

# Non-Financial Performance Statement 2022









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## A word from Hiba FARÈS, CEO of RATP Dev

**T**his Non-Financial Performance Report 2022 concludes our previous CSR roadmap, which was initiated in 2019. In it, we highlight the remarkable initiatives of our teams around the world in support of the environment, diversity and our communities. We share the progress we have made on our three priorities and our two commitments.

We now have a new, more ambitious and structured CSR roadmap for 2023-2026, which covers the four main CSR pillars, namely the environment, social responsibility, community involvement and governance.

We operate public transport and active mobility in cities and regions around the world. Our clients are cities large and small, in mature regions and fast-growing areas. They have different priorities depending on their history, their ambitions and their resources. Accordingly, we always offer them tailor-made, local solutions. Our new CSR roadmap addresses the concerns and ambitions of our customers, to support them in their specific environmental and social priorities.

Public transportation is by nature a response to the challenges of environmental protection and regional cohesion, and requires us to lead by example.

Public transportation brings together people who are committed to passengers and the common good.

Public transportation is about purpose and conviction.

We want to affirm its value to people across the globe.

This shorter Non-Financial Performance Report paves the way for our new roadmap, which is more structured, more engaged, and more focused on our customers and our networks. We look forward to sharing it with all our stakeholders!

Hiba Farès

## At a glance

RATP Dev is a subsidiary of RATP Group, the world's third largest urban transportation operator. We draw on expertise honed over nearly 120 years on Paris' intermodal transit network to support our customers' mobility projects worldwide. This legacy guides the actions of our employees and nurtures our culture focused on quality of service, operational excellence and innovation.

### TAILOR-MADE SOLUTIONS

Our agility and expertise enable us to carry out all types of mobility projects and to offer customized services that meet the expectations of transit authorities and the needs of passengers. We help design reliable and accessible transportation networks, restructure existing operations according to available resources, maintain them over the long term, offer innovative solutions and develop intermodal solutions. We support our partners at each stage of their network's life, including engineering, design, construction, commissioning, operation, maintenance and ticket sales.

### SUPPORTING REGIONAL DEVELOPMENT

Developing mass transit boosts regional economies and fosters growth. This support for local vitality is a core concern of our more than 100 operations around the world. We transfer skills and contribute to long-term growth in harmony with the local economy. With better public transit, cities and regions start a virtuous cycle leading to economic development and job creation. As a local stakeholder, we hire, train and support 24,000 employees around the world.

### TAKING ACTION FOR AN EXCELLENT PASSENGER EXPERIENCE

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

#### RATP Dev: a global reach

Across America, Europe, the Middle East and Asia, RATP Dev is present in 16 countries with more than 100 subsidiaries that operate and maintain high-performance, innovative and safe transport networks.

