

c o s R

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2025

RATP Dev will soon be subject to the CSRD; we are preparing for this with a robust and methodical approach, not merely for the sake of compliance, but out of conviction. Complying with the CSRD requirements is an exercise in transparency that we owe to our clients – the transport authorities – as well as to our passengers and our teams.

It also presents a real opportunity to further structure our commitments in terms of environmental, social and governance (ESG).

We are a subsidiary of the RATP Group, which has a long-standing commitment to corporate social responsibility, is often a pioneer in this field, and is dedicated to creating value for all its stakeholders. The Group has therefore published its first sustainability report for the year 2025, ahead of the CSRD coming into force. In it, RATP Dev outlines some of its commitments on ESG stakes.

Within the Group, given the wide variety of our clients and contracts around the world, RATP Dev has its own distinctive character. That is why we are publishing this dedicated report: to set out our convictions and highlight our specific commitments in the area of ESG. It is also a way of highlighting the work of all our teams, across the globe, who are going the extra mile every day to realize RATP Dev's vision: offer the very best in public transport, to make it the natural choice for cities and passengers alike.

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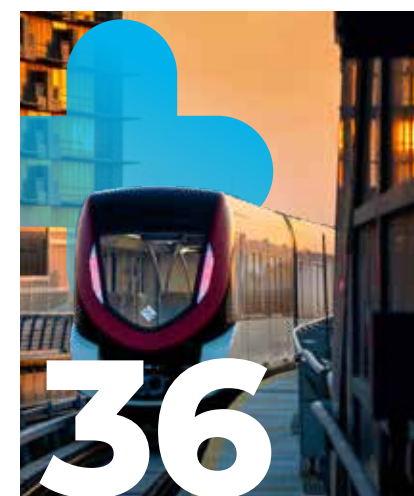
ENVIRONNEMENTAL COMMITMENT

For the Planet



SOCIAL COMMITMENT

For our People



SOCIETAL COMMITMENT

For the Places We Serve



COLLECTIVE COMMITMENT

For Trust

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Going the extra mile for our clients and passengers

“Offering the very best in public transport, to make it the natural choice for cities and passengers.”



COMMITTED WITH CONVICTION

Public transport is inherently invaluable. It reduces greenhouse gas emissions from mobility. It connects local communities, and facilitates access to essential services. It relies on local jobs that cannot currently be relocated or replaced by AI.

But in a world marked by increasingly complex social, technological, environmental and local challenges, these inherent benefits are no longer enough.

RATP Dev's responsibility is to work tirelessly to strengthen the positive impact of our business, beyond our contractual commitments and our regulatory obligations. To create lasting value for our clients and passengers, our teams and communities, and the planet we share. To engage with the transformations shaping the world, with realism and humility.

Because doing only what is strictly necessary will never be enough, we choose to go the extra mile. This is at the heart of our CSR strategy.

Going the extra mile means taking a clear-headed approach

we recognize that sustainable mobility remains a daily challenge, that our activities have real benefits but also negative impacts that we must reduce transparently. It also means acknowledging the constraints of our model, where certain levers lie beyond our control, while fully mobilizing those that remain in our hands.

Going the extra mile also means taking a practical approach:

our business is rooted in local communities shaped by diverse cultures and realities. Wherever we operate, we adapt our practices and make full use of all the ESG levers at our disposal to support the public transport authorities in achieving their ambitions.

Going the extra mile is a collective approach:

it relies on the commitment and expertise of our teams and their ability to adapt their actions to local realities. It is built through dialogue with our stakeholders at local level, and the sharing of practices and innovation.

By choosing to go the extra mile, we highlight, in each of the places we serve, the environmental, social, economic and, above all, local value of the public transport networks we operate.

This is how we will help promote modal shift and justify the investment needed to strengthen the transport offering.

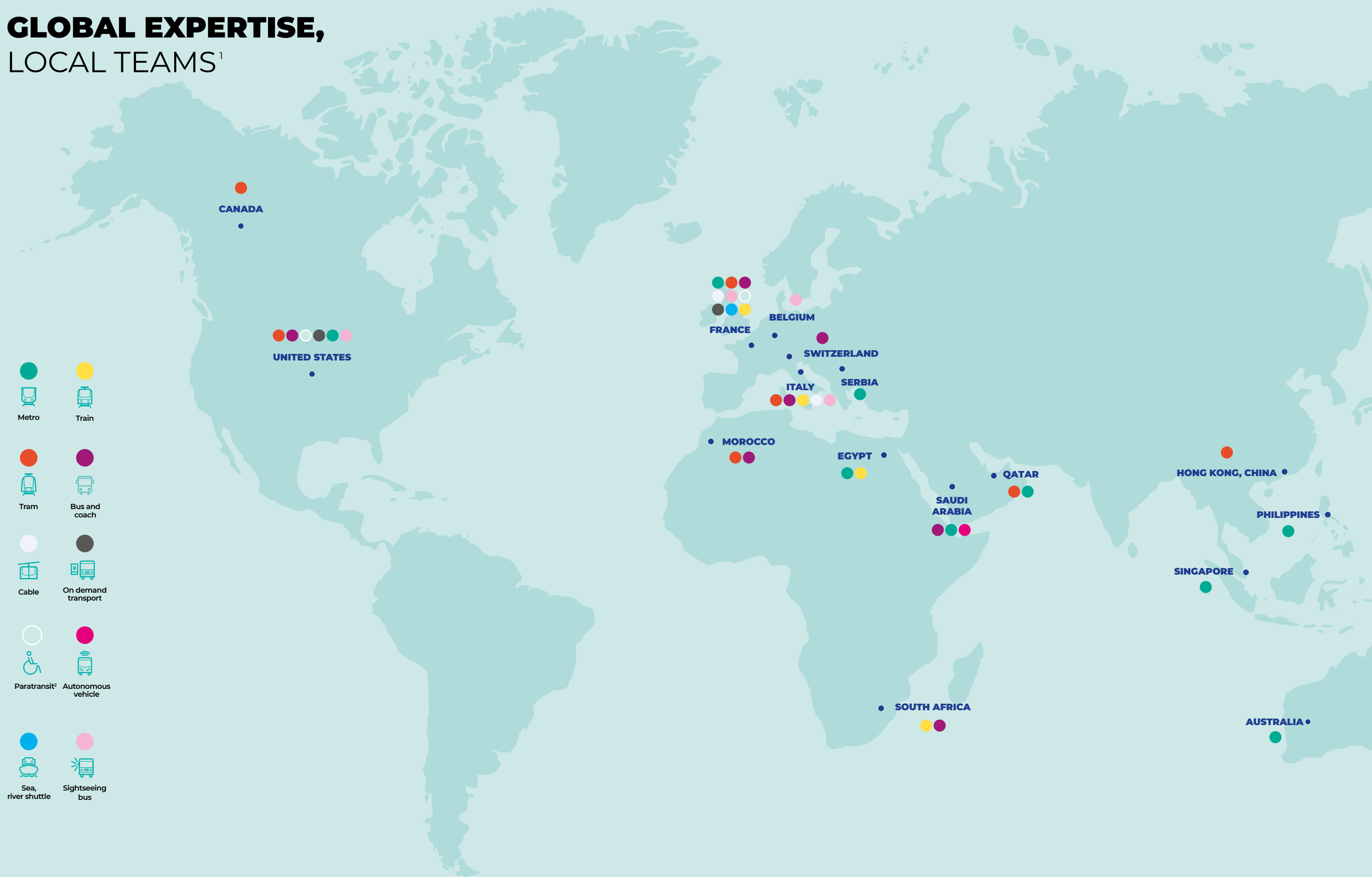
This is how we will actively contribute to the dynamism and resilience of the local communities we serve.

This is how we will deliver on our vision: offering the very best in public transport to make it the natural choice for cities and passengers.

HIBA FARÈS

Chair of the Executive Board

GLOBAL EXPERTISE, LOCAL TEAMS¹



DO MORE: THREE PRIORITIES SHAPING OUR CSR AMBITION

RATP Dev’s CSR ambition is clear: to contribute to the development of more sustainable, inclusive and dynamic cities, where public transport delivers all its environmental, social, societal and economic benefits.

That is why our CSR strategy is structured around three key priorities: supporting our clients in achieving their ambitions, ensuring compliance with regulations and anticipating changes, and working towards sustainable cities in a proactive and committed manner.

_How does RATP Dev support its clients in achieving their CSR ambitions?

We want to support each of our clients in achieving their environmental, social and societal ambitions – whatever they may be.

From the bid stage onwards, the CSR team’s role is to offer a possible roadmap to clients wishing to go the extra mile: concrete, tried and tested solutions that are relevant to the local context and have often been successfully implemented on one of our networks.

In this context, ‘doing more’ means providing our clients with an operational roadmap tailored to their local context, their ambitions and resources.

_How does regulatory compliance serve as a strategic CSR lever for RATP Dev?

As a French and European company, we operate within a particularly demanding and evolving regulatory framework that applies to all our networks.

In addition, each of them is subject to local regulations, which may apply to operators or their clients.



Cécile Tuil
Senior VP – Clients and Engagement

The role of the CSR team is to provide our teams with ESG regulatory expertise to ensure they meet their obligations, allowing them to focus their efforts on service performance and on client and passenger satisfaction.

In this context, ‘doing more’ means anticipating regulatory changes in order to safeguard our operations, bolster the resilience of the places we serve and strengthen the trust-based relationship with our clients.

_How would you define a sustainable city, and how does RATP Dev contribute to making cities more sustainable in practice?

