

2023 Extra-financial Performance Statement



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RATP Dev is a subsidiary of RATP Group, global leader of high-density urban rail networks and the third largest operator of urban transportation in the world.

Our 23,000 employees endeavor to provide transportation solutions for people in their everyday lives, connect communities, promote useful and reasoned innovation, and contribute in a responsible manner to economic and social development.

Moreover, at RATP Dev, we understand the immense value of public transport to the environment, people and communities. To make it the logical choice for urban areas and passengers, we have chosen to provide the best in public transport everywhere we operate.

That is why we have built our expertise on the dense, complex Paris network, designed over 100 years ago and constantly undergoing modernization. Our experts intervene throughout the value chain in areas including design, maintenance, operation, complex project management, passenger experience, energy saving and flow management during major events.

This allows us to operate high-quality public transport in towns and cities around the world, from France to Australia and from South Africa to the US, in places concerned about tackling the environmental crisis and improving social inclusion, access to economic opportunities, reputation and appeal. Present in 15 countries, across five continents, we provide local solutions leveraging our international experience in all modes of transportation.

Furthermore, we strive to provide the best in public transport by championing pragmatism, showing humility and listening to passengers. Because each region approaches the subject in its own way, depending on its priorities, history and ambitions. Because each solution must be unique and customized. Because our profession is meaningful and affects our daily lives. **Because we work alongside our clients, day in and day out.**

We have chosen to build, provide and **strive for the best in public transport**, so it becomes a natural choice for all – local authorities, passengers, and potential team members and partners.

Because public transit makes sense for the planet, communities, regions and everyday life, we are committed every day to better city living.

2023 Key figures

04

2. 2023 KEY FIGURES

PRESENT IN
15 COUNTRIES

840
MILLION TRAVELS
ACROSS OUR NETWORKS

> **100**
OPERATING SUBSIDIARIES
AROUND THE WORLD

> **€1.9 bn**
IN REVENUE*

* including our London bus activity

22,700
EMPLOYEES

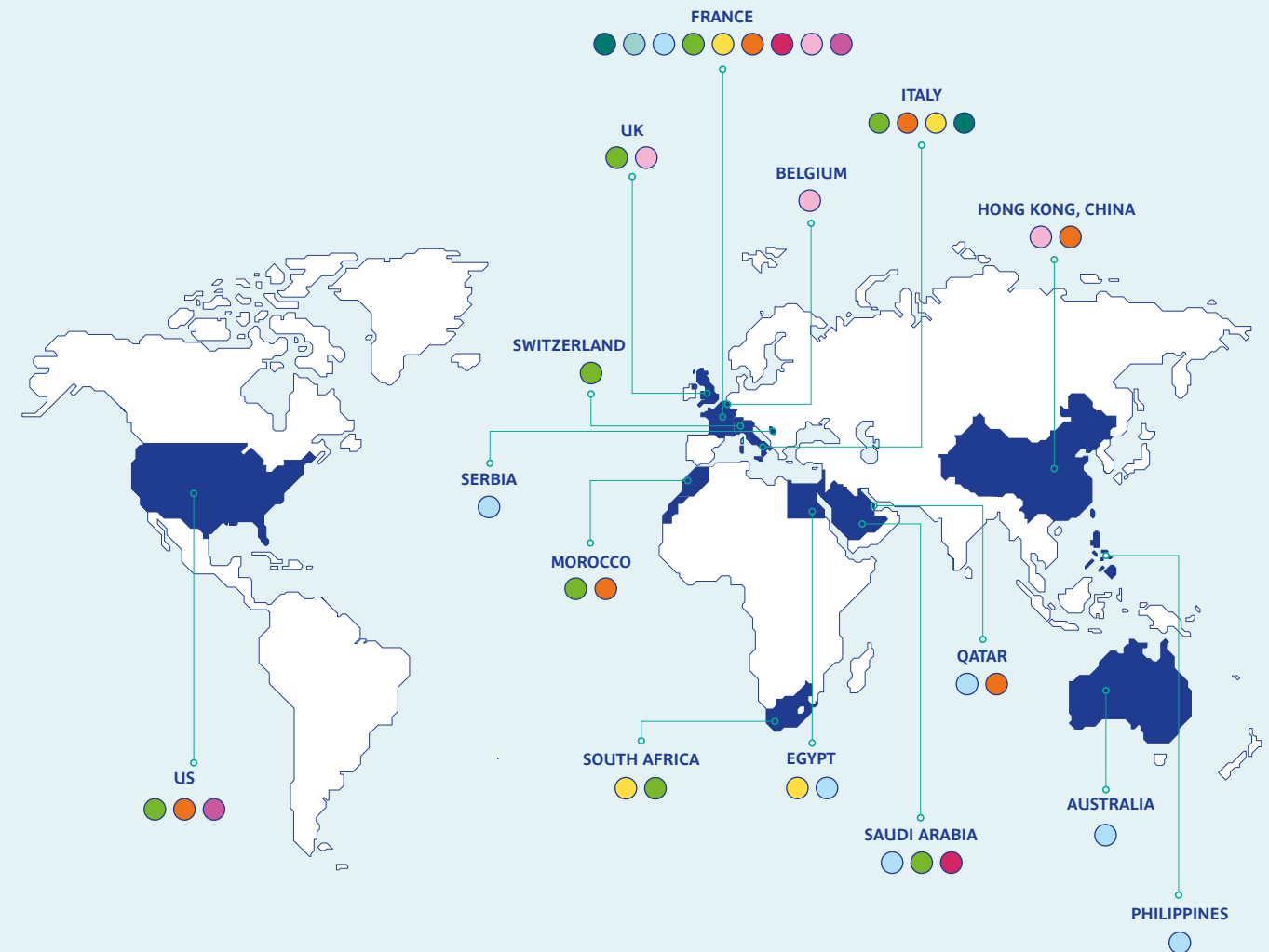
9

MODES OF TRANSPORT



15

OPERATING COUNTRIES



05

2. 2023 KEY FIGURES

AND **5**
MODES THROUGH PARTNERSHIPS



In 2023, we set out our new CSR roadmap to go well beyond our contractual and regulatory commitments and rise to the challenge of responsible transportation. Our world is changing at an increasingly fast pace, affecting our planet, our climate, the way we live, and the positions of both younger and older people. Our CSR strategy is a proactive, responsible approach that benefits our clients and everyone concerned by mobility. We dedicate every day to better city living.

We already act on this everyday, and will continue to do so wherever we operate. However, we are ramping up the speed, dimension and scale of our work. We pledge to do more, better, together and over the long term for the communities where we operate, for our teams and for all our stakeholders, who encourage us to innovate.

We employ nearly 23,000 people, all of whom are passionate about what we do. Our business is growing, driven by the ingenuity of our teams and the trust our clients place in us. We are here to serve passengers and organizing authorities, but more than that, we are by their side taking steps to improve, explore and experiment. We support our clients on their decarbonization journey and continue to strengthen our commitments to our people and communities, everywhere we operate.

We are lucky to operate in such a meaningful industry. But now, our roadmap, the result of a considerable effort throughout the company, binds us to ensure these efforts are structured, coherent, collective and effective. We report on our progress each year, because while it is our duty, we also strongly believe in the importance of being fully transparent and expressing our determination to succeed.

HIBA FARÈS
CEO

“More ambitious,
more demanding,
more determined
– our CSR roadmap
commits us to
progress.”



4 Business model

08

4. BUSINESS MODEL

OUR RESOURCES

HUMAN

22,700 employees

FINANCIAL

€1.9 billion in revenue*

INDUSTRIAL

>100 operations throughout the world

INTELLECTUAL

20.2 hours of training per employee each year

ENERGY

1,280 GWh of energy consumed

VALUE CREATION

FOR COMMUNITIES

10 philanthropic projects financed by the RATP Group Foundation

FOR THE ENVIRONMENT

124 facilities certified ISO 14001
1,413 g CO₂ eq./km in greenhouse gas emissions