## Key figures 2022

A PRESENCE IN  
**16** COUNTRIES

MORE THAN  
**780**  
CITIES  
THAT TRUST US

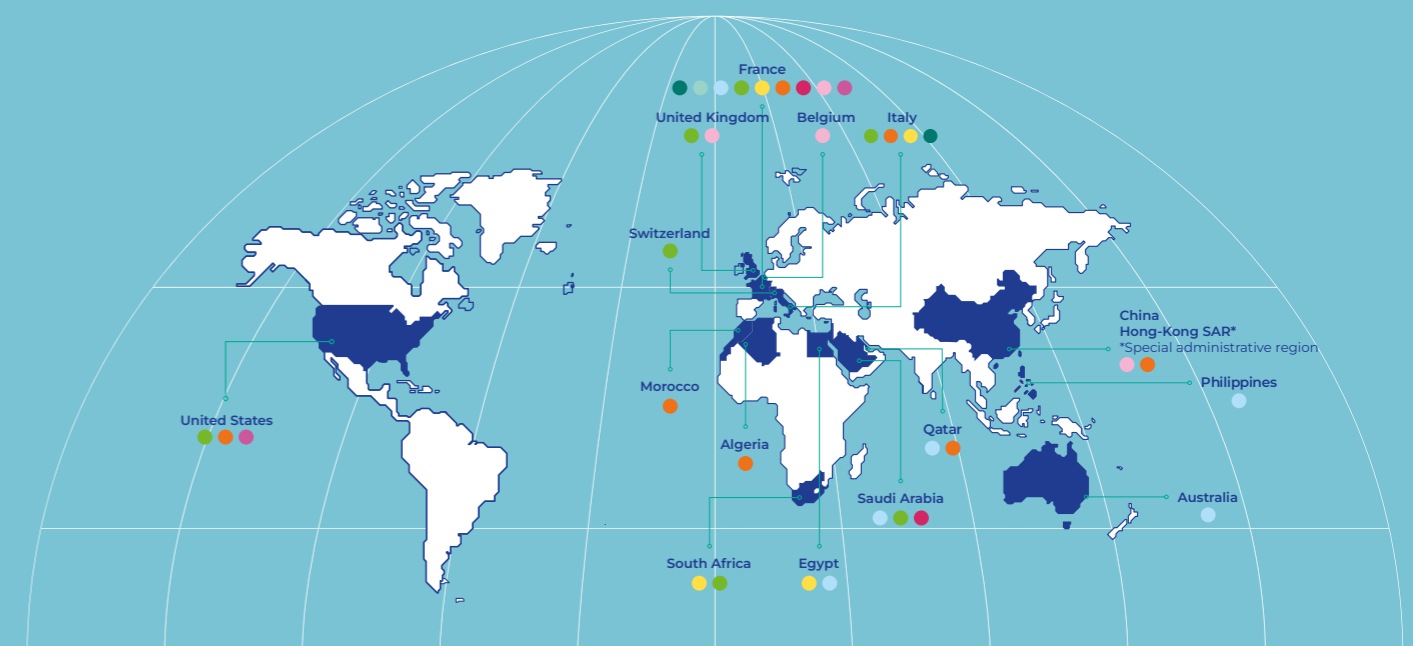
**750**  
MILLION  
JOURNEYS ACROSS  
OUR NETWORKS

**24,000**  
EMPLOYEES

MORE THAN  
**€1.5 Bn**  
IN REVENUE GENERATED

MORE THAN  
**100**  
SUBSIDIARIES  
OPERATING WORLDWIDE

In January 2023, RATP DEV won the consulting contract for the operation of the future automatic metro in Belgrade (Serbia).



**9**

transportation modes



**5**

modes operated in partnership



We mobilize all our skills in maintenance, operation and services in order to provide the best customer satisfaction, through convenient and seamless intermodal transport and connections to soft mobility.

# Our Business Model

## OUR RESOURCES

### HUMAN

**24,000** EMPLOYEES

### FINANCIAL

**1.5+** BILLION EUROS  
in revenue generated in 2022

### INDUSTRIAL

**100+** OPERATIONS  
worldwide

### INTELLECTUAL

**22.3** HOURS  
of training per year and per employee

### ENERGY

**1,016** GWh  
energy consumed

## URBAN, INTERCITY AND

## REGIONAL MOBILITY SERVICES

## OUR VALUE CREATION FOR SUSTAINABLE REGIONS

PASSENGER AND OTHER ASSOCIATIONS



PASSENGERS

EMPLOYEES AND SOCIAL PARTNERS

TRANSIT AUTHORITIES

TRANSPORT OPERATORS

REGIONAL AND INSTITUTIONAL ACTORS

### FOR THE PEOPLE

**15** PROJECTS  
financed by the RATP Group Foundation

### FOR THE ENVIRONMENT

**124** SITES  
certified ISO 14001

**1,268** GRAMS CO<sub>2</sub>eq/km  
greenhouse gas (GHG) emissions

### FOR THE REGIONS

**16** COUNTRIES where we operate

**780** CITIES that trust us

### OUR STRATEGIC PRIORITIES 2019-2022

- IMPROVE OUR PERFORMANCE
- ENSURE THE EFFECTIVE LAUNCH AND EXECUTION OF OUR CONTRACTS
- DEVELOP IN FRANCE AND ABROAD

### OUR DIFFERENTIATING ASSETS

- OFFERING TAILOR-MADE AND INNOVATIVE SOLUTIONS
- GUIDING OUR CLIENTS IN DEVELOPING TRANSPORTATION IN THEIR REGION
- LEVERAGING RATP GROUP'S STRENGTH AND EXPERTISE
- SHARING OUR VAST EXPERIENCE TO ADAPT TO OUR CLIENT'S NEEDS