Every city is unique – so there is obviously no such thing as ‘the’ sustainable city. However, all cities are being hit hard by the world’s climate, social and economic upheavals.

We are nevertheless convinced that it is possible to live better in cities, today and especially tomorrow. That public transport has an essential role to play in achieving this ambition. And that the groundwork must begin today.

The CSR team’s role is to draw on the relevant and innovative solutions that our teams invent and implement around the world to strengthen the positive impact of our operations. And to turn this local inventiveness into collective value by sharing these best practices and facilitating their replication.

Doing more here means demonstrating and strengthening the environmental, social and economic value of each of our networks, in order to promote modal shift and encourage the development of public transport in the places we serve.

DO MORE: GOVERNANCE THAT BRIDGES STRATEGY AND PRACTICE

RATP Dev’s CSR governance is based on close coordination between central management and local implementation: the strategy is driven by head office, developed in collaboration with the subsidiaries, and supported by sponsors who are members of the Executive Committee.

Our CSR approach is now mature. Gradual compliance with the CSRD acts as a catalyst: it strengthens collaborative governance, clarifies priorities and encourages teams to take greater ownership of the stakes. Subsidiaries play a key role in this process by implementing the action plans and sharing their feedback.



	> ENTITIES		> ROLES	
	VALIDATION AND REPRESENTATION			
CSR STEERING COMMITTEE	Executive Committee		Validates the CSR strategy and ensures it is integrated into RATP Dev’s strategy.	
	Sponsors		Guarantee the success of the roadmaps, secure resources, arbitrate key decisions and remove obstacles to their implementation.	
	STRUCTURING AND MOMENTUM			
	CSR Department		Develops and oversees the roll-out of the CSR strategy, chairs the CSR Steering Committee, and ensures that CSR stakes are integrated into business units, networks and bid processes.	
	Stake Owners		Define and implement their roadmaps, develop and coordinate initiatives across the networks, disseminate best practices and promote non-financial performance.	
ADVISORY BOARD	Contributors		Contribute their expertise to the CSR Steering Committee and help to implement the roadmaps within their scope (geographical or business line).	
	OPERATIONAL DEPLOYMENT AND REPORTING			
	Country directors		Provide feedback on the CSR strategy and its operational deployment within the organization, represent the differences in the expectations and operating practices of networks.	
	Subsidiary directors		Ensure the implementation of the actions defined in the roadmaps and the achievement of the objectives, organize and guarantee the collection and reporting of ESG data.	

OUR BUSINESS MODEL

At RATP Dev, we recognize the immense environmental, social and societal value of public transport. To ensure it is the natural choice for cities and passengers, we are committed to providing the very best in public transport; every day, everywhere, for everyone.

OUR RESOURCES

Our expert teams

- **25,000** employees of whom **22%** are women, across our 16 countries of operation
- **50** nationalities
- More than **270** job roles
- **51%** of our workforce are drivers

Energy

- **1,568 GWh** of energy consumed
- **1,361** grams of CO₂ eq./km of greenhouse gas (GHG) emissions

Equipment and infrastructure

- **120+** operations worldwide
- **16** metro lines, 12 of which are driverless
- **29** tram lines
- **8,200+** buses and coaches

Our financial performance

- **€2.4** billion in consolidated revenue

OUR BUSINESS

Design, operation, maintenance and modernization of public transport systems: we mobilize a global network of recognized experts to provide integrated end-to-end expertise across the full value chain.

Our commitments to our clients

- > Reduce our negative externalities
- > Contribute to modal shift
- > Create socio-economic and environmental value for local communities

Our CSR commitments



For the Planet

Accelerating the decarbonization, sobriety and resilience of our operations.



For our People

Being an exemplary employer, committed to safety, well-being and engagement.



For the Places We Serve

Advancing safer, better mobility and stronger communities.



For Trust

Leading with integrity, transparency and diversity.

OUR VALUE CREATION

For our employees

- **6,139** new recruits across the 53 subsidiaries¹
- **23+** hours of training per employee each year
- **70%** engagement rate

For our public transport authorities and the communities We serve

- **16** countries of operation
- **More than 100** cities trust in us
- **100%** tailored solutions for every local context
- **15** projects funded by the RATP Group Foundation

For our passengers

- **1.3** billion journeys delivered worldwide, or 4.5 million journeys per day:
 - > **514** million by bus and coach
 - > **418** million by metro, including 278 million on automated metro systems
 - > **342** million by tram
 - > **17.5** million by regional rail

For the environment

- **102** ISO 14001-certified sites
- **7%** of renewable energy



TURNING STRATEGY INTO TANGIBLE IMPACT

Grégory Malet, CSR Director, and Anne-Laure Gogeon, Senior CSR Manager, discuss the key decisions behind RATP Dev’s CSR report.

_Why have you structured this CSR report around your priority stakes?

Anne-Laure Gogeon: For several years now, we have been working on 18 CSR stakes. Some are priorities: they concern all our networks and are addressed through roadmaps led by internal experts. Others are classified as complementary: our experts support networks wishing to implement them. Although RATP Dev is not yet subject to the CSRD, we have decided to gradually align ourselves with this framework. That is why we have decided to prioritize and focus our CSR Report on our six priority stakes, which were identified as material following a double materiality assessment.

_ In practical terms, what do these six priority areas cover?

Grégory Malet: We want to support our networks in their decarbonization roadmaps and improve the energy performance of our networks; provide our teams with a healthy, safe and engaging working environment; strengthen road and rail safety across our operations; uphold the highest standards of ethics and transparency; and make further progress on gender diversity. These six priorities form the foundation of trust that binds RATP Dev to all its stakeholders, including the planet. The roadmaps drawn up for each priority stake are designed to enhance the positive impact of our business, ensure consistency in our actions, and create sustainable value.

_What lessons have you learned from this first stage of alignment with the CSRD?

Anne-Laure Gogeon: The first double materiality analysis, carried out in 2025, enabled us to establish our priorities on an objective basis. It will be expanded from 2026 onwards to incorporate more data, refine the analyses and reflect the development of our activities. Adopting a CSRD approach enables us to make our CSR management more tangible, strengthen the measurement of our actions and embed them over the long term. It is also a way of focusing our efforts where they are most useful, while continuing to advance all our commitments.

_How does this approach fit in with the operational realities of the networks?

Grégory Malet : We encourage our networks to go beyond their contractual and regulatory obligations – to do more. To achieve this, our experts support them in implementing our six priority roadmaps, and recommend replicable best practices from our complementary roadmaps. The aim is to reduce the negative externalities and strengthen the positive externalities of each of our networks, in order to demonstrate the environmental, social and economic value of public transport for the places they serve.

Our strategy: 4 commitments and 18 key stakes aligned with the CSRD themes



E1 Climate change
E3 Water and marine resources
E4 Biodiversity and ecosystems
E5 Resource use and circular economy
S1 Own workforce

S2 Workers in the value chain
S3 Affected communities
S4 Consumers and end users
G1 Business conduct

1. Key stake



PERSPECTIVES / IN CONVERSATION

What are the energy and climate challenges facing the mobility sector, and how can they be addressed while combining energy sobriety with service quality?



Aurélien Bigo
Researcher specializing in the energy transition in transport



Émilie Coston
Director of Operational Performance and QHSE, RATP Dev

While the drivers of the transition have been clearly identified, the remaining challenge is how to put them into practice.

Aurélien Bigo
The five levers for decarbonizing transport have been clearly identified: lower demand, modal shift, higher vehicle occupancy, energy efficiency and energy decarbonization. The challenge now focuses on their practical and coordinated implementation.
Some levers deliver rapid results, such as energy sobriety, service optimization or eco-driving, while others, such as fleet electrification, require a longer-term approach. Their effectiveness is determined by the right combination of measures, tailored to the characteristics of each network.
The transition therefore depends on the ability to combine these levers, prioritizing measures with an immediate impact while driving structural change and encouraging modal shift towards the least energy-intensive mobility solutions.

Striking a balance between environmental ambition, operational reliability and economic sustainability is a challenging task.

Émilie Coston
The energy and climate transition represents a major operational challenge for RATP Dev, in a context where each network has different characteristics, constraints and levels of environmental maturity. It involves practical trade-offs, closely linked to the investment decisions by the transport authorities.
Electrifying fleets is not just about replacing vehicles: we also need to adapt depots and install charging infrastructure, adapt maintenance and operating methods. All of this involves supporting the teams as they develop their skills to become proficient in these more complex systems.
Finally, the transition is not limited to decarbonization. It also involves anticipating climate-related risks in order to strengthen the resilience of each of our networks, while balancing environmental ambition, operational reliability and economic sustainability.

FOCUS ON OUR PRIORITY STAKE: ENERGY AND CLIMATE



OUR APPROACH

In this transitional year leading up to the sustainability report, we have chosen to focus the Environment section of our CSR report on the policies, actions, targets and indicators relating to energy and climate (ESRS E1). Here, we set out our plans to reduce energy consumption and the carbon footprint of our operations, as well as our approach to supporting the long-term transformation of our networks towards less energy-intensive mobility.

OTHER ENVIRONMENTAL STAKES

In addition to this priority stake, RATP Dev is also implementing roadmaps for three other environmental stakes:

- water management;
- waste management;
- biodiversity.



OUR ROADMAP

> Attenuation

Decarbonization plan covering all three scopes, developed in collaboration with the CSR/QHSE teams across our networks in 2025

> **Climate adaptation and resilience** through a climate hazard assessment and business continuity plans for our subsidiaries inspired by ISO 22301



OUR ACTIONS

- > **Energy transition of fleet**
- > **Energy efficiency of buildings**
- > **Use of renewable energy**

OUR TARGETS



-20%¹
in energy
consumption between
2025 and 2030



-25%¹
in GHG emissions
between 2025 and 2030

1. Compared with 2025, on a like-for-like basis, including initiatives led by RATP Dev and projects driven by public transport authorities.

ISSUES AND OBJECTIVES

PUBLIC TRANSPORT: INHERENTLY BENEFICIAL BEYOND ITS OWN EMISSIONS



The transport sector accounts for around 15%¹ of global greenhouse gas emissions, due in particular to structural dependence on fossil fuels. In this context, public transport plays a unique role. According to ADEME, in France, a person traveling by tram, train or metro generates 25 times fewer emissions per kilometer than someone traveling by electric car and 50 times fewer than someone traveling by a combustion-engine car. Expanding public transport networks has a direct and positive impact on climate change; but RATP Dev goes one step further by striving to reduce its own environmental footprint.



© Bertrand Lefebvre, driver/customer service agent, Twisto network, Caen la mer

POLICY

ROLLING OUT OUR ENERGY & CLIMATE ROADMAP

RATP Dev's 2030 Energy & Climate Roadmap features two workstreams: a Mitigation workstream, underpinned by a decarbonization plan, and an Adaptation workstream, which is being rolled out gradually across all our networks.

The roadmap has been designed in line with the United Nations' Sustainable Development Goals (SDGs), the ISO 14001 and ISO 50001 standards, and the International Association of Public Transport's (UITP) Charter on Sustainable Development. The decarbonization plan was developed in 2025 in collaboration with the CSR and QHSE departments of the main networks we operate. This plan, which is based on a study carried out in 2024 with the consultancy firm Wavestone, incorporates the key areas for action covering Scope 1, 2 and 3 - in particular the transition of vehicle fleets to alternative energy sources, improving energy performance, promoting eco-driving and eco-parking, and the use of renewable energy.

For each of these areas, our plan sets out targets for reducing greenhouse gas emissions and key initiatives that take into account our position in the value chain. We operate networks on behalf of public transport authorities, which frequently retain ownership of the rolling stock. Decisions on investment and vehicle replacement – the primary means of reducing GHG emissions – are therefore the responsibility of our clients, whom we advise and support.

1. Crippa, M., Guizzardi, D., Pagani, F., Banja, M., Muntean, M. et al., GHG emissions of all world countries – 2025 Report, Publications Office of the European Union, Luxembourg, 2025



TARGETS THE 2030 DECARBONIZATION PLAN

The 2030 plan will be based on the full 2025 carbon footprint of the company and its networks (Scopes 1, 2 and 3), and will therefore be rolled out from 2026. In 2025, an initial study was carried out with the France-Switzerland business unit¹ followed by the rollout of the methodology to define RATP Dev's overall roadmap.

The decarbonization roadmap for the France-Switzerland business unit is based on measurements of GHG emissions from their networks, covering Scopes 1 and 2 and the energy component of Scope 3, consolidated using the Tennaxia tool. This analysis highlights the significance of the two main areas of energy consumption: traction (78% of consumption), as well as stations and buildings (22%).

To calculate our decarbonization roadmap, we have assumed a gradual transition of bus fleets, in line with France's Framework Law on Mobility (LOM), which requires organizing authorities to include low- or very-low-emission vehicles when renewing their fleets. Our path is therefore determined by the decisions of our clients, whom we support in their decarbonization strategies.

Furthermore, this trajectory is based on sectoral decarbonization standards as well as underlying climate and policy scenarios, in particular those of the third French National Climate Change Adaptation Plan (PNACC-3) and the European Strategy for Sustainable and Smart Mobility.

In this context, the gross targets (excluding carbon credits, carbon removals and avoided emissions) for the France-Switzerland business unit for 2030 are as follows:

- 35 %²
emissions per 100 km traveled
(compared to 2024)

55 %³
alternative-energy buses

1. This reporting scope includes 30 subsidiaries operating urban and interurban networks

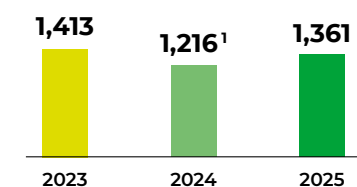
2. Compared with 2025, on a like-for-like basis, including initiatives led by RATP Dev and projects carried out by transport authorities

3. Coaches excluded

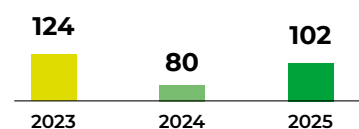
INDICATORS GREENHOUSE GAS EMISSIONS

They are measured using the Tennaxia tool, which has been rolled out across subsidiaries within the reporting scope. The indicator tracked is expressed in grams of CO₂ equivalent per kilometer traveled, calculated on the basis of the total number of kilometers traveled.

Traction-related GHG emissions
(grams CO₂e/km):



Number of ISO 14001-certified sites:



RATP DEV IS ACTIVELY SUPPORTING THE ORGANIZING AUTHORITIES IN THE ENERGY TRANSITION OF THEIR BUS NETWORKS

What tangible benefits does this development bring for the climate? Replacing a diesel bus with an electric bus is not just a technological choice - it is a tangible step towards combating climate change. In France, where electricity is among the least carbon-intensive in Europe, each replacement prevents 45 tonnes of CO₂e per year² — equivalent to 2.1 kg of CO₂e saved for every euro invested.

Over 15 years of operation, this amounts to nearly 675 tCO₂e avoided per vehicle: the equivalent of the annual carbon footprint of more than 80 French people. These figures vary from country to country — 26 tCO₂e/year in the United States, 33 in Italy — depending on the local energy mix. In any case, the message is clear: the transition to electric vehicles is having a tangible and quantifiable impact on the climate. This is precisely what we offer our clients: not just a green promise, but a quantifiable, verifiable contribution to the decarbonization of urban transport.

1. In 2024, excluding subsidiaries in London and the USA, as well as RD Berry, Ondéa, Marinéo, TBK and TP2A in France. Changes in GHG emissions are mainly due to changes in the scope of reporting.
2. Assumptions for June 2026: standard buses in urban use, based on sector-specific averages for mileage, fuel consumption and costs. Emission factors: ADEME (v23.9) and IEA (2025).



ACTIONS

SUPPORTING THE ENERGY TRANSITION OF BUS FLEETS

Running on biofuel

In Narbonne, France, the entire bus fleet operated by RATP Dev Grand Narbonne since 2025 is now powered by HVO biofuel¹, avoiding 185 tonnes of CO₂ emissions each year compared with using fossil fuel.



A modernized bus network

In Santa Maria, California, our subsidiary SMRT has been operating a 100 per cent electric bus fleet since October 2025. The transition, which took place over four years, has led to cost savings by reducing SMRT's dependence on the volatile fuel market, while modernizing the bus network. RATP Dev has operated SMRT since 2018.

Each new project strengthens our teams' expertise in the management, operation and maintenance of alternatively-powered buses.

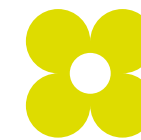
A renewed fleet, improved service

In Italy, Autolinee Toscane has been operating Europe's largest private bus network since 2021, whose fleet already includes 458 electric, bio-CNG and hybrid buses. In 2025 50 new electric buses and their charging infrastructure were put into service in Florence, accelerating the network's ability to provide lower-impact mobility for local residents. In partnership with Turin-based company VAR, Autolinee Toscane has launched one of Europe's largest modernization programs: the conversion of 30 diesel buses to electric buses by 2026, representing an investment of around 6 million euros, entirely self-financed.

The program will lead to a significant reduction in emissions, with an 87 per cent cut in fine particulate matter and a reduction of 2,800 tonnes of CO₂ per year.



1. HVO: renewable biofuel produced mainly from used vegetable oils.



ACTIONS

IMPROVING THE ENERGY PERFORMANCE OF INFRASTRUCTURE

Modernizing station lighting

In Cairo, Egypt, RATP Dev Mobility Cairo has been operating Metro Line 3 since 2020. In addition to the day-to-day operation of a high-density network, the subsidiary has embarked on a practical energy-saving initiative: the gradual replacement of station lighting with LEDs, to reduce the network's energy consumption.



Measuring for better management

In Lyon France, RATP Dev has operated the city's metro, trams, cable cars, airport and river shuttles since 2025.

An automated energy consumption data collection system has been rolled out in order to monitor and manage the energy performance of buildings.



Optimizing lighting

In Casablanca, Morocco, we operate the four tram lines and the city's two Bus Rapid Transport (BRT) routes since 2017. The installation of presence detection systems for the lighting in the facilities has helped to optimize energy consumption.



ACTIONS

INCREASING THE USE OF RENEWABLE ENERGY

Changes in the energy mix

The cities of Lyon and Angers (France) mark a new phase in RATP Dev's energy transition: in 2025, a Power Purchase Agreement (PPA) signed with Suez enabled renewable energy to account for up to 20 per cent of the electricity supply.

As a result, from 2026, Lyon will have a 20 per cent share of renewable energy in its energy mix and Angers a 5 per cent share.



Focus on solar energy

In Casablanca, one of our depots has been equipped since 2024 with a solar photovoltaic power station that meets around 70% of its electricity needs. In 2025, we also fitted two washing stations with photovoltaic lighting.