FOR REGIONS

15 operating countries

>100 M

DATA POINTS GENERATED BY OUR NETWORKS

1.2

MILLION JOURNEY SEARCHES EACH DAY ON OUR WEBSITES AND APPS

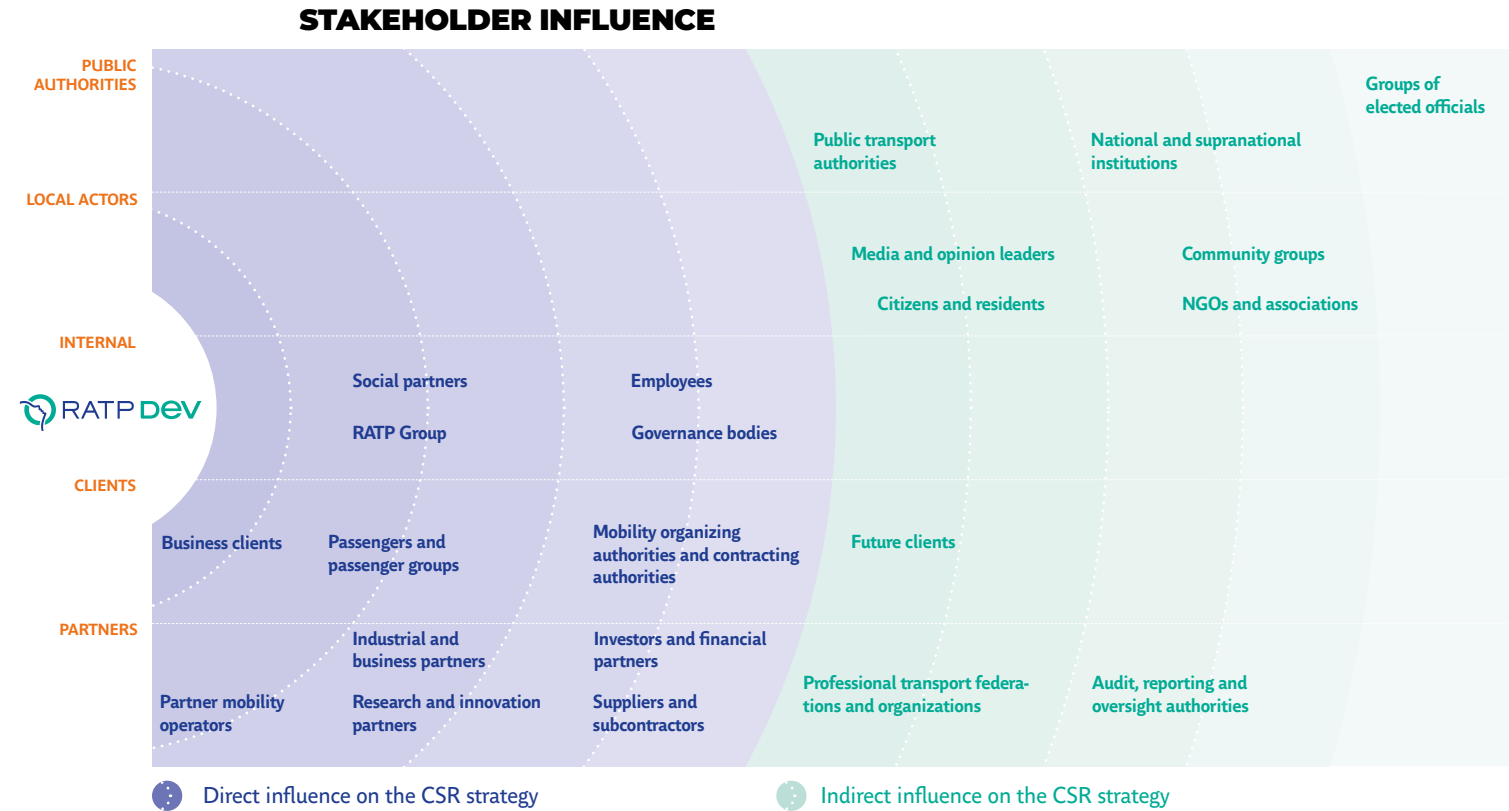
100%

OF OUR TRANSPORT NETWORKS HAVE A DATA STRATEGY

* including RATP Dev London's activities without: €1.7 Bn.

OUR STAKEHOLDERS

Our stakeholders are split into two spheres of influence: stakeholders that have a direct influence on the RATP Dev's CSR strategy and those who exert indirect influence. This map shows the ways we interact effectively with each group.



OUR VALUES

CARING

We care about our teams. About our clients, passengers, communities, planet. About others. **Because we're a people business.**

UNITED

We share knowledge, experience, and ideas. We learn from each other. **Because we trust one another.**

EFFECTIVE

We deliver what's right, what's fair. Day in, day out, all over the world. **Seamlessly. Hands on. No compromise!**

DARING

New challenges. New heights. All contracts, clients, geographies. **Never taking anything for granted.**

OUR EXPERTISE

We are the only operators to offer the full range of expertise across the entire value chain of a network:

- Design
- Commissioning
- 24/7 Operations
- Maintenance
- Infrastructure management (of depots, tracks, stations and more)
- Rolling stock management
- Complex project management
- Passenger experience
- Flow management for sporting or cultural events
- Continuous improvement (modernization, extension, restructuring and automation).

5 Risks and opportunities

10

5. RISKS AND OPPORTUNITIES

	RISKS	PRIORITY STAKES*	OPPORTUNITIES
ENVIRONMENT	Lack of mitigation, slow transition to decarbonized transport	Carbon footprint reduction	Promotion of "clean" buses (electric, hybrid, biofuel and hydrogen) to public transport organizing authorities. Development of bike fleets and on-demand transportation for last-mile logistics. Contribution to the "2050 net zero" target.
	Excessive or uncontrolled consumption of energy from traction, auxiliary vehicles and buildings	Energy sobriety	Widespread adoption of environmentally friendly driving techniques, as well as the optimized management of lighting, air conditioning and heating, leading to a reduction of energy costs. Promotion of renewable energy through appropriate strategies.
SOCIAL	Accidents or serious incidents affecting employees or subcontractors	Occupational health & safety	Implementation of safety management systems and an effective health and safety culture
	Turnover potentially leading to a loss of skills within the company	Quality of life and working conditions	Implementation of RATP Dev's WeCare program to ensure employee fulfillment and engagement
SOCIETAL	Road accidents	Road safety	Enhancing our teams' skills in road safety
	Rail incidents (collision, derailling)	Rail safety	Enhancing our teams' skills in rail safety
COLLECTIVE	Breaches of integrity (such as corruption and influence peddling), non-compliance with competition law rules, lack of transparency in business relations	Ethics and Business practices	Strengthen RATP Dev's reputation for exemplary business ethics through the implementation of control systems (internal and upstream value chain)
	Difficulty in attracting talent, from drivers to engineers	Attractiveness and employer branding	Improvement of service quality by solving understaffing issues, retaining personnel and increasing appeal to attract top talent
	Underrepresentation of women in the workforce, in particular in technical, operational and managerial roles	Gender balance	Combating gender stereotypes and unconscious bias to promote diversity within our teams

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

6 Concordance table

11

6. CONCORDANCE TABLE

COMMITMENT	STAKE*	KPI**	NFPS PAGE	ISO 26000 CHAPTER	GRI REF.	RELATED SDG
ENVIRONMENT	<u>Carbon footprint reduction</u>	GHG emissions/km (grams of CO2 eq./km)	14	6.5.3	305	
	<u>Energy sobriety</u>	Total energy consumption (kWh)	15	6.5.4	303	
	Water management	Water consumption/km (liters/km)	16	6.5.4	303	
	Circular economy	Volume of hazardous waste/km (kg/km)	17	6.5.3	306	
	Biodiversity	Indicators currently being defined	17	6.5.6	304	
SOCIAL	<u>Occupational health & safety</u>	Frequency rate Severity rate	18	6.4.6	403	
	<u>Quality of life and working conditions</u>	Absenteeism rate (%) Employee turnover rate	19	6.4.6 6.4.5	403 401	
	Competencies management	Training: average number of training hours per employee per year (hours/employee/year)	20	6.4.7	404	
	Social dialogue	Number of collective bargaining agreements or protocols signed over the year	21	6.4.5	407	
SOCIETAL	<u>Road safety</u>	Covered in the Management Report	22	6.7.4	416	
	<u>Rail safety</u>	Covered in the Management Report	23	6.7.4	416	
	Traveler satisfaction	Indicators currently being defined	24	6.7.6		
	Community engagement	Number of community projects and amount financed by the RATP Group Foundation	24	6.8.3	413	
	Integration	Number of recruitments of people with disabilities over the year Total number of people with disabilities employed by the company	25	6.3.7	406	
	Responsible purchasing	Indicators currently being defined	25	6.6.6	414	
COLLECTIVE	<u>Ethics & Business practices</u>	% of employees who have received anti-corruption training	26	6.6.3	205	
	<u>Attractiveness & Employer branding</u>	Indicators currently being defined	28	6.4.7	401 à 405	
	<u>Gender balance</u>	% of workforce made up by women % of executive positions held by women	27	6.3.7	405	
	Client expectations (mobility organizing authorities)	Indicators currently being defined	28	6.7.6		
	Diversity	Indicators currently being defined	29	6.3.7	406	

*The indicators not yet defined in 2023 will be established in 2024 in accordance with the CSRD requirements.
**The stakes underlined and in bold are priorities and are steered through a comprehensive, coordinated approach.

7 The dawn of a new era

At the start of 2024, RATP Dev published its Manifesto for Sustainable Cities. This document – committed, embodied, transparent and unifying – outlines our corporate social responsibility strategy and presents our roadmap for the next five years.

For mobility today, and more importantly tomorrow, we have made four corporate social responsibility commitments:

#1 OUR ENVIRONMENTAL COMMITMENT for cities that are breathable, resource-efficient and equitably shared. Because carbon-free public transit and non-polluting mobility options are a solution to the climate emergency, we are committed to reducing the environmental impact of each of our networks and to promoting a shift in modes of transportation.

#3 OUR SOCIETAL COMMITMENT for cities that are dynamic, welcoming and ambitious. Because public transit connects areas and communities, we are committed to supporting local business and co-constructing customized solutions, tailored to our clients' specific day-to-day challenges.

Because public transit makes sense for the planet, communities, regions, and everyday life, we are committed every day to better city living.

#2 OUR SOCIAL COMMITMENT for cities that are inclusive and supportive. Because public transit creates essential local jobs, we are committed to being an exemplary employer, caring for the well-being of our employees.

#4 OUR COLLECTIVE COMMITMENT to making the travel experience safe, reliable and enjoyable in our cities. Because all over the world, public transit is a public service at the heart of daily life, we are committed every day with pride, conviction and transparency.

OUR STAKES

The priority issues are shared by all our networks and are the subject of a collective strategy. Additional, complementary stakes are addressed by the subsidiaries according to their local specificities.

ENVIRONMENT

- MANDATORY AND COLLECTIVE
 - Carbon footprint reduction (GHG)
 - Energy sobriety
- COMPLEMENTARY AND LOCAL
 - Water management
 - Circular economy
 - Biodiversity

SOCIAL

- MANDATORY AND COLLECTIVE
 - Occupational health & safety
 - Quality of life and working conditions
- COMPLEMENTARY AND LOCAL
 - Competencies management
 - Social dialogue

SOCIETAL

- MANDATORY AND COLLECTIVE
 - Road safety
 - Rail safety
- COMPLEMENTARY AND LOCAL
 - Traveler satisfaction
 - Community engagement
 - Integration
 - Responsible purchasing

COLLECTIVE

- MANDATORY AND COLLECTIVE
 - Ethics & business practices
 - Attractiveness & Employer Branding
 - Gender balance
- COMPLEMENTARY AND LOCAL
 - Client expectations (public transport authorities)
 - Diversity



A ROADMAP BUILT IN COLLABORATION WITH OUR TEAMS

Because the environmental, social and societal challenges we face are immense; because we all want to live in a place where the air is clean, energy is used in an efficient manner and the space is shared fairly among users and residents; in a place that is inclusive, civic-minded, vibrant and welcoming; and because the public transport services we provide are by their very nature more environmentally friendly than private cars, even electric vehicles, and offer a solution to the climate emergency, we have defined a roadmap to guide our actions over the coming years.

Of course, RATP Dev did not wait until 2023 to live up to its Corporate Social Responsibility. Our subsidiaries are already taking action to achieve genuine positive, long-term impact with respect to our obligations and our proactive efforts. Today, armed with this road map, we are keen to go even further, taking concerted, collective action to do more and do better.

To develop this roadmap, we listened to our people, we built on the numerous initiatives of our networks, and we set environmental, social, societal and collective priorities, taking into account our risk mapping. This roadmap is entirely pragmatic, shaped by the reality on the ground, and reflects what RATP Dev is all about. It seeks to focus hearts and minds on shared priorities, as well as take account of differing situations locally. CSR must become a shared value that forms an integral component of our culture and DNA, and that helps us reach our growth targets.

To achieve our ambition and set the trajectory for each priority, we have deployed a platform to manage data reported from the field, while relying on a robust, dynamic, collective governance system, which includes CSR specialists and employees from all our operating countries who are keen to help us move forward.

Each priority is assigned an owner, who oversees day-to-day performance and is responsible for progress. They are supported by a sponsor who sits on the Executive Committee and helps to lead the vision, removing any potential obstacles. Each priority is shared with the employees, as CSR concerns us all. RATP Dev is a leading provider of public transport and aspires to become the foremost provider of responsible, sustainable and effective transport, for our clients, our stakeholders and our environment.

“Our CSR strategy is structured, coherent, collective, pragmatic and action-oriented. It aligns with the RATP Group’s purpose to dedicate every day to better city living.”

Cécile Tuil
Senior VP - Clients & Engagement

CARBON FOOTPRINT REDUCTION

Because public transport has an essential role to play in combating climate change, RATP Dev is making its decarbonization a major focus. To achieve this, we have built on the RATP Group's roadmap, which sets out a clear objective to reach net zero by 2050. Our action plan seeks to limit our carbon footprint in line with the Group's SBTi targets, bolster the process to comprehensively measure the carbon emissions generated by our operations, both directly and indirectly (scopes 1, 2 and 3) and put in place more targeted action plans tailored to our networks. Our mission is to support organizing authorities with our expertise in sustainable mobility. We are exploring a

number of potential solutions, including extending the lifespan of our assets, optimizing their mechanical systems (engines for example), deploying clean mobility solutions (such as electric buses, Bio-NGV buses, hydrogen buses), as well as active and shared mobility solutions (bicycle hire, carpooling and car sharing solutions and more) to complement our conventional modes of transportation. We aim to provide sustainable transportation solutions that respond to the challenges posed by climate change, meet the needs of all regions and fulfill the expectations of the populations they serve.



2023
1,413 g CO₂ eq./km
Greenhouse gas emissions related to traction

2024 target

Strengthen our decarbonization plan by enhancing the measurement of our carbon footprint across all our networks

/ FRANCE
HYDROGEN: DEMONSTRATING AND TRAINING

In December 2023, our CEO, Hiba Farès, and Jean Castex, President of RATP Group, announced the establishment of the hydrogen bus demonstration and training site of RATP Dev in La Roche-sur-Yon, where we operate the Impulsyon transportation network through our subsidiary CTY. Since 2023, the fleet has included two hydrogen buses, four BioNGV buses and one electric minibus. Five new BioNGV buses and one new green hydrogen bus will join the fleet in 2024. The agglomeration expects that 97% of the 60-bus fleet will be low-carbon within the next 10 years. Indeed, 70% of buses will be powered by biogas, 20% by locally produced green hydrogen, and 7% will be electric, a feat achieved nowhere else in France!

ENERGY SOBRIETY

Taking positive action for the environment also involves reducing our energy consumption to limit the pressure on resources. Once again, RATP Dev has built on RATP Group's energy sobriety plan. We take action at every level to more effectively manage, monitor and optimize our energy consumption. This is the idea behind the Maint'up tool, which tracks and analyzes traction consumption from trams and buses. We are renewing our bus fleet with more efficient vehicles whenever possible, as seen in Italy with Autolinee Toscane.

Moreover, our drivers receive training about environmentally friendly driving techniques in order to cut the amount of fuel they consume and minimize carbon emissions, as is the case for our networks in Italy, in France and in Morocco (which is training to drive Bus Rapid Transit). Finally, we are deploying renewable energy production solutions, as in London, where we have decided to install photovoltaic panels on the roof of the London Tootbus depot in 2024.



2023
1,280 GWh
total energy consumption

2024 target

Update our energy sobriety plan with input from the health, quality, safety and the environment (HQSE) network of experts operating across all our subsidiaries

/ GROUP
TOOTBUS SIGNS THE GLASGOW DECLARATION

In 2023, Tootbus, an RATP Dev subsidiary operating double-decker tourist buses in several European capitals, strengthened its fleet with several electric vehicles and signed the Glasgow Declaration on Climate Action in Tourism industry. The aim is to reach zero emissions by 2030.

WATER MANAGEMENT

We are aligned with the objectives of RATP Group's water conservation plan in order to better consider water resources, which are critically scarce in some areas where we operate. Some countries are particularly sensitive to this issue due to climate change, and therefore they include the requirement for responsible use of water among their priorities. To meet regulatory requirements and societal expectations, and especially to limit the use of drinking water, RATP Dev is taking

action in several ways within its depots and facilities. Its actions include reducing consumption, recycling water used for cleaning, promoting the watering of green spaces at night to avoid evaporation, and preventing water pollution. Many networks optimize their use of this resource by recycling between 80% and 90% of water used for cleaning (for example in Johannesburg, Casablanca and Cairo).



2023
1.37 liters/km
total water consumption

/ MOROCCO A BETTER-CONSUMED RESOURCE In Casablanca, several actions have been undertaken simultaneously:

- The replacement of the sub-meter and the installation of additional sub-meters dedicated to the washing station and the storage area
- The use of recycled water for washing the tramway cars
- A 50% reduction in the frequency of vehicle exterior cleaning without compromising service quality
- The repair of all water pipes in the depot to prevent wastage

Together, these actions have reduced the operational water consumption of the network by 65%, a major step forward in this country where water is a strategic resource.

CIRCULAR ECONOMY

RATP Dev is refining its circular economy strategy, which seeks to extend the lifespan of its equipment and enhance recycling, reuse and waste reduction.



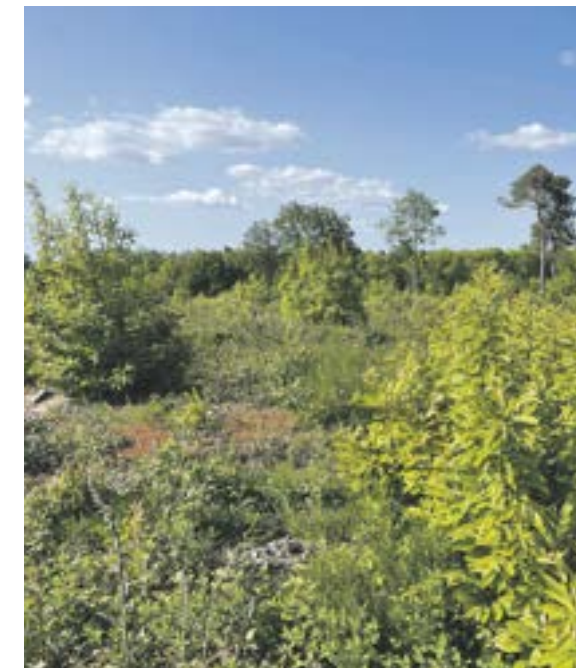
/ FRANCE WHEN UNIFORMS BECOME FASHION ACCESSORIES

Because our teams from the Irigo network in Angers (France) were reluctant to throw away old jackets worn by maintenance operators, the subsidiary donated them to the local non-profit organization "Tissons à neuf". Two designers and a seamstress created a variety of fashion accessories, such as fanny packs, cardholders and laptop bags, from them. Irigo ordered around 50 of these items to give to employees as prizes for a waste reduction quiz. The next step is to recycle our outdated plastic network maps!

2023
3,863 metric tons
of waste valorized

BIODIVERSITY

RATP Dev is taking steps to protect biodiversity in order to minimize the impact of its public transport operations on wildlife. Biodiversity is a priority for RATP Dev, but its management is delegated to subsidiaries based on their local specificities.



/ FRANCE SUPPORTING FORESTRY AND BIODIVERSITY

Bibus, the RATP Dev subsidiary based in Brest, and Autocars Dunois, from the Orléans region, have partnered with EcoTree to finance the sustainable planting and management of 200 trees in Brittany's forests and the sustainable management of 365 trees in a French forest, respectively.