# Business Model: **explanations**

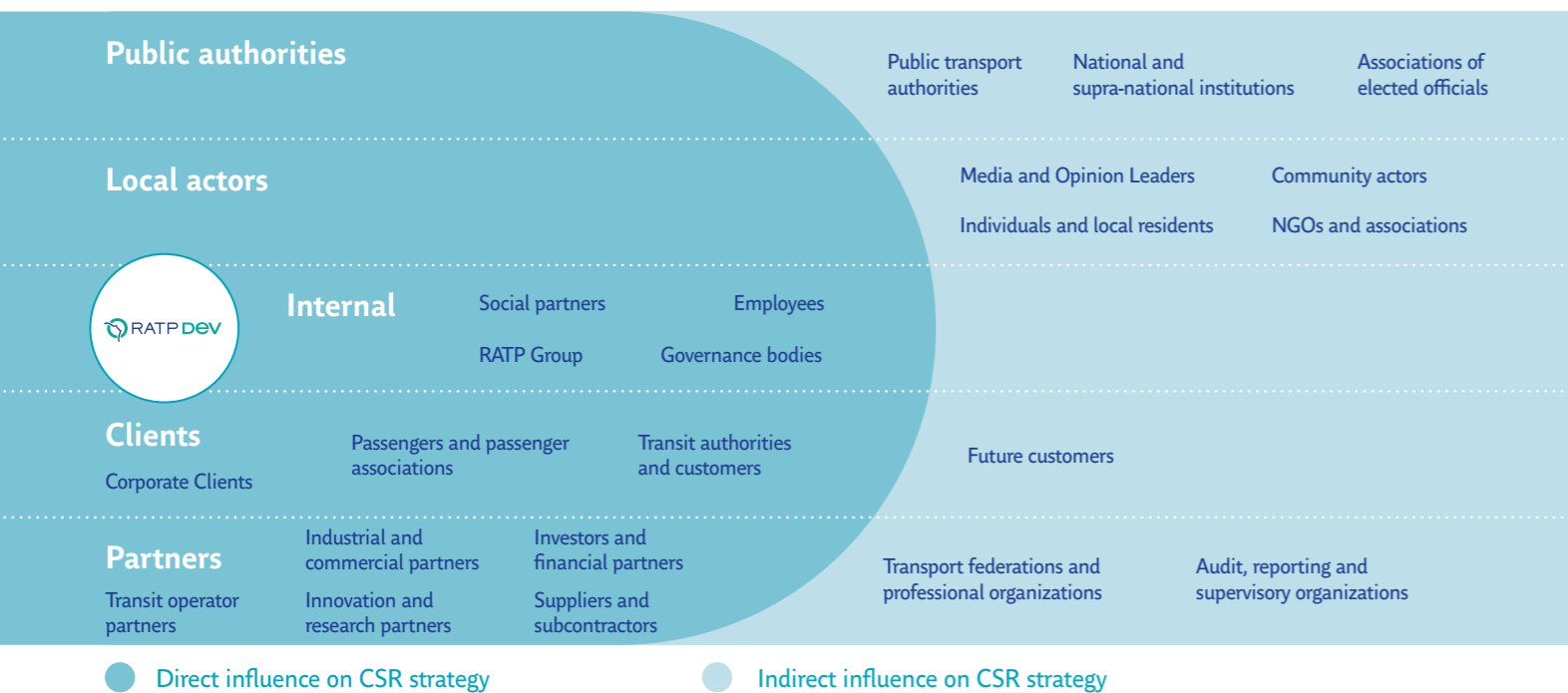
## OUR RESOURCES

Our employees are our most important asset. We implement an extensive training program to continuously enhance the skills of our workforce and ensure optimal utilization of our financial, industrial, and energy resources. We work with our partners, whether system or equipment suppliers, subcontractors, transport operators or infrastructure managers, to enrich our in-house expertise. This allows us to offer the best service to our customers. For each project, we select our industrial and commercial partners according to the needs of our customers so that they can benefit from our complementary skills at the lowest cost.

## OUR STAKEHOLDERS

Our stakeholders are divided into two categories: those with a direct influence on RATP Dev's CSR strategy and those with an indirect influence. This diagram helps select the dialog methods best suited to each category.

### STAKEHOLDER INFLUENCE



## OUR ACