: progressive roll-out and continuous improvement process

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