7.2 SOCIAL STAKES

OCCUPATIONAL HEALTH & SAFETY

Because the women and men of the company are the beating heart of our excellence, preserving their health and safety is a priority. This unwavering commitment is included in RATP Dev's Code of Ethics, and all our subsidiaries implement measures to consistently protect health and safety on a daily basis. In order to create a safe and healthy working environment for our employees, we have established a responsible, structured, pragmatic and shared

approach focused on continuously improving our practices and upholding regulatory requirements. As such, we apply stringent safety standards and standardize, coordinate and promote a shared framework of best practices. Moreover, we take actions to more effectively prevent risks to our employees' health. We aim to completely eliminate all serious accidents in the workplace!



2023

14.03

workplace accident frequency rate

0.71

workplace accident severity rate

2024 target

Development and promotion of shared standards through the network of health, quality, safety and the environment (HQSE) experts

/ SOUTH AFRICA

PRIORITIZING HEALTH

Our subsidiary Bombela Operating Company (BOC) has put in place a program to protect employee health and safety that goes far above the country's standards. In addition to operating its own clinic on company premises, a nurse is on site full time, a doctor comes once a week and a psychologist comes twice a week. Drivers can go to the clinic for check-ups, and all employees undergo a medical visit when they first join the company, during their employment and upon leaving. The BOC employees also came up with the idea of spending a day every year focusing on well-being and screening for breast and prostate cancer.

QUALITY OF LIFE AND WORKING CONDITIONS

What is the meaning of quality of life and working conditions? Because the notion of quality of life and working conditions covers different ideas for each entity, in 2023, we set up an HR community to create a roadmap. It established the WeCare program, which is based on eight priorities: ethics and values alignment, physical well-being, psychological and mental well-being, social well-being, inclusive and transparent communication, working environment and conditions, work/life balance and recognition.

The initial working group was set up to discuss work/life balance, which was identified as a priority in light of employees' expectations and the company's operational standards. Our approach involves identifying various possible solutions so that each entity may implement locally what is most relevant to its activity. To go even further, we will launch an internal employee satisfaction barometer, which will define a common framework that also addresses local challenges.



2023

5.6%

absenteeism rate

15.7%

employee turnover rate

/ MOROCCO

"PROUD OF YOU"

Our subsidiary in Morocco has developed a wonderful campaign with an evocative name. "Proud of you" consists of internal visits organized for employees' children. The conditions for participation are extremely simple: for one month, every Wednesday afternoon, the subsidiary opens its doors to employees' children. The teams welcome children between the ages of 5 and 12 and introduce them to their parents' work and behind-the-scenes activities. It is a moment full of joy, positive energy and pride for the children and adults alike.

2024 target

- Launch an employee survey
- Develop a roadmap for quality of life and working conditions
- Communicate about safety rules

COMPETENCIES MANAGEMENT

Committing to being an exemplary employer means caring for employees' well-being, as well as their health and safety, while also promoting diversity and inclusion. But it also means welcoming, training and developing them. As in many other sectors, public transport must make it a priority to promote its careers in

order to attract new talent and retain them. One way of doing this is to offer personalized support to help each individual to better adapt to changes in their profession, find fulfillment in their work and seize opportunities to move around the company.



2023

20.2

hours of training/year/employee

/ SAUDI ARABIA

PASSING ALONG SKILLS

As part of the Saudi Vision 2030, RATP Dev signed in April 2023 a partnership with Saudi Railway Polytechnic to develop a rail training program. By the start of the 2024 academic year, 70 technicians will graduate from this school. Beyond regulatory requirements, it is our mission to upskill local populations. This is why we will integrate more and more Saudi nationals in our teams, with the aim of increasing from 30% of the workforce today to 60% in 2025, over 35% of whom will be women.

SOCIAL DIALOGUE

To achieve employee engagement and collective productivity, effective employee/employer relations are essential, which is why RATP Dev makes it a priority to foster a climate of trust and promote constructive dialogue. And because employee/employer relations are above all a matter that is close to the ground, we allow

our subsidiaries full autonomy. It is up to them to develop close relations with social partners to ensure the highest possible quality, efficiency, and consistency with employee concerns. The aim is to continue developing and encourage employee representation.



2023

107

collective agreements or protocols signed during the year

/ FRANCE

AN INCLUSIVE PROFIT-SHARING AGREEMENT

When renewing its profit-sharing agreement, the management team and social partners at RATP Dev's head office in Paris decided to make profit sharing conditional on maintaining the proportion of women in the workforce. The idea is to better integrate women and promote them up through the company.

7.3 SOCIETAL STAKES

ROAD SAFETY

RATP Dev operates and maintains public transport networks, fully focused on its unwavering commitment to safety, for passengers, our teams, clients, service providers and third parties. We do this by implementing simple, pragmatic controls, organizing training sessions and personalized coaching, identifying and responding to unsafe practices, especially

conduct that could increase the likelihood of an accident (such as speeding, driving under the influence of alcohol or drugs and driving while fatigued). At the same time, another fundamental area of focus involves managing and maintaining the vehicles to prevent potential accidents.



2024 target

Strengthen our annual program of inspections and audits to ensure RATP Dev's road and rail safety policy is being applied

/ US THE SUNTRAN NETWORK RECOGNIZED FOR ITS SAFETY INITIATIVES

In 2023, the SunTran network, operated by RATP Dev in Ocala, Florida, earned the Gold Award in Bus Safety & Security Excellence for "developing exemplary standards and implementing education, training and support programs that create and support a culture of safety." The award was presented by the Florida Public Transportation Authority (FPTA).

RAIL SAFETY

For RATP Dev and its subsidiaries around the world, safety is an absolute priority, with respect to both its road and rail operations. It is essential for building a trusted relationship with organizing authorities and passengers. The safety of our passengers, as well as our employees, service providers, subcontractors and

third parties, is our top priority. As such, we have deployed a Safety Management System across all our subsidiaries that complies with local and international legislative and regulatory requirements, enabling us to achieve the highest possible safety standards and consistently improve performance in this area.



PILLARS

RATP Dev has deployed an ambitious rail and road safety policy based on four pillars:

- A solid safety management system
- A robust organization with clearly defined roles and responsibilities
- A comprehensive surveillance system and a continuous improvement strategy
- A strong safety culture

/ EGYPT

SUPPORTING VISUALLY IMPAIRED PEOPLE IN CAIRO

Following an accident during which a visually impaired person fell onto the track of the RATP Dev-operated metro in Cairo, we implemented several solutions to prevent this from happening again. Actions included educating visually impaired people in stations, considering the introduction of tactile elements, reminding drivers to be vigilant of what is happening on tracks and platforms, creating new procedures and organizing a user awareness campaign.

TRAVELER SATISFACTION

RATP Dev provides a public service. Optimizing the passenger experience is a key part of our innovation strategy. Whether in relation to improving safety, increasing comfort or reducing congestion, we develop and test many concepts to enhance the quality of the passenger experience on board our transport systems. Under the name "Rethink the passenger experience," our teams aim to satisfy passengers, meet their ever-changing expectations and ensure an excellent quality of service.

To achieve this goal, RATP Dev has set up the WELCOME program, a 100% passenger-focused method that can be adapted to all types of networks, with the aim of better understanding customer expectations and improving the passenger experience. This approach has already been adopted by 42 networks.

Moreover, as our services become increasingly digital, we are committed to complying with local legislation on data protection and widely applying a Charter shared by all our networks. The goal is to meet passengers' legitimate expectations of being reassured about the proper use of their data.



/ ITALY PROMOTING SUSTAINABLE MOBILITY AMONG YOUNG PEOPLE

Our subsidiary **GEST SPA**, which manages the tramway network in Florence, launched a new educational program for the 2023/24 academic year. It seeks to raise awareness among students about the many advantages of the tramway network and how they can benefit from sustainable mobility. The program consists of class meetings and behind-the-scenes tours of the tramway depot. The idea is to more closely associate public transport with soft mobility modes, such as bicycles and scooters.

2024 target

- Application of the general principles of our Data Protection Charter in all our subsidiaries
- Development of a training program with digital capsules

COMMUNITY ENGAGEMENT

As a public transport operator, we play a key role in local communities. We drive momentum in regions and improve people's daily lives by helping them easily access their education, employment, healthcare, culture, leisure, friends and family. Our roots in local communities also encourage us to get involved in initiatives serving local populations, supporting a variety of cultural, tourist and sporting events that contribute to the vitality of these areas. Our subsidiaries implement their own initiatives alongside those put in place by the RATP Group Foundation.



/ UNITED STATES "WE MOVE PEOPLE" TO IMPROVE LOCAL COMMUNITIES

The "We Move People" program was launched by RATP Dev's US subsidiary shortly before the pandemic hit. This community involvement program encourages teams from various networks to come up with initiatives to contribute to local life and community well-being, for example through meals, sporting events, food drives and events in schools.

2023

10

RATP Group Foundation projects in RATP Dev regions, totaling €217,000

INTEGRATION

Because we play a key role in the local economies in which we operate, we have a responsibility to contribute to social and professional integration. In particular, we work to (re) integrate the most disadvantaged communities into work, as well as people who have struggled to find employment, especially due to cognitive biases in recruitment. We focus primarily on people with disabilities, young people and people from minority groups.



/ SOUTH AFRICA REDUCING INEQUALITY

The **B-BBEE (Broad-Based Black Economic Empowerment) Act** is the integration program launched by the South African government in 2003 as a solution to the inequalities created by apartheid. In 2023, RATP Dev's South Africa subsidiary earned a Level 2 B-BBEE certification, one of the highest grades (Level 8 being the lowest). The rating is based on criteria such as equal opportunities, skills development, preferential sourcing and socio-economic development, all of which require teams to work together to drive progress.