ACTIONS

ENCOURAGING MORE ENERGY-CONSCIOUS BEHAVIOR

Monitoring and managing consumption

RATP Dev uses Maint'Up, its digital maintenance tool, in many of its networks. This system captures driving data in real time, compares each journey and sends the teams data on traction energy consumption and auxiliary energy consumption (air conditioning, lighting).

It also detects vehicles left with their engines running unnecessarily at the depot, thanks to a geolocation and alert system that ensures continuous monitoring, even when the vehicles are stationary. This system reduces energy consumption.

Raising awareness of eco-friendly practices

These awareness-raising and training initiatives supplement the various measures already rolled out.

Eco-action campaigns and World Environment Day celebrations aim to engage employees on climate issues.

In Lorient (France, bus), eco-driving training takes place during the driving day to provide drivers with personalized guidance.

In 2025, 40 drivers undertook this training, with tangible results: a reduction in fuel consumption of 10 to 30 per cent, depending on the driver.



Bike, work, sleep

To promote sustainable transport, RATP Dev in France took part in the Bike to the Future challenge in September 2025 during Sustainable Mobility Week to raise staff awareness of the use of bicycles for commuting. The company came 31st in the challenge.

Cargo bikes

In Lyon, RATP Dev has added two cargo bikes to its fleet of service vehicles for maintenance teams to use when traveling between sites.

In the third quarter of 2025, 665 km were traveled by bike, avoiding 138 kg of CO2 emissions.





ACTIONS CERTIFICATIONS TO SUPPORT ENERGY PERFORMANCE

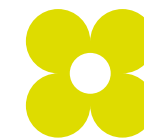
Environmental certifications provide a framework for improving practices on the ground. In 2025, 35% of RATP Dev's total revenue was covered by ISO 14001 certification, relating to environmental management systems.

This certification is based on a set of requirements — an environmental policy, an awareness-raising plan, management reviews, and the monitoring of indicators and dashboards — which, among other things, enable better management of operational and environmental risks, reduce the consumption of resources (energy, water and raw materials), and help prevent environmental risks. In 2025, 55% of our industrial sites worldwide were ISO 14001-certified.

The aim is to reach 63 per cent of turnover by 2027, with around 20 networks currently undergoing the certification process.

- In 2025, PTC (Saudi Arabia, buses) was awarded its initial ISO 14001 certification, and two subsidiaries, BOC in South Africa and Autolinee Toscane, renewed their certification.
- In France, our Champagne Mobilités and RD Lorient Agglomération networks signed the Objectif CO2 Charter, a voluntary initiative aimed at reducing GHG emissions from road transport in France.
- Several networks are also in the process of obtaining ISO 50001 certification for energy performance management. RATP Dev aims to have five major networks certified by 2029.

Furthermore, RATP Dev supports its subsidiaries in implementing an integrated management system that complies with the requirements of ISO 9001, 14001 and 45001, using an ISO methodology toolkit as well as e-learning and face-to-face training materials.



ACTIONS

PROTECTING PEOPLE FROM EXTREME WEATHER EVENTS

RATP Dev incorporates the impacts of climate change into its action plans: floods, heatwaves, severe cold spells, storms.

Business continuity plans aligned with ISO 22301 — the standard for business continuity management — are being rolled out across the networks most exposed to extreme weather events (such as Qatar, Egypt, Saudi Arabia and South Africa).

These measures are not emergency responses: they are the result of ongoing preparatory work, network by network and region by region, to ensure continuity of service and the safety of passengers, staff and property.



A business continuity plan tailored to local risks

In Doha, Qatar, our subsidiary in the RKH joint venture (metro, tram) has categorized each metro and tram station into three alert levels based on its exposure to the risk of flooding. Alerts issued by the National Meteorological Office trigger the appropriate level of protection.

In Riyadh, Saudi Arabia, a connected thermometer monitors rail temperatures in real time to anticipate the risk of deformation.

In Johannesburg, South Africa, our subsidiary BOC is involved in the municipal natural disaster management committees: its QHSE teams are alerted in advance to difficult conditions so that operational safety requirements can be adapted.

In Cairo, Egypt, sandbags have been positioned at strategic points across the network and are ready to be deployed as soon as a flood plan is activated.



PERSPECTIVES
/ IN CONVERSATION

At a time when transport jobs are undergoing profound change, how can quality of life at work be maintained and improved?



Agnès Parent-Thirion
Research Director at the European Foundation for the Improvement of Living and Working Conditions (*Eurofound*)

A good-quality job is essential for maintaining health and well-being, and a high level of motivation. It is also a driver of performance for the company.

Agnès Parent-Thirion
Seven pillars define a good-quality job: fair pay, career development opportunities, well-managed working hours, opportunities to learn and share knowledge, a sustainable workload, a healthy social environment, and a safe and secure workplace.
The most effective way to improve working conditions is to listen to employees and involve them in decision-making. This involves putting in place tools and indicators that make it easier to identify priorities and the areas requiring action.
This culture of dialogue is beneficial: companies that foster a strong level of social dialogue see benefits in terms of reduced sick leave, improved employee retention and greater employee motivation.



Laetitia Besson
Human Resources Director - Strategy and Projects, RATP Dev

Creating an engaging work environment that fosters diversity and professional development is critical to our collective success. We want to create it together with our employees.

Laetitia Besson
RATP Dev is committed to providing its employees with a dynamic and cohesive working environment where everyone can innovate and contribute to collective success.
This commitment is underpinned by regular employee feedback, which provides insight into their experience and informs action plans. In 2025, RATP Dev carried out its first engagement survey among all its staff. Six themes were explored: purpose and strategy, culture, working resources, quality of life at work, performance, and professional development.
Following the survey, more than 300 initiatives were identified. These relate, in particular, to communication with employees, skills development and the improvement of work conditions.

FOCUS ON OUR PRIORITY STAKES:
EMPLOYEE HEALTH AND SAFETY
 – **QUALITY OF LIFE AT WORK**



OUR APPROACH

In this transitional year leading up to the sustainability report, we have chosen to cover the policies, actions, targets and indicators relating to employee health and safety as well as quality of life at work (sub-topics of ESRS S1) in the 'Social' section of our CSR report. Here, we outline our programs designed to reduce exposure to risks associated with the various tasks carried out by staff and to strengthen our safety culture. We also include initiatives aimed at measuring and improving quality of life at work and employee engagement.

OTHER SOCIAL STAKES

In addition to these priority stakes, RATP Dev is also implementing roadmaps for two other social stakes:

- **skills management;**
- **social dialogue.**



OUR ROADMAP

- > Ensure internal compliance with our **Occupational Health and Safety Management System (OHSMS)** directive, to safeguard our employees and subcontractors.
- > Roll out and promote the eight pillars of our **WeCare program**, to continuously improve our teams' quality of life and working conditions.



OUR ACTIONS

- > **An occupational health and safety roadmap** focused on rolling out a common framework, a shared safety culture, continuous performance improvement and greater accountability for management teams
- > **Programs implemented locally** in subsidiaries to improve the working environment and working conditions
- > **An engagement survey** to regularly assess our progress on working conditions

OUR TARGETS



0
 Serious or fatal accidents involving our employees and subcontractors



Maintain a high level of employee engagement (70% in 2025)

ISSUES AND OBJECTIVES

EMPLOYEE HEALTH AND SAFETY AND QUALITY OF LIFE AT WORK: PROTECT AND ENGAGE

Jobs in the transport sector can expose employees to a number of physical and mental health risks, which RATP Dev aims to address through preventive measures and the development of a safety culture. More broadly, with a view to improving the quality of life at work and enhancing employee engagement, RATP Dev is rolling out dedicated programs and mechanisms to gather information on individual needs and expectations.

In a sector facing recruitment challenges, health and safety and quality of life at work are strategic priorities for attracting and retaining talent.

Regarding health and safety at work, RATP Dev's aim is clear: to ensure a safe working environment for all its employees and subcontractors.

This commitment involves rigorous monitoring of accident frequency and severity rates in order to better understand and anticipate accidents, with the ultimate aim of reducing them to zero.

Regarding quality of life at work, RATP Dev is committed to providing its employees with a work environment that protects their physical and mental health and working conditions conducive to their personal fulfillment.





Employee health and safety

POLICY OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM DIRECTIVE (OHSMS)

This directive applies to all RATP Dev subsidiaries, regardless of the transport modes they operate. It covers employees as well as contractors, subcontractors and visitors at our sites. It is aligned with the fundamental principles of ISO 45001.

The OHSMS Directive is based on several operational principles:

- comply with local regulatory requirements;
- prevent accidents and work-related illnesses;
- eliminate hazards at the source;
- reduce risks;
- continuously improve performance.

It also provides for the consultation and involvement of employees, as well as raising awareness among service providers and subcontractors of the requirements applicable on site. In practical terms, the Directive requires each subsidiary to formalize its own manual, the regular monitoring of workplace safety indicators, as well as on-site inspections and internal audits carried out by the technical department and the audit teams. It also includes a dedicated framework comprising workstation instructions, operating procedures and awareness-raising materials.

Each subsidiary can therefore develop its own management system, tailored to the local context, applicable regulations and contractual requirements. These systems are assessed through an internal self-assessment process based on continuous improvement around the Plan-Do-Check-Act cycle.



TARGETS

FEWER AND LESS SERIOUS ACCIDENTS

In terms of occupational health and safety, RATP Dev has set two objectives:

- **Zero serious or fatal accidents¹** for our employees and subcontractors
- **Continuous reduction** in workplace accident frequency and severity rates.



INDICATORS

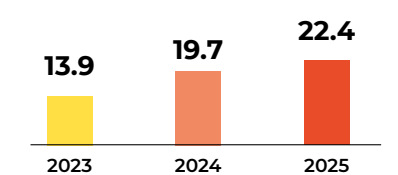
MONITOR THE EFFECTIVENESS OF THE MEASURES

In 2025, occupational health and safety indicators reflect both the roll-out of preventive measures and the management of occupational risks within RATP Dev :

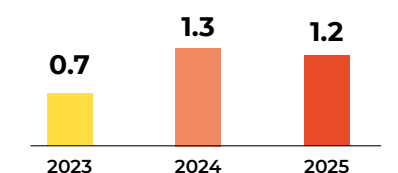
- Number of fatal accidents: **0**
- Severity rate: **1.2**
- Frequency rate: **22.4**
- **31%** of RATP Dev's employees are covered by an ISO 45001-certified management system
- **100%** of RATP Dev's employees are covered by an occupational health and safety management system

On a like-for-like basis, the frequency rate decreased by one point and the severity rate by 0.5 points between 2024 and 2025.

Lost-time workplace accident frequency rate²



Workplace accident severity²



ACTIONS

THE OCCUPATIONAL HEALTH AND SAFETY ROADMAP BY 2030

This roadmap sets out RATP Dev's occupational health and safety priorities and improvement targets. It is structured around several key areas: the roll-out of frameworks, the development of a shared safety culture, continuous performance improvement, and greater accountability for management teams.

This includes awareness-raising campaigns, training, monitoring mechanisms, preventive measures and innovation programs.



ACTIONS

MAPPING RISKS TO IMPROVE ACCIDENT PREVENTION

A risk-mapping approach based on accident analysis and field feedback enables the highest-risk situations to be identified so that operating conditions can be adapted and preventive measures targeted.

The main risks for RATP Dev's employees and subcontractors relate to:

- driving and traffic: collisions, loss of control, lapses in vigilance and fatigue;
- assaults, stress (psychosocial risks);
- incorrect use of protective equipment;
- physical strain and musculoskeletal disorders.

Certain risks, particularly those relating to addiction among driving staff, illustrate the link between the social and societal dimensions of RATP Dev's global Safety Policy.



ACTIONS

EMBEDDING A SAFETY CULTURE IN EVERYDAY PRACTICES

To make safety second nature in operations, RATP Dev implements practical measures that are visible on the ground:

- roll-out of the "10 Golden Rules of Safety", embedded into operational practices;
- "Safety Days", dedicated to raising awareness and discussion with teams;
- "Safety Walks" in the workplace, during which managers observe working practices, talk to staff and identify potentially hazardous situations;
- safety awareness initiatives ('toolbox talks', safety moments, etc.);
- bulletins for sharing feedback.

These measures help strengthen collective vigilance, encourage the reporting of information, and foster direct dialogue between teams and management.



ACTIONS

IDENTIFYING DANGEROUS SITUATIONS BEFORE AN ACCIDENT OCCURS

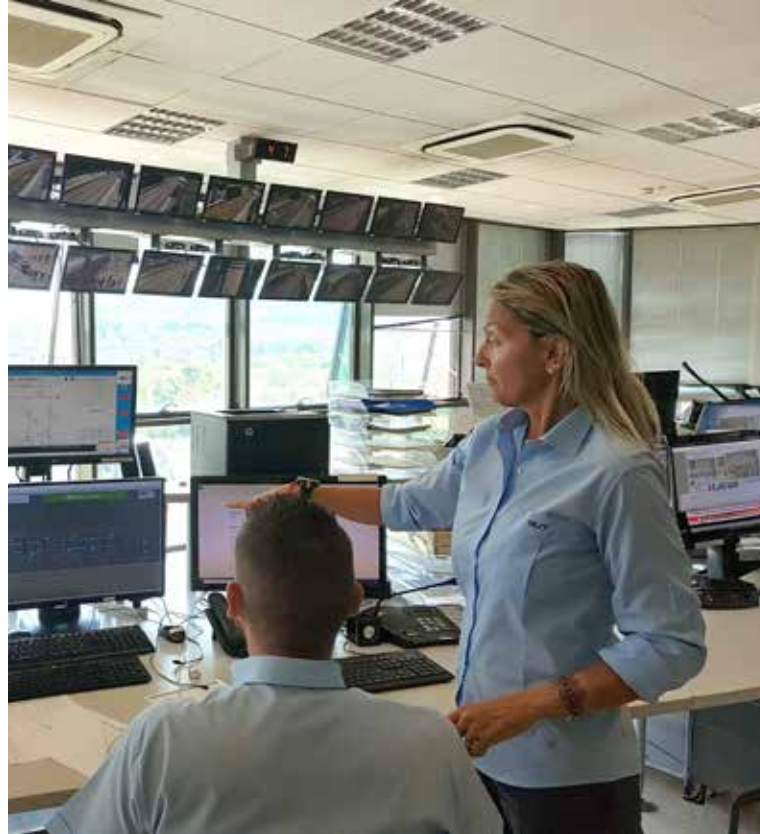
Several RATP Dev networks are introducing tools for reporting high-risk situations and near-misses, which are accessible to employees.

These systems make it possible to:

- Easily report a hazardous situation encountered during operations;
- Report any anomalies or breaches of safety rules;
- Share feedback based on real-life situations.

This approach enables us to respond to early warning signs and to continuously improve safety conditions, in line with the realities on the ground. The information collected is analyzed to identify the root causes and implement corrective measures: adapting procedures, strengthening training, and making technical adjustments.

The Sentinel program, rolled out by Autolinee Toscane (Italy, buses), aims to improve the prevention of assaults, harassment and vandalism affecting drivers. Accessible via a simple QR code, it enables teams to quickly report any operational incidents they encounter.



The data collected is then analyzed in order to identify and map the routes most at risk. This approach makes it possible to implement targeted security measures and tailor protective measures to the actual risks.

At our BOC (South Africa, commuter rail) and CAMCO (Saudi Arabia, metro) subsidiaries, RATP Dev conducts safety culture surveys to gather employees' direct perceptions of risks, prevention practices and safety maturity.

These measures give employees a voice and make it possible to identify strengths and areas requiring attention at operational level, thereby strengthening the safety culture over the long term.



Qualité de vie au travail

POLICY

THE WECARE PROGRAM

RATP Dev has developed the global *WeCare* program to structure its commitment to quality of life at work.

A cross-functional community bringing together experts from head office and subsidiaries meets several times a year **to raise awareness and identify best practices across eight pillars:**

- psychological and mental health;
- physical health;
- the working environment and conditions;
- workplace relationships;
- work-life balance;
- employee recognition;
- alignment with company ethics and values;
- inclusive and transparent communication.

TARGETS

MAINTAIN ENGAGEMENT

RATP Dev assesses the effectiveness of its *WeCare* program using the engagement survey, with the following targets:

- **Maintaining or increasing** the participation rate (55% in 2025);
- **Maintaining a high level** of engagement among our employees (70% in 2025).

ACTIONS

ROLL OUT AN ENGAGEMENT SURVEY TO LISTEN AND TAKE ACTION

In 2025, RATP Dev launched its first engagement survey, covering all countries and job roles: more than 22,000 employees with over six months' service were invited to complete a questionnaire available in five languages.

This questionnaire covered the following topics: the company's purpose and strategy, corporate culture, resources available to employees, quality of life at work, performance management and professional development. The responses were analyzed, and the results shared with our subsidiaries to draw up targeted action plans. The next survey, in 2027, will enable us to assess the effectiveness of the measures taken.

The participation rate for this first edition was 55 per cent, a figure that is all the more encouraging given that many staff members do not have access to digital tools for work. Above all, **the overall engagement rate stood at 70 per cent**, indicating strong buy-in to the company's vision and values, as well as a positive employee experience.



ACTIONS SUPPORT FOR EMPLOYEE CARERS

Our subsidiaries in Vienne, Lac du Bourget and Saint-Julien-en-Genevois (France, bus) were awarded Cap'Handeo certification as companies "committed to supporting employees with caregiving responsibilities".

ACTIONS RECOGNITION AND ENHANCEMENT OF SKILLS

In Casablanca, Morocco (tram and BRT¹), our subsidiary launched its 'Elite Driver Championship', an in-house competition for the best drivers. Following a series of technical and practical tests, an official awards ceremony honoured the six champions – three in the tram category and three in the BRT category.

ACTIONS

DRIVERS OF ENGAGEMENT

Our subsidiaries have identified more than 300 engagement initiatives around the world. These will be implemented in 2026, ahead of the next survey in 2027.

These measures relate mainly to:

- **Communication** : improved flow of information and greater attention to employee feedback;
- **Skills development**: training programs, better-defined career paths;
- **The work environment**: improved working conditions, greater recognition.

ACTIONS

INFORMATION SHARING WITHIN THE ORGANIZATION

- **In Switzerland**, our subsidiary Helvécie (buses) set up a WhatsApp group bringing together all employees. Every week, management uses it to share team updates, key safety instructions and news from RATP Dev. A quarterly newsletter rounds off this initiative.
- **In France**, in Narbonne (buses), 'pizza get-togethers' are organized every month to discuss current issues relating to the subsidiary and its operating environment. At each event, a summary booklet is handed out to all employees to keep a record of the information shared.
- **In Italy**, the management of Autolinee Toscane (buses) shared its corporate plan with its 5,000 employees during its Oplà Tour. The management of Cilia Italia (Rome, interurban) publishes a quarterly newsletter to share company news and promote internal initiatives.



ACTIONS

EMPLOYEE WELLBEING PROGRAM

In Hong Kong (trams), our subsidiary rolled out an employee assistance program to help employees cope with stressful situations or professional, personal or family difficulties. This service provides a 24/7 helpline, online or face-to-face consultations and referral support to specialists. The subsidiary also organizes physiotherapy workshops, foot health workshops, a breast cancer awareness day, and family cycling outings, among other initiatives.

1. Bus rapid transit

FOR THE Places we serve

PERSPECTIVES / IN CONVERSATION

In increasingly complex transport systems, what are the main levers for making road and rail safety a cornerstone of performance and passenger confidence?



Steve Gaskill

Managing Director,
Hazard Metrics

Safety is based on a shared culture involving all stakeholders in the mobility system.

While technical safety requirements are incorporated from the system design stage, our teams must take ownership of them under real operating conditions.

Steve Gaskill

Rail and road safety relies first and foremost on robust safety management systems, based on continuous risk assessment and clear long-term objectives.

It cannot be considered in isolation by mode of transport: it also plays out at the interfaces between rail networks, road networks and urban areas, particularly in the case of trams. Effective safety management relies on a coherent set of technical, organizational and human levers.

Beyond operational measures, safety relies on a shared culture among all stakeholders in the transport system, drawing on lessons learned and the role of digital tools in improving risk anticipation.



Julien Loknar

Head of Rail and Road
Safety, RATP Dev

Julien Loknar

In increasingly complex transport systems, safety relies on several complementary levers: technical robustness, the quality of operating procedures, management of human and organizational factors, and employee training. The main challenge lies in their practical adoption on the ground and in embedding a shared safety culture in everyday practices.

Some measures produce rapid results, such as clarifying procedures, managerial support or the sharing of experience between teams. Others, such as maintaining and developing skills, are long-term endeavours.

For RATP Dev, safety performance depends on the ability to coordinate technical systems, organizational structures and operational practices in order to strengthen the long-term reliability of networks and, in turn, the trust of passengers and public transport authorities.

FOCUS ON OUR PRIORITY STAKE: ROAD AND RAIL SAFETY



OUR APPROACH

In this transitional year leading up to the sustainability report, we have chosen to cover in the 'Societal' section of our CSR report the policies, actions, targets and indicators associated with road and rail safety (covered by ESRS S4). Here, we outline our programs to prevent and avoid accidents, protect passengers, and strengthen safety measures for drivers.

OTHER SOCIAL STAKES

In addition to this priority stake, RATP Dev is also implementing roadmaps addressing four other social stakes:

- passenger satisfaction;
- community engagement;
- integration;
- responsible procurement.



OUR ROADMAP

- > **Strengthen road and rail safety culture in line with the principles of the Safety Policy:** safety as the top priority, expert support for subsidiaries, formalization of safety guidelines and sharing of best practices across networks.
- > **Ensure that the Safety Management System (SMS) Directive** is rolled out across subsidiaries, with a continuous improvement approach.



OUR ACTIONS

- > Ongoing management of safety issues throughout the life of the contract
- > A rigorous internal control system, based on self-assessments and annual inspections
- > Risk mapping at network level
- > Technology-based prevention measures

OUR TARGETS



0
Serious or fatal accident
within each of our subsidiaries



ISSUES AND OBJECTIVES ROAD AND RAIL SAFETY, AN ABSOLUTE PRIORITY

Public transport is by nature an activity with major safety implications. Every day, millions of passengers trust RATP Dev's teams to transport them safely.

This trust forms the basis of the relationship between a transport operator and the local communities it serves: it is built up over time and leaves no room for complacency.

A clear objective

RATP Dev has set itself the target of zero serious or fatal accidents at each of its subsidiaries. This objective applies to all modes of transport operated — rail, guided transport, road, maritime and inland waterway — and in every place where RATP Dev operates. This objective involves the global roll-out of a harmonized system, the centrally-coordinated management of major risks, and the ongoing dissemination of common technical and organizational standards across all subsidiaries.



POLICY

PREVENT AND PROTECT

RATP Dev's safety policy covers both rail and road safety, and the protection of passengers and third parties.

This policy is based on four guiding principles:

- safety as the top priority;
- expert technical support for subsidiaries;
- the formalization of safety standards and guidelines;
- the sharing of best practices between networks with a continuous improvement mindset.

It is based on an integrated safety management system, which combines transport safety with risk prevention. In practical terms, this system results in clearly defined roles and responsibilities, oversight and audit mechanisms, and the dissemination of operational guidelines to all subsidiaries via an internal technical documentation platform.

By structuring safety management in this way across all its operations, RATP Dev ensures a high and consistent standard across all the networks it operates, while taking into account each local regulatory and operational context.



THE SAFETY MANAGEMENT SYSTEM DIRECTIVE (SMS)

In conjunction with the Safety Policy, the Safety Management Directive is designed and issued by RATP Dev's Technical Department, and applies to all subsidiaries whatever the mode of transport.

This Directive enables each subsidiary to develop, implement and adapt its own Safety Management System, in line with RATP Dev's Safety Policy and fully tailored to the local context, regulations and contractual requirements. This SMS, which is assessed and reviewed periodically by each subsidiary, contributes to risk management.

The SMS Directive is based on three complementary parts:

- **a technical part:** the tools and equipment used;
- **a human part:** skills, training and engagement led by frontline teams;
- **an organizational part:** the procedures and methods that define the relationship between tasks.

A requirement to apply the most stringent standard

For each process within its SMS, the subsidiary must comply with the most stringent requirements among local regulations, the RATP Dev SMS Directive and contractual commitments. This rule guarantees a consistently high standard, whatever the operating context.

External employees, subcontractors and suppliers are also made aware of safety issues and the potential impact of their actions on network safety.



TARGETS AND INDICATORS

ZERO ACCIDENTS

RATP Dev's commitment to road and rail safety is reflected in a non-negotiable objective: zero serious or fatal accidents at any of its subsidiaries.

To track progress and drive further improvement, RATP Dev is gradually introducing a set of indicators that are consolidated and monitored across all its subsidiaries.

MONITORING INDICATOR

- Number of safety incidents resulting in serious injury or death, by subsidiary.



ACTIONS

STRUCTURED, COLLABORATIVE MANAGEMENT

R ATP Dev relies on centrally coordinated safety governance, engaging all its subsidiaries. An international Quality, Health, Safety and Environment (QHSE) community brings together expertise, shares lessons learned and standardizes practices.

This coordination is underpinned by a common technical framework comprising guidelines, operational standards, and technical requirements applicable to all subsidiaries. It is regularly supplemented by safety bulletins, particularly those sharing practical lessons learned. They aim to strengthen collective vigilance and to make continuous improvement an integral part of the teams' everyday work.

Subsidiaries are also supported through Quarterly Business Reviews bringing together their management committees and representatives of the Technical Department.

These sessions provide an opportunity to review current safety matters, significant incidents and progress on improvement plans. They also promote transparency and accountability among local management teams.

ACTIONS

A PRIORITY EMBEDDED THROUGHOUT THE LIFECYCLE OF EVERY CONTRACT

In a context where networks are regularly re-tendered by public transport authorities, safety is a major differentiating factor for RATP Dev. When taking over a network, our safety standards are gradually rolled out. Throughout the contract term, local teams rely on rigorous monitoring of indicators, systematic feedback and continuous improvement of safety, supported by central experts.



ACTIONS

A ROBUST INTERNAL CONTROL SYSTEM

R ATP Dev and its subsidiaries monitor priority internal controls covering critical safety issues. Examples include carrying out alcohol testing and the application of maximum working hours, maintenance procedures and key operational standards.

Compliance with these requirements is assessed through inspections carried out by RATP Dev's Rail and Road Safety Department, with between eight and ten inspections each year. They make it possible to verify that standards are effectively applied, identify any gaps and, where necessary, trigger corrective action plans.

ACTIONS

PREVENTING ACCIDENTS THROUGH RISK MAPPING

R ATP Dev accident-prone areas across its road networks. In practical terms, the teams analyze accident data, operational incidents and field feedback to identify high-risk areas.

These analyses enable operating conditions to be adapted: adjusting routes, improving signage, adapting driving instructions and targeting awareness-raising initiatives. For example, the RISIKO project run by Autolinee Toscane (bus) assessed the risk level of 1,200 bus and coach routes. Each route underwent a quantitative risk analysis based on historical accident data to raise driver awareness.



ACTIONS

TECHNOLOGY-BASED MEASURES TO PREVENT ACCIDENTS

R ATP Dev is gradually rolling out driver assistance systems designed to reduce the risk of accidents, such as collision-avoidance radar, blind-spot detectors, and systems that detect children or cyclists near vehicles.

For example, in Hong Kong (trams), a driving simulator is used to recreate real-life safety incidents, thereby enhancing staff training and their ability to respond.





FOR TRUST

PERSPECTIVES / IN CONVERSATION

In traditionally male-dominated professions such as public transport, what practical levers can be used to increase the share of women and drive attractiveness and performance?



Monika Queisser-Richaud
Head of the Social Policy Division at the OECD

The drive to increase the proportion of women begins at the recruitment stage, while ensuring an inclusive work environment.

A company that carries millions of passengers must reflect the society it serves.



Helena Houia
HR Director – Digital, Data and CSR, RATP Dev

Monika Queisser-Richaud
Attracting and retaining women in public transport is both a performance issue and a societal one. More diverse organizations are also more effective, as they better reflect the reality of their passengers, the majority of whom are women.
Increasing the proportion of women starts with recruitment: raising awareness of these careers among young women, showcasing diverse career paths and ensuring pay transparency, while providing an inclusive working environment in which women feel that they belong and are safe.
Of course, best practices are already in place at RATP Dev. Drawing inspiration from them helps to enhance organizations' appeal and resilience by fully tapping into a talent pool that is currently largely under-represented.

Helena Houia
Women account for just 22% of our global workforce. However, a company that carries millions of passengers must reflect the society it serves.
Greater diversity in career paths does indeed lead to improved service quality, greater innovation and more dynamic teams. Furthermore, in a sometimes challenging recruitment environment, increasing the proportion of women across our workforce and making our teams more representative enhances the appeal of our company. And these are local jobs!
Making progress requires structured action over time. As well as recruitment and making our roles more attractive, we ensure that the women who join us can thrive within an inclusive working culture, supported by diversity training for managers.

FOCUS ON OUR PRIORITY STAKES: BUSINESS ETHICS – GENDER BALANCE



OUR APPROACH

In this transitional year leading up to the sustainability report, we have chosen to cover in the 'Collective' section of our CSR report the policies, actions, targets and indicators associated with business ethics and gender balance (subtopics of ESRS S1, S2 and G1). Here, we outline our programs designed to strengthen a culture of ethics in our everyday work. We also present the various measures designed to increase the proportion of women in our workforce.

OTHER COLLECTIVE STAKES

In addition to these priority stakes, RATP Dev also has roadmaps addressing three other collective stakes:

- attractiveness and employer branding;
- public transport authorities expectations;
- diversity.



OUR ROADMAP

- > Ensure that all employees are familiar with the rules of the **Code of Ethics** and the **Code of Business Conduct**.
- > Ensure that all stakeholders have access to the whistleblowing system and that reports are acted upon.
- > Increase the proportion of women in our teams, including management teams.



OUR ACTIONS

- > An ethics training program tailored to job categories
- > A compliance network covering every subsidiary and country
- > Training courses to address cognitive biases
- > A professional development program for women

OUR TARGETS

0
convictions for ethical non-compliance

25%
women¹ in the workforce by 2030

40%
women¹ in management teams by 2030

1. As an international company, we are committed to fostering an inclusive working environment, while ensuring that our policies and practices comply with the legal and regulatory frameworks specific to each of the countries in which we operate.



Business ethics

POLICY

A STRUCTURED COMPLIANCE PROGRAM TO PREVENT, DETECT AND REMEDIATE

The prevention framework is based on the RATP Group's Code of Ethics and Code of Business Conduct, which apply to all RATP Dev and subsidiary employees, together with a third-party assessment procedure and an enhanced training program. Detection relies on a reporting system, internal controls to ensure implementation of the anti-corruption procedure, and accounting controls. Finally, remediation is supported by a formal disciplinary framework and appropriate corrective actions.

This program is underpinned by the firm commitment of senior management, which places ethics, transparency and accountability at the heart of RATP Dev's culture.



ISSUES AND OBJECTIVES

ETHICS AND GENDER BALANCE: STAKES THAT FOSTER TRUST

Operating in sixteen countries means navigating very different regulatory, cultural and political contexts, while maintaining the same high ethical standards everywhere. RATP Dev meets this challenge by embedding robust business ethics within each subsidiary.

All over the world, public transport is a sector that has traditionally been male-dominated. However, we are convinced that a responsible operator must ensure that its teams understand and reflect the diversity of their passengers – who are often predominantly women. It is also an issue of employer attractiveness, particularly in challenging recruitment environments.





ACTIONS

AN ACCESSIBLE WHISTLEBLOWING SYSTEM

Since 2018, RATP Dev has had a whistleblowing system accessible to all employees, both current and former, as well as applicants and service providers.

It can be accessed via a dedicated digital platform available in five languages (French, English, Italian, Arabic and Chinese) or via a dedicated email address.

The system can be used to report a potential crime or offence, a breach of applicable laws and regulations, a threat to public interest, a serious violation affecting human rights, health or the environment, or a breach of the Code of Ethics or Code of Business Conduct. The person making the report may remain anonymous and is protected against retaliation. The person named in the report is presumed innocent for the duration of the investigation.

Alerts are handled by trained staff, under the supervision of RATP Dev's Compliance and Ethics Committee.

ACTIONS

AN INTERNAL CONTROL SYSTEM TO EMBED INTEGRITY IN EVERYDAY PRACTICES

To prevent the risks associated with conflicts of interest, each subsidiary maintains a register of gifts and invitations given and received. Each gift or invitation must be formally declared, making it possible to identify and address any situation that could compromise the integrity of decision-making.

This mechanism forms part of a broader internal control framework, based on two complementary elements. First, internal controls verify the compliance of subsidiaries' accounting entries to detect any concealment of wrongdoing. Second, the anti-corruption dashboard, introduced in early 2024, sets out performance indicators for each pillar of the Sapin II Act in every country covered, making it possible to monitor and support each entity's progress.



TARGETS AND INDICATORS

ETHICS: A COLLECTIVE MATTER

TARGET

RATP Dev's efforts in the areas of ethics and compliance serve one objective: zero convictions for compliance breaches.

INDICATORS

- **Zero convictions** related to compliance issues in 2025.
- **100%** of controlled subsidiaries covered by a whistleblowing system in 2025.

ACTIONS

TRAINING: A ROBUST, STRUCTURED FOUNDATION

RATP Dev is rolling out an anti-corruption training program which employees exposed to the risk of corruption and/or influence peddling are required to complete. In addition, those whose roles leave them most exposed receive specific training that includes practical exercises. This training is followed by a refresher session every two years.

In addition, training on protecting confidential information, developed jointly by the Compliance, Safety and Cybersecurity teams, is primarily aimed at employees who handle sensitive data (personal, financial, contractual, etc.).



ACTIONS

MOBILIZE ALL SUBSIDIARIES: 'TONE FROM THE TOP'

To ensure management is closely connected to local operations, actions are rolled out through a structured compliance network, with designated representatives in each country and dedicated governance bodies that regularly monitor compliance matters. This network also provides an essential channel for disseminating the 'tone from the top' communications program on ethics and compliance.

AN EXEMPLARY EFFORT



To strengthen our ethical culture and ensure staff take ownership of compliance rules, an awareness-raising quiz was sent to all staff to mark International Anti-Corruption Day. The CAMCO team (Riyadh, metro) won the challenge, demonstrating strong collective engagement.

ENGAGING THE VALUE CHAIN

Our Cairo subsidiary (metro, rail) organized a Supplier Day bringing together its key suppliers to raise awareness of ethical requirements. This initiative reflects our determination to engage our partners in upholding shared standards and promote a culture of ethics beyond our own teams.



Gender balance

POLICY A GENDER BALANCE ROADMAP

In a largely male-dominated public transport sector, increasing the proportion of women in our teams is important both for representation (of our passengers) and attractiveness (in recruitment).

Beyond the targets we set at RATP Dev level, our teams compare the proportion of women in our subsidiaries with the female labor force participation rate in their respective countries. This allows the overall objective to be translated into ambitious but locally realistic targets.

For example, the proportion of women in our subsidiaries in Cairo (15.3%), Riyadh (30.1% for the metro) and Johannesburg (52.9%) are close to (or even above!) the female labor force participation rates in Egypt, Saudi Arabia and South Africa. Progress is sometimes remarkable, not only in the figures but also in the appointment of exceptional women who become role models for others.

More broadly, our recruitment and internal mobility policy strictly prohibits any form of discrimination, in accordance with our organization's code of ethics.

In particular, we are committed to:

- fair treatment of all applications;
- the publication of all job openings;
- the roll-out of training programs to raise awareness of cognitive biases;
- ensuring there are no conflicts of interest in the selection process.

This policy complements an ambitious and responsible employer branding strategy, aimed at attracting all types of talent.

TARGETS AND INDICATORS

INCREASING FEMALE REPRESENTATION IN THE WORKFORCE

Between 2022 and 2025, the proportion of women in RATP Dev's workforce rose from 15% to 22%. A remarkable increase in a sector where every percentage point is hard-won. This trend is encouraging, but there is still a long way to go.

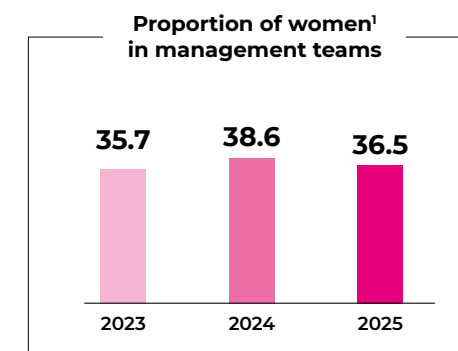
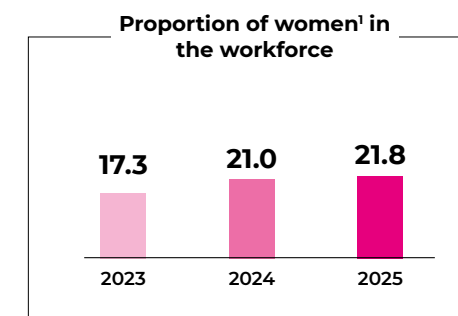
That is why ambitious targets have been set for 2030.

TARGETS

- 25% of women¹ in the workforce;
- 40% of women¹ in management teams.

MONITORING INDICATORS

- Percentage of women¹ in the workforce: **21.8% en 2025**;
- Percentage of women¹ in management teams: **36.5% in 2025**.



1. As an international company, we are committed to fostering an inclusive work environment, while ensuring that our policies and practices comply with the legal and regulatory frameworks specific to each country in which we operate.



ACTIONS

A RECRUITMENT MANAGEMENT TOOL TO INCREASE THE PROPORTION OF WOMEN

With more than 3,500 job openings each year worldwide, RATP Dev has used a single digital recruitment platform since 2024. It enables teams (HR and managers) to ensure that selection processes are fair and provides greater insight into candidates' profiles. For example, we can monitor the proportion of female applicants for a particular role or in a given country, and take targeted corrective measures where appropriate, in accordance with applicable local regulatory frameworks.

ACTIONS

AN AWARENESS PROGRAM TO PROMOTE DIVERSITY AND GENDER BALANCE

To engage senior leaders in advancing diversity, RATP Dev partners with INSEAD on its internationally recognized executive education program Advancing Diversity and Inclusion. Aimed at a select group of RATP Dev executives, the program is designed to strengthen their ability to promote inclusion within their organization and to turn diversity into a tangible driver of performance.

In 2025, RATP Dev launched HER Move, a pilot professional development program for women within the organization. Organized as a series of four three-hour online workshops, it aims to support women in developing their professional identity, building their self-confidence and enhancing their leadership skills. In line with this approach, to mark International Women's Day, RATP Dev launched an internal campaign in 2025 entitled 'Celebrating our women', showcasing profiles of female employees from around the world. Many RATP Dev subsidiaries also celebrated women on this occasion: in Johannesburg, our subsidiary brought Women's Month to a close with an event centered on the theme 'SHE has HER own story' featuring, in particular, a contribution from the subsidiary's general manager.

Taken together, these initiatives highlight the diversity of career paths and help to raise the profile of female role models within the organization.

FURTHER READING:

DO MORE TO MEET THE EXPECTATIONS OF CLIENTS AND PASSENGERS

_Local engagement and Client expectations

Youth for Mobility

To imagine the future of mobility, we need to give a voice to those who will need to travel tomorrow. With this in mind, RATP Dev launched Youth for Mobility, an initiative designed to explore mobility in 2050.

In 2025, a number of workshops were organized in Nancy (France) and Copenhagen (Denmark), each inviting around twenty young people to envisage different scenarios reflecting the main climate, technological and societal evolutions. Using design fiction techniques, participants imagine realistic future lifestyles and the corresponding transport usage patterns.

These workshops inform thinking by RATP Dev and public transport authorities on the development of networks and services.



Foundation

RATP Dev's community engagement is also reflected in the initiatives funded by the RATP Group Foundation, which supports high-impact community projects that promote social inclusion. In 2025, the Foundation supported ten projects in places where RATP Dev operates. For example, in Cairo (metro and rail), the Bridges of Opportunities program supports young people living on the streets as they work towards independence and employment, with a particular focus on young women. 120 young people received support such as training, skills development and career planning. Teams at the RATP Dev Mobility Cairo subsidiary contribute to this initiative by offering immersive tours of the transport infrastructure they operate, a cumulative 60 months of work placements and the involvement of 25 employees as mentors supporting these young people over 18 months.

Associations of local officials

In France, RATP Dev maintains regular dialogue with local authorities, and in particular with associations of elected representatives: *Régions de France*, *France urbaine* and *Villes de France*.

The company's participation in the annual conferences, thematic committees and debates organized by these associations enables its teams to engage with elected representatives and public authorities on issues relating to mobility, innovation and the green transition.

This dialogue also takes the form of speaking engagements at institutional events, expert interviews and network visits organized for delegations of elected representatives.



_Passenger satisfaction

The Marketing teams at head office and in the subsidiaries have formed international task forces to share local best practices and jointly devise the most relevant solutions to improve passenger experience and thereby promote modal shift.

Accessibility of information

A study conducted in Cairo revealed that a significant proportion of the population has mild disabilities and finds it difficult to read or hear the travel information provided on the network. The teams then simplified signage on the metro line and trained passenger-facing staff in sign language to make the network more accessible.

Similarly, our Tuscan subsidiary (buses) maintains regular contact with local organizations representing people with disabilities, in order to adapt and improve the quality of the information provided to passengers.

New services

In Cairo (metro), teams organize panels twice a year to identify passenger expectations – for example, the wish for free Wi-Fi in stations. To address this, a partnership has been established with Orange, which is funding the necessary investment in exchange for a share of advertising revenues.

A similar scheme will be rolled out in Morocco in 2026.

Changes in travel

As part of most bid responses, our teams interview users and non-users of the network, in order to understand usage patterns, analyze expectations and identify barriers to using public transport. This input data will help us estimate the impact of our proposals on ridership and modal shift.



© Bertrand Lefebvre, driver/customer service agent, Twisto network, Caen la mer



Major events and crowd management

Transport networks are put to the test during major events, when millions of visitors are added to normal passenger flows.

Advance preparation is crucial to ensuring that journeys run smoothly.

International task forces support the subsidiaries in preparing for these major events:

- in Casablanca, Morocco (tram and BRT) for the 2025 Africa Cup of Nations and the 2030 FIFA World Cup,
- in Riyadh, Saudi Arabia (metro and bus), for the 2027 Asian Games, the 2030 World Expo and the 2034 FIFA World Cup.

Teams are also on hand to support local events, such as the *Fête des Lumières* in Lyon, the *Printemps de Bourges*, *Jazz à Vienne*, the Bayonne Festival and the *Festival Interceltique de Lorient*.

INDICATORS

	2022	2023	2024	2025
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ENVIRONMENTAL

Traction-related GHG emissions (grams CO ₂ e/ km)	1,268	1,413	1,216 ¹	1,361
Number of ISO 14001-certified sites	124	124	80	102
Total water consumption from a public water supply network (litres/km)	1.69	1.37	0.96 ²	1.71
Total quantity of hazardous waste (tonnes)	1,354	3,863	3,124 ³	3,979

SOCIAL

Training: number of hours/year/employee	22,3	20,2	21,4	23.1
Absenteeism rate (AR)	7.2%	5.6%	4.1%	4.6%
Employee turnover rate	16.0%	15.7%	16.0%	12.9%
Workplace accident frequency rate (FR) ⁽⁴⁾	15.3	13.9	19.7	22.4
Workplace accident severity rate (SR) ⁽⁴⁾	0.7	0.7	1.3	1.2

SOCIETAL

Number of RATP Group Foundation projects in RATP Dev places	15	9	9	15
Value of RATP Group Foundation projects in RATP Dev places	€192 k	€217 k	€158 k	€309 k

COLLECTIVE

Percentage of women in the workforce	14.7%	17.3%	21.0%	21.8%
Percentage of women in management teams	29.7%	35.7%	38.6%	36.5%
Percentage of subsidiaries and controlled entities (Art. L. 233-3 of the French Commercial Code) covered by a whistleblowing system	100%	100%	100%	100%

1. Excluding the London, United States, RD Berry, Ondéa, Marinéo, TBK and TAC (TP2A) subsidiaries.
2. Excluding the London, United States, Cilia, TBK, Start, TAC (TP2A) and Ondéa subsidiaries.
3. Excluding the London, United States, TBK and Ondéa subsidiaries. Hazardous waste: Autolinee Toscane refurbished numerous buses (hazardous waste in Italy).
4. Changes in frequency and severity rates are mainly due to changes in the reporting scope (excluding TBS and Ondéa).

METHODOLOGY

For quantitative data, the reporting scope comprises 53 subsidiaries representing 91% of RATP Dev’s consolidated revenue and 87% of its workforce. Significant work was undertaken to expand data collection scope while continuing to improve reliability: in 2024, 46 subsidiaries were included in the non-financial performance statement (DPEF) reporting scope; they represented 84% of consolidated revenue and just over 66% of its workforce.

A. Methodology – Business model

The business model is an overall, simplified representation. It varies according to the contractual arrangements specific to each transport network or subsidiary. It was developed in 2024 through an iterative process involving experts from different departments at RATP Dev head office (Technical, HR, CSR, Risk, Finance, Strategy, and Communications).

B. Method for assessing impacts, risks and opportunities

In 2024, RATP Dev carried out its double materiality assessment in preparation for the introduction of the CSRD, leading to the identification of the company’s impacts, risks and opportunities (IROs). This analysis was carried out jointly by the CSR teams and RATP Dev’s functional experts (Technical Department, Human Resources Department and Legal Department) in two stages: identification of IROs by ESRS, followed by an assessment of gross risk in terms of severity and likelihood.

C. Method for calculating indicators

Indicators are calculated using a methodology jointly defined by the RATP Group, RATP Dev’s CSR teams and functional experts. It complies with CSRD requirements and is set out in the 2025 CSR Reporting Guide, which is accessible via the reporting tool and common to all subsidiaries analyzed. Checks are carried out to ensure that each subsidiary complies with this methodology.

D. Scope

The reporting scope includes subsidiaries with revenue of more than €3 million for urban transport subsidiaries and €7 million for interurban transport subsidiaries, with at least one year of operations to ensure reliable data. For RDSA, RATP Dev’s head office, environmental data are included within the scope of this document. This year, the calculation of kilometers traveled includes subcontracted operations.

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Our thanks go to all RATP Dev teams for their unwavering commitment to our clients, the environment, our employees, the communities we serve and public transport.



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