2023

243

people with disabilities in the workforce, including 40 recruited in 2023

RESPONSIBLE PURCHASING

Our stakeholders across the value chain, and particularly, our key suppliers, have a major impact on our sustainable development performance and strategy.

This is why, at RATP Dev, our responsible purchasing strategy strives to ensure effective working relations with service providers and subcontractors built on transparency, business ethics and human rights that also aligns with our environmental objectives and helps control risk. This involves raising awareness within our teams involved in the purchasing process and mobilizing our value chain to create sustainable value.

2024 target

- Publish our Responsible Purchasing Charter

7.4 COLLECTIVE STAKES

ETHICS & BUSINESS PRACTICES

RATP Dev believes that ethics & business practices are about conducting our activities in compliance with laws in a responsible and transparent manner. Building on this commitment, we adhere to national and international regulations specific to our sector and adopt ethical behavior at all levels of the company. We have drawn up integrity risk maps for every country in which we operate, which form the cornerstone of our anticorruption system. To manage the identified risks, we deploy an action plan and regularly track its implementation and progress.

Moreover, we ensure the proper application of the Business Conduct and Anti-Corruption Code, which every employee commits to uphold when joining RATP Dev. This Code of Conduct supplements RATP Group's Code of Ethics, which sets out our values and fundamental rights, as well as our commitments to our employees and stakeholders. Any employee who witnesses a violation of these two codes can report it through the whistleblower system. All such reports are investigated and considered by the RATP Dev Compliance and Ethics Committee or the local ethics officer, depending on the complexity of the situation. Finally, we regularly conduct external audits that ensure our key strategic partners adhere to our ethical commitments.



2023
100%
of subsidiaries and entities* have a whistleblower system

2024 target
Implementation of a secure whistleblower platform that allows for the collection of anonymous reports, as well as the training of local ethics officers.

* Controlled within the meaning of Article L-233-3 of the French Commercial Code

GENDER BALANCE

In the majority of our operating countries, the public transport sector attracts too few women to its workforce. That is why we have made gender balance a top priority in our roadmap, particularly by increasing the proportion of female representation across all our operations.



2023
17.3% female representation in the workforce
35.7% female representation in leadership teams

2024-2029 target
RATP Dev has set ambitious goals for gender parity in its 2024-2029 strategic plan:
• Increase the proportion of women in the workforce to 20%
• Increase the proportion of women in leadership teams to 40%

EGYPT
ENCOURAGING WOMEN TO WORK WITH US!
RATP Dev operates the Green Line 3 of the Cairo metro, as well as the LRT, which connects the city to the country's newly constructed administrative capital. In just two years, the subsidiary has made a strong commitment to integrate more women into its workforce. Today, 11% of employees are female, including around ten female drivers, as well as a female director at the largest depot in the Middle East.

ATTRACTIVENESS AND EMPLOYER BRANDING

To attract and retain talent, RATP Dev positions itself as an employer of choice with sustainable practices, ethical values and a steadfast social commitment. We offer our employees healthy and safe working conditions, maintaining a fair work/life balance. To boost their career opportunities, we help them develop their skills through personalized training strategies. This is how RATP Dev increases its appeal as an employer, attracts talent, retains its employees and strengthens its reputation within the community and industry.



/ GROUP

YOUMOVE: THE INTERNAL MOBILITY PLATFORM

In 2023, RATP Dev launched the online platform YouMove, which presents over 250 job vacancies spanning all departments, both at the head office and in subsidiaries. With just a few clicks on their computer or mobile phone, employees can explore the opportunities available to them for career advancement or redirection within the Group and apply accordingly.

2023

3,500
new employees recruited

CLIENT EXPECTATIONS (MOA)

Our primary clients at RATP Dev are the mobility organizing authorities (MOA). They entrust us with the operation, maintenance and safety across their urban transport systems to provide passengers with the most effective mobility solutions. We are committed to delivering increasingly efficient and attractive services, ensuring a smooth and pleasant experience for passengers. As environmental concerns have become a priority for all, we support mobility organizing authorities as they consider how to best address the challenges of the energy transition. Thus, we engage in stakeholder outreach plans with our main local stakeholders, including elected officials, trade unions, economic agents and business and industrial parks.

2024 target

Put in place an MOA barometer to measure client satisfaction

DIVERSITY

We strive to integrate the concepts of diversity and inclusion as much as possible. A successful diversity policy means having employees truly engage with the company, which also helps boost the company's appeal. By promoting diversity and inclusion within our teams, we

are positioned to better understand the needs of our communities and respond to them creatively with increasingly tailored mobility solutions. We foster responsive, agile and effective teams that are closely attuned to the concerns and expectations of our clients and users.



2024 target

Deployment of a training module on diversity and non-discrimination for human resources departments and managers across all countries

/ FRANCE

A BADGE OF PRIDE

In 2023, the TAC Mobilités network that we operate for the Annemasse (France) agglomeration received the Cap'Handéo label. This badge recognizes companies that support employees who are caregivers for a loved one. Our teams also participated in the Atout Âges Forum on successful aging, guiding participants from one activity to another to introduce them to 18 accessible local and cultural activities.

7.5 INDICATOR SUMMARY TABLE

ENVIRONMENT	2021	2022	2023
Number of ISO 14001-certified sites/subsidiaries	6	124	124
Traction-related greenhouse gas (GHG) emissions (g CO2 eq./km)	1,743	1,268	1,413
Total water consumption (liters/km)	3.16	1.69	1.37
Total volume of hazardous waste (metric tons)	962	1,354	3,863

The change in greenhouse gas emissions is primarily due to changes in scope. Regarding water consumption, certain subsidiaries do not manage their consumption (contractual provision), while others have made efforts to save water. As for hazardous waste, Autolinee Toscane has renovated many buses, which are considered hazardous in Italy.

SOCIAL	2021	2022	2023
Training: number of hours/year/employee	13.1	22.3	20.2
Absenteeism rate (AR)	6.74%	7.22%	5.62%
Proportion of employee turnover	12.6%	16.0%	15.7%
Proportion of women in the workforce	16.5%	14.7%	17.3%
Proportion of women in the management teams	34.2%	29.7%	35.7%
Workplace accident frequency rate (FR)	14.85	15.34	14.03
Workplace accident severity rate (SR)	1.37	0.70	0.71

The frequency and severity rates have remained relatively stable.

SOCIETAL	2021	2022	2023
Number of projects carried out by the RATP Group Foundation in RATP Dev regions	20	15	10
Value of projects carried out by the RATP Group Foundation in RATP Dev regions	267 k€	192 k€	217 k€

COLLECTIVE	2021	2022	2023
Percentage of subsidiaries and controlled entities covered by an ethical alert system (within meaning of Article L-233-3 of the French Commercial Code)	100%	100%	100%

METHODOLOGY

For quantitative data, the scope of the study includes 30 subsidiaries representing 82.1% of RATP Dev's consolidated revenue as of December 31, 2023, and 86.4% of its workforce.

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

A. METHODOLOGY – BUSINESS MODEL

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

B. RISK AND OPPORTUNITY ASSESSMENT METHOD

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

1. Definition of the extra-financial risk and opportunity sphere, encompassing approximately 30 risks and opportunities.
2. Rating of each CSR risk and opportunity by a sample of 100 employees representative of all RATP Dev subsidiaries and subject experts. The rating scale was developed with RATP Group's General Delegation for Audit, Risk and Internal Control. The risks were assessed in terms of severity, occurrence and control (assessment of barriers).

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

C. KPI CALCULATION

KPIs are calculated using a methodology outlined in the 2023 CSR reporting guide, which is common to all analyzed subsidiaries. Checks are carried out in order to ensure that each subsidiary adheres to this methodology. Nevertheless, the application of HR indicators (including workforce and absenteeism) varies across sites.

The environmental data for RDSA, the RATP Dev head office, are not taken into account in the scope of the present document, but they are included in RATP Group's statement.

The representative sample is selected from subsidiaries with a turnover exceeding €10 million for which there is more than a year of operational data.

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

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

The formula used to calculate the number of training hours per employee is: (Number of training hours provided to employees during the year) / [Number of employees (people employed by the company as of December 31, 2023)].

The version 23.0 of the ADEME base was used to calculate energy KPIs.

8 Mazars Report

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

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For the year ended December 31, 2023

To the Annual General Meeting,

In our capacity as independent third-party organization, member of Mazars Group and accredited by COFRAC Inspection under number 3-1895 (list of accredited sites and their scope of accreditation available on www.cofrac.fr), we have performed work to provide a reasoned opinion that expresses a limited level of assurance on the historical information (observed and extrapolated) of the consolidated extra-financial performance statement (hereinafter the "Information" and "Statement" respectively), prepared in accordance with the entity's procedures (hereinafter the "Guidelines"), for the financial year ended December 31, 2023, presented in the management report of RATP Dev (hereinafter the "Entity") in application of the provisions of Articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the Commercial Code.

Conclusion

As part of our work, we observed material discrepancies in the following indicators "water consumption" in one subsidiary, "number of days of absence" in two subsidiaries and "number of training hours" in three subsidiaries, due to a lack of reliability in the compilation and control of data.

Based on the procedures we performed, as described in the "Nature and scope of our work" and the evidence we collected, except for the effect of the matter described above, nothing has come to our attention that causes us to believe that the consolidated non-financial statement is presented in accordance with the applicable regulatory requirements and

that the Information, taken as a whole, is presented fairly in accordance with the Guidelines.

Comments

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

- The reporting methodologies used for social indicators vary, particularly as regards absences (sickness and workplace accidents). Some entities apply national regulations rather than the definitions set out in the Group's reference framework.
- Some of the key performance indicators are published on a limited scope depending on data availability, as specified in the non-financial statement for the indicators concerned.

Preparation of the non-financial performance statement

The lack of a commonly used framework or established practice on which to base the assessment and evaluation of information allows for the use of alternative accepted methodologies that may affect comparability between entities and over time.

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

Restrictions due to the preparation of the Information

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

The Entity's responsibility

The Management Board is responsible for:

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

The Declaration has been drawn up by applying the entity's Guidelines as mentioned above.

Responsibility of the independent third-party organization

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

- the compliance of the Statement with the requirements of article R. 225-105 of the French Commercial Code;
- the fairness of Information (observed or extrapolated) 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").

We conducted our work in order to provide a reasoned opinion expressing a limited level of assurance on the historical, observed and extrapolated information.

As it is our responsibility to express an independent conclusion on the Information prepared by management, we are not authorized to be involved in the preparation of such Information, as this could compromise our independence.

This is not our responsibility to express an opinion on:

- the entity's compliance with other applicable legal and regulatory requirements (in particular with regard to the

due diligence plan and the fight against corruption and tax evasion);

- the compliance of products and services with applicable regulations.

Regulatory provisions and applicable professional standards

The work described below was performed with reference to the provisions of articles A. 225-1 et seq. of the French Commercial Code, as well as with the professional guidance of the French Institute of Statutory Auditors ("CNCC") applicable to such engagements and with ISAE 3000 (revised).

This report has been prepared in accordance with the RSE_SQ_Programme de vérification_DPEF

Independence and quality control

Our independence is defined by the requirements of article L. 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 the professional doctrine of the French National Association of Auditors.

Means and resources

Our work was carried out by a team of 7 people between November 2023 and March 2024 and during 6 weeks.

We conducted some ten interviews with the people responsible for preparing the Statement, representing CSR, environment, human resources and health and safety.

Nature and scope of our work

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

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

- we obtained an understanding of 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, when appropriate;

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- 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 all the consolidated entities' activities, including when relevant and proportionate, the risks associated with their business relationships, their products or services, as well as their policies, measures and the outcomes thereof, including key performance indicators associated to the principal risks;
- we referred to documentary sources and conducted interviews to:
 - assess the process used to identify and confirm the principal risks as well as the consistency of the outcomes, including the key performance indicators used, with respect to the principal risks and the policies presented, and;
 - corroborate the qualitative information (measures and outcomes) that we considered to be the most important presented in Appendix 1; concerning certain risks Offenses (corruption, influence peddling, etc.), failure to comply with competition law, lack of lack of transparency in business relations, our work was carried out on the consolidating entity, for the others risks, our work was carried out on the consolidating entity and on a selection of entities;
- we verified that the Statement covers the scope of consolidation, i.e., all the consolidated entities in accordance with article L. 233-16 of the French Commercial Code within the limitations set out in the Statement;
- we obtained an understanding of internal control and risk management procedures implemented by the entity and assessed the data collection process to ensure the completeness and fairness of the Information;
- for the key performance indicators and other quantitative outcomes that we considered to be the most important presented in Appendix 1, we implemented:
 - analytical procedures to verify the proper consolidation of the data collected and the consistency of any changes in those data;
 - tests of details, using sampling techniques, in order to verify the proper application of the definitions and procedures and reconcile the data with the supporting documents. This work was carried out on a selection of contributing entities¹ and covers between 34% and 100% of the consolidated data relating to the key performance indicators and outcomes selected for these tests;
- we assessed the overall consistency of the Statement based on our knowledge of all the consolidated entities.

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

Independent third-party organization
Mazars SAS
Paris La Défense, March 15, 2024

(1) Autolinee Toscane (Italy), Angers (France) and Casablanca (Morocco)

Vigilance Plan

In accordance with Article L. 225-102-4 of the French Commercial Code, Vigilance Plan aims to present the reasonable vigilance measures implemented within RATP Dev in order to identify risks and prevent serious breaches of human rights and fundamental freedoms, human health and safety and the environment. The application scope encompasses the activities of the Company and those of the companies it controls in relation to Article L. 233-16 of the Commercial Code, directly or indirectly, as well as the activities of subcontractors or suppliers with whom an established commercial relationship is maintained. The annual publication of the Vigilance Plan is overseen by the RATP Dev Compliance Steering Committee and the CSR Steering Committee. This group, made up of the Clients & Engagement Department, the Technical Department, the Human Resources Department, the Risks and Internal Control Department and the Legal and Compliance Department, monitors the operational implementation of the Vigilance Plan.

9.1 RISK MAPPING

The Vigilance Plan development process contributes to identifying and analyzing CSR risks within RATP Dev. The CSR risk map is updated each year and is created in coordination with RATP Dev's general risk mapping. The major 2023 CSR risks and stakes concerning themes included in the Vigilance Plan scope are set out in the table on the following page.

RATP Dev is a complex organization, with over 100 subsidiaries spread across several continents, operating several modes of transportation (rail, road, sea, cable and autonomous vehicles).

Given the sector in which RATP Dev operates, particular focus is given to road and rail safety.

9.1.1 STAKES – RISKS – PRIMARY CAUSES

The table on the following page summarizes the main CSR risks to which RATP Dev is exposed. It also specifies their primary causes. Moreover, it lists the action plans and the actions intended to mitigate the risks (developed in section 3).

STAKES, MAIN RISKS, CAUSES, ACTION PLANS AND ACTIONS

	STAKES	MAIN RELATED RISKS	MAIN CAUSE(S)	ACTION PLANS, ACTION TAKEN
ENVIRONMENT	Carbon footprint	Lack of mitigation, slow transition to decarbonized transport	Insufficient capacity to support MOA clients through their environmental transition	Training, deployment of TRAAACE*, energy/climate action plan
	Energy sobriety	Excessive or uncontrolled consumption of energy from traction and buildings	Lack of control over energy data and contracts, lack of control over vehicle fleet renewals	Energy savings plan, Maint'up tool
	Water management	Excessive or uncontrolled water consumption and water pollution	Lack of risk control, lack of resources	Numerous measures at the local level
	Circular economy	Excessive production of waste without reuse or recycling	Lack of comprehensive strategy	Alignment with local practices
	Biodiversity	Lack of consideration for the impacts of RATP Dev and its subsidiaries' operations on biodiversity	Lack of comprehensive strategy (At the RATP Dev level)	Measures taken at the local level
SOCIAL	Occupational health & safety	Accidents or serious incidents affecting employees or subcontractors	Series of incidents, absence or weakness of prevention measures	Safety policy, <i>WeCare</i> program
	Quality of life and working conditions	Working conditions not conducive to employee well-being	Wages, working conditions, shift hours, work/life balance, work environment	<i>WeCare</i> program
SOCIETAL	Road safety	Road accidents	Lack of compliance with local procedures, lack of local/head office procedures, lack of compliance with maintenance schedule, setup likely to cause accidents	Monitoring the implementation of safety policy requirements
	Rail safety	Rail incidents (such as collision and derailling)	Human error, track failure, excessive speed, malicious act (cybersecurity in particular)	
	Traveler satisfaction	Insufficient levels of passenger safety or comfort	Lack of understanding regarding passenger expectations	<i>Consumer Satisfaction Index</i> (at the local level), <i>WELCOME</i> program
	Responsible purchasing	Unequal treatment of candidates during the tender process, poor working conditions for employees of suppliers and service providers, poor environmental performance or failure to comply with anti-corruption rules among suppliers	Insufficient control in the upstream value chain	Responsible purchasing charter (under development), third-party evaluation procedure
	COLLECTIVE	Ethics & Business practices	Breaches of integrity (such as corruption and influence peddling), non-compliance with competition law, lack of transparency in business relations	Pressure/temptation on individuals to obtain contracts, environment enabling or encouraging corrupt practices
	Gender balance	Underrepresentation of women	Diversity in socio-cultural environments	Training program for top management and HR managers, local action plans
	Integration/diversity	Underrepresentation of certain groups	Diversity in socio-cultural environments	Measures taken locally (South Africa, United States)

The stakes in bold are deemed to be priorities and are steered holistically and in a coordinated manner.

* TRAAACE is a digital solution that offers improved monitoring of performance indicators related to environmental and social actions.

9.1.2 RISK PRIORITIZATION

The stakes are translated into risks. Each responsible stake owner develops a risk sheet associated with the stake for which they are responsible. The risks are prioritized taking into account:

- Their probability of occurrence
- Their severity (extent, scope, irreversibility)

9.2 SUBSIDIARY AND SUPPLIER ASSESSMENT PROCEDURE

9.2.1 SUBSIDIARY ASSESSMENT

The performance indicators detailed by RATP Dev's Extra-financial Performance Statement are deployed across various entities for the purpose of CSR reporting. These indicators, along with others developed by subsidiaries, enable each entity to assess its performance and track its evolution over time. Furthermore, internal control frameworks on various themes list the control activities subject to annual self-assessment. They are communicated to the subsidiaries each year (see section 5).

The TRAAACE tool, deployed since the fourth quarter of 2023, will help the monitoring of KPIs related to environmental and workforce initiatives (2023).

9.2.2 SUPPLIER AND SUB-CONTRACTOR ASSESSMENT

The third-party assessment procedure applies to all subsidiaries directly or indirectly controlled by RATP Dev SA and consolidated at the RATP Dev level, either through equity ownership or effective control. This procedure serves to assess the risks associated with entering into a relationship with a third party. Since not all third parties carry the same level of risk, different assessments are carried out depending on the situation. For third parties with moderate and high risk, checks are performed using public databases to assess the level of risk related to ethics, environmental compliance, human rights and fundamental freedoms.

A Responsible purchasing charter is currently being developed. It will be rolled out in 2024 and will provide a more accurate understanding of ESG risks associated with suppliers.

These points are further detailed in section 3.4.3.

9.3 RISK MITIGATION AND PREVENTION OF SERIOUS BREACHES

9.3.1 FRAMEWORK

RATP Dev has developed policies and a set of rules that outline principles of action and regulate the activities of its employees, suppliers, service providers and partners, with the aim of preventing serious breaches of human rights and fundamental freedoms, as well as health, safety and environmental concerns.

Primarily, RATP Group's Code of Ethics, communicated to all RATP Dev employees, aims to define the ethical framework within which employees must conduct their daily professional activities.

This framework, which each employee must be familiar with, is based on the commitments made by:

- The Universal Declaration of Human Rights;
- The United Nations Global Compact;
- The conventions of the International Labour Organization (ILO);
- The United Nations Charter on Women's Empowerment;
- The Sustainability Charter of the International Association of Public Transport (UITP);
- The Sustainable Development Charter of public establishments and enterprises;
- Transparency International;
- The Diversity Charter.

When signing any contract with our suppliers and business partners, it is required to include a clause ensuring compliance with the Code of Ethics and the Code of Conduct.

Moreover, as a wholly owned subsidiary of RATP Group, RATP Dev implements many of the policies developed at the Group level.

9.3.2 ENVIRONMENT

RATP Dev's CSR approach is aligned with RATP Group's purpose and CSR policy, which is centered around its ambition to be a player in sustainable mobility and cities, and to reduce the environmental impact of its activities.

RATP Dev implements action plans at various levels (in its head office and subsidiaries) aimed at reducing its environmental footprint. As of December 31, 2023, around 40% of RATP Dev's revenue was ISO 14001 certified.

9.3.2.1 Carbon footprint and energy sobriety

9.3.2.1.1 ACTION PLANS

By nature, RATP Dev's activities emit low levels of greenhouse gases. Nevertheless, the company aims to further reduce its carbon footprint.

RATP Dev has implemented an energy savings action plan, structured around the following key ideas and examples:

- Transport network: Development of the Maint'up tool for monitoring and analyzing tramway and bus fuel consumption, renewal of the bus fleet with more efficient vehicles (Autolinee Toscane), training in environmentally friendly driving;
- Lighting: Action plan to reduce lighting consumption (GEST);
- Air conditioning: In Brest and at GEST, reduction of air conditioning and heating on tramways.

9.3.2.1.2 MEASUREMENT

At the end of 2023, RATP Dev began deploying the TRAACE tool, initially throughout the 2023 NFPS scope. This tool will help enable precise evaluation of the 2023 carbon impact across scopes 1 and 2. Scope 3 assessment will be implemented in 2024. These measurements will take place within each subsidiary and at various aggregation levels (*regions, business units, global*).

9.3.2.2 Water management

Measures are primarily taken at the local level due to the diversity of local and national jurisdictions and contracts. These measures include vehicle cleaning (closed water circuits, extended cleaning intervals) and optimizing the watering of green spaces. Subsidiaries also implement actions to measure the volume of water consumed, assess water quality where contractually possible and avoid all forms of water and soil pollution.

9.3.2.3 Circular economy

RATP Dev aligns with RATP Group's practices to minimize waste production and promote recycling. Each subsidiary must comply with legal obligations and track waste production and recycling.

9.3.2.4 Biodiversity

Biodiversity and its related risks are addressed at the subsidiary level.

9.3.3 SOCIAL

RATP Dev encourages high-quality employee/employer relations in all its subsidiaries. The company relies on effective, close social relations that address employees' concerns to develop and encourage their representation. The organization also strives to foster a climate of mutual trust and constructive dialogue to help achieve its objectives and boost collective progress.

9.3.3.1 Occupational health & safety

In line with RATP Group's commitments, RATP Dev takes the health and safety of its employees very seriously. Everyone must be able to do their job in a working environment that respects their physical and mental health and keeps them safe.

9.3.3.1.1 EMPLOYEE HEALTH AND SAFETY

RATP Dev encourages its employees to adopt a culture of health and safety. Occupational risk prevention is central to our managers' priorities and concerns. Each employee also plays a role in preventing and managing health risks at work. Moreover, RATP Dev implements a proactive strategy to improve working conditions and reduce the number of workplace accidents within its subsidiaries.

9.3.3.1.2 SAFETY MANAGEMENT SYSTEM

Each subsidiary must develop, implement and manage its own safety management system in line with RATP Dev's safety policy as well as local laws and regulations. Regularly assessed and revised, the system sets out the key principles of the subsidiary's safety strategy and follows a continuous improvement approach using the PDCA (Plan, Do, Check, Act) cycle.

9.3.3.2 QUALITY OF LIFE AND WORKING CONDITIONS

RATP Dev has established the WeCare program to deploy the best international standards in workplace health and safety and promote ethics and quality of life at work.

To guarantee the best possible quality of life at work, RATP Dev relies on a broad and cross-functional community involving people from the Human Resources and Technical departments, both from the head office and local subsidiaries. The main missions of this extended community are to:

- Constantly promote a culture of health, safety and quality of work and regularly raise awareness among employees;
- Identify and share best practices in quality of life at work.

Within the WeCare framework, eight priorities have been identified:

- Alignment of ethics and values;
- Physical well-being;
- Mental and psychological well-being;
- Social well-being;
- Transparent and inclusive communication;
- Working conditions and environment;
- Work/life balance;
- Recognition.

Various reports and tracking indicators are used to measure the progress achieved through the WeCare program, including:

- Employee engagement and satisfaction;
- Absenteeism rate;
- Number of resignations.

9.3.4 SOCIETAL

9.3.4.1 Road and rail safety

Safety takes precedence over all other considerations, decisions and actions within RATP Dev. That is why the company has implemented a Transport Safety Management System in its subsidiaries, in compliance with local laws and regulations. In particular, RATP Dev monitors serious transport accidents and associated corrective actions, sharing alerts and feedback within its networks, especially through the Safety Committee and the RATP Dev Executive Committee.

9.3.4.1.1 ORGANIZATION

Safety is overseen centrally by the Technical Department and locally by the subsidiaries. An audited Safety Policy is communicated to all subsidiaries. Accidents are reported to the head office and action plans are monitored by the Technical Department. A Safety Dashboard is regularly presented at meetings of the Executive Committee.

Online training sessions are provided to bolster employees' knowledge and understanding of safety.

9.3.4.1.2 ROAD AND RAIL SAFETY MANAGEMENT TOOLS

9.3.4.1.2.1 SAFETRACKER

Safetracker is a SaaS tool widely deployed in RATP Dev subsidiaries to optimize operational data management. Its main advantages include:

- Reliable, up-to-date information on events, including incidents and accidents;
- Centralized information in a single tool;
- Rapid access to data through a secure interface available 24/7. Safetracker allows for customized reporting. The impact of each incident is measured on a scale from 0 to 4, and the nature of the damages is specified.

9.3.4.1.2.2 MAINTCARE

The MaintCare program provides subsidiaries with a Computerized Maintenance Management System (CMMS) that is preconfigured to RATP Dev standards.

This CMMS allows for:

- Managing breakdowns, planning intervention requests and ensuring the traceability of maintenance operations;
- Engineering to improve and extend the lifespan of equipment.

MaintCare also facilitates:

- Standardization of CMMS across RATP Dev for increased robustness;
- Effective data management: By standardizing the nomenclature, data becomes structured in a way that makes it possible to generate detailed reports, engineering studies on breakdowns and, in certain cases, implement predictive maintenance;
- The monitoring of each asset and categorization of each

breakdown using the "Problem/Cause/Solution" principle, which is applied to all RATP Dev networks.

9.3.4.1.2.3 MAINT'UP

Maint'up is the data analysis platform used to optimize the maintenance and operation of our networks. It enables maintenance staff, control centers, engineers and managers to exploit and cross-reference data from different sources, including the CMMS, connected rolling stock and the operational support system. Developed internally, the platform is independent of manufacturers and allows for custom use cases.

The Maint'up platform boasts the following features:

- A network map with geolocation and equipment status.;
- A timeline of contextualized events to analyze breakdowns;
- Alerts to anticipate future breakdowns;
- Data visualizations and indicators for analysis and management.

9.3.4.2 Traveler satisfaction

Passenger satisfaction is often a key performance indicator included in the contracts RATP Dev signs with its clients. There are two particular priorities:

- Ensuring excellent quality of service;
- Identifying and responding to passenger expectations.

A satisfaction improvement program called WELCOME has been designed and deployed.

This program is defined by four points:

1. A method: to give the passenger a voice, define priorities and implement high-value actions;
2. A community: to share and standardize best practice across networks and subsidiaries;
3. Tools: to understand, engage with and foster a trusted relationship with our clients;
4. Top management: to make passenger satisfaction a priority at the highest level.

Alongside the development of WELCOME, local initiatives are taken, including the TROOV tool in Laon (France), which simplifies and improves lost property management, and the Dev'Touch project in France, which helps network teams develop their interpersonal skills.

9.3.4.3 Responsible purchasing

RATP Dev adopted a procedure for evaluating third parties and intermediaries (intermediaries being a type of third parties requiring particular vigilance).

Third parties are split into categories according to objective criteria, such as the sector or type of activity, or the country of registration (using the Transparency International index).

The level of verification checks depends on the type of service. Third-party assessment involves simple screenings, due diligence questionnaires and, in cases presenting significant risk, the conducting of enhanced due diligence.

The assessment procedure is implemented across all RATP Dev subsidiaries, which regularly report on the practical application of this procedure.

Moreover, RATP Dev is designing a Responsible Purchasing Charter, which will help better manage the upstream value chain's footprint, particularly with respect to carbon. Some business units have already initiated steps in this direction. The charter will be finalized in 2024.

9.3.5 COLLECTIVE

9.3.5.1 Ethics & Business practices

Ethics & Business practices is one of the central pillars of RATP Dev. The company refuses all forms of corruption and influence peddling, and it fights against conflicts of interest.

RATP Dev implements a robust business ethics compliance program, in accordance with the French Sapin II law.

In particular, RATP Dev provides all its employees with a copy of its Code of Ethics and Code of Conduct and Anti-Corruption. Employees identified as being exposed to corruption risks must undergo an initial training course. Every two years, they must then complete a knowledge refresher module.

9.3.5.2 Gender balance

Gender balance is a major focus of RATP Dev's Human Resources policy. It is also a considerable challenge, given the nature of its activities (notably bus driving and maintenance) and the countries where RATP Dev operates transport systems. Overall, the proportion of women in the workforce increases further with the hierarchical level. Between 2022 and 2023, the proportion of women has increased from 14.7% to 17.27% for the entire RATP Dev and from 29.7% to 35.71% for the management teams. To increase the proportion of women in the workforce, several strategies have been implemented:

9.3.5.2.1 TRAINING

Since 2019, a training program is dedicated to subsidiary directors and Human Resources directors to enhance their understanding of gender balance and enable them to build a local action plan.

9.3.5.2.2 OTHER ACTIONS

In August 2023, the RATP Dev CEO, Hiba Farès, said: "We have made gender balance one of the priorities of our roadmap." This involves a complete review of recruitment methods, employees' quality of life at work and more.

RATP Group has adopted initiatives to attract women to

professions stereotypically seen as dominated by men. As such, it has joined forces with the Elles Bougent nonprofit organization to challenge gender stereotypes at the time of career orientation for young girls (students and graduates). RATP Dev is involved in these initiatives through actions such as taking part in recruitment forums, asking employees in technical positions to talk about their career paths and arranging visits to its networks.

At the level of RATP Dev subsidiaries, there is total gender parity in South Africa (BOC). The Cairo Metro employed eight female drivers at the end of December 2023, and across all activities, 82 women were recruited in 2023 out of 433 hires, or about 19% (the subsidiary's feminization rate is 10%). The largest depot in Cairo – also the largest in the Middle East – is headed by a woman. The RATP Dev metro subsidiary in Riyadh (CAMCO) identified increasing the proportion of women in its workforce as a priority objective. By the end of 2023, 35% of the employees at this subsidiary were women.

9.3.5.3 Diversity

RATP Dev promotes diversity as a source of strength to build high-performing, responsive and agile teams. Diversity is integrated into our management culture.

Diversity is considered in particular through the following angles:

- Education;
- Age;
- Condition;
- Origin.

9.4 WHISTLEBLOWER SYSTEM

In 2018, RATP Dev defined the principles and structure of a whistleblower system open to all its employees, complementing the existing channels of communication (such as employees' supervisors and the Human Resources Department).

This whistleblower system enables any employee to confidentially report any behavior that is in breach of the law or principles set out in the Code of Ethics or the Code of Business Conduct and Anti-Corruption. In particular, it makes it possible for people to report serious violations of human rights and fundamental freedoms, the health and safety of individuals and the environment resulting from the activities of RATP Dev and its subsidiaries, as well as the activities of its subcontractors and suppliers. The whistleblower system is overseen by the RATP Dev Compliance and Ethics Committee with the support of a network of local Ethics Officers.

In the event that a whistleblower report involves a member of the Compliance and Ethics Committee or a member of the RATP Dev executive bodies, the employee reporting the breach can use the RATP Group whistleblower system. The deployment of the

whistleblower system in all RATP Dev operating countries has been supported by a training course about report handling to ensure the uniform processing of alerts within the Group.

9.5 MONITORING SYSTEM

9.5.1 GOVERNANCE BODIES

The Executive Committee is regularly updated on subjects that fall within the scope of the Vigilance Plan, such as the implementation of the Safety Plan, the analysis of CSR reporting results and the certification plan.

The Compliance Steering Committee, which meets every quarter, is responsible for monitoring all compliance-related matters within RATP Dev, including achievements, actions in progress, arbitrations to be carried out if necessary and their results. It sets the short- and medium-term objectives and makes decisions regarding additional action to be taken. The Compliance Steering Committee also supervises the implementation of the Vigilance Plan. Compliance Officers, who are different from the local Ethics Officers, are appointed within the subsidiaries to locally relay the top-level directions taken.

The CSR Steering Committee, which brings together all head office departments (Clients & Engagement, Technical, HR and Compliance) and intervenes particularly in the Vigilance Plan, is in charge of defining the roadmap and overseeing the implementation of the Vigilance Plan.

The Safety Committee, chaired by the Technical Department, meets once a year with the Safety Coordinators from the largest subsidiaries, business units and countries to share and promote knowledge related to the management of road and rail safety.

9.5.2 ACTION PLAN MONITORING

Action plans must be accompanied by monitoring and evaluation procedures to assess their effectiveness.

The main risks identified through RATP Dev's overall risk mapping are assessed by their owners, who regularly monitor the related action plans. Certain subsidiaries appoint dedicated risk managers, who are responsible for measuring risk evolution and ensuring the creation and implementation of action plans. RATP Dev's technical management also conducts regular audits of subsidiaries to assess their risks based on the mode of transportation, potential development plans and overall situation.

It should be noted that due to the diversity of existing situations (such as organization, mode of transportation, jurisdiction and contracts),

some action plans are developed at head office level, while others are developed at the business unit or subsidiary level.

9.5.3 INTERNAL CONTROL

RATP Dev's Internal Control Department deploys internal control frameworks that list key control activities subject to annual self-assessment. The results of these self-assessments are presented annually to RATP Dev's Executive Committee and are used to inform and update action plans.

9.5.4 CERTIFICATION PLAN

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

9.5.5 INTERNAL AUDIT

Regular audits are conducted by RATP Dev's Technical Department to ensure the implementation of operational procedures, subsidiary action plans and the Safety Management System directive.

Furthermore, environmental audits are conducted when new networks in France are taken on.

9.6 REPORT AND IMPLEMENTATION

9.6.1 RISK MAPPING

In accordance with RATP Group procedures and regulatory requirements, RATP Dev has assessed its major environmental, social and human rights risks and opportunities.

The CSR risk map was updated in 2023. The three areas of vigilance (human rights and fundamental freedoms, health and safety, and the environment) are divided into 14 issues (see the table in section 1.1), for which key risks are identified.

9.6.2 ASSESSMENT PROCEDURES

The third-party integrity assessment procedure was revised in 2023 to better address risks in countries where RATP Dev operates.

9.6.3 RISK MITIGATION AND PREVENTION OF SERIOUS BREACHES

Various actions were undertaken in 2023 across different areas. Some key examples are outlined below:

9.6.3.1 Occupational health & safety

- To strengthen its control process, the Technical Department began inspections in 2023 to locally assess how subsidiaries integrate RATP Dev's safety policy requirements into their Safety Management System (safety management, risk management, emergency management, skills management, safety monitoring, internal control and more). Ten subsidiaries are assessed each year.
- The Health, Safety, Environment, and Quality community brings together all HSEQ directors from subsidiaries and support departments (including Safety, HR and CSR).

9.6.3.2 Quality of life and working conditions

- A Quality of Life at Work community was established in 2023, bringing together the HR directors for different countries and/or the employees responsible for this topic across different subsidiaries once each month.
- Best practices are shared through dedicated tools to promote exemplary behaviors.

9.6.3.3 Human rights

- In 2023, subsidiaries in Lorient and Angers, France, took part in Smart City Week, during which girls met female employees working in technical roles to challenge gender stereotypes;
- In March 2023, subsidiaries in Casablanca and Johannesburg participated in Girls on the Move Week, organized by the Elles Bougent non-profit organization, with the same objective of promoting women in technical professions.

9.6.3.4 Passenger expectations

In 2023, RATP Dev worked with Kantar to carry out an international survey of passenger expectations (the RATP Dev International Public Transport Passenger Survey). Analysis of the collected data improved our understanding of factors influencing public transport use and identified passenger expectations across different countries.

9.6.3.5 Environment

- Greenhouse gas emissions: Making fleets more environmentally friendly on a contract-by-contract basis, expanding active modes of transport (such as bicycles in La Roche-sur-Yon, France);
- Water: At certain facilities, green spaces are watered in the evening to avoid water evaporation during the daytime;
- Circular economy: Creating laptop holders, fanny packs and bags from recycled work clothes in Angers, France;
- Biodiversity: In Casablanca, the subsidiary hosts beehives on maintenance grounds. In South Africa, BOC maintains areas with native plant species to prevent the growth of invasive alien species.

9.6.4 WHISTLEBLOWER SYSTEM

The whistleblower system was reworked in 2023 to more effectively deal with reports within RATP Dev and its subsidiaries.

9.6.5 MONITORING SYSTEM

Rail Safety and Road Safety frameworks and guides are regularly disseminated to all subsidiaries. A quarterly newsletter is sent to subsidiaries to inform them of newly published documents.

Furthermore, technical audits are conducted regularly to verify the proper implementation of our Operation, Maintenance and Safety policies.

Thank you
to everyone at RATP Dev,
who brings our
commitments to life.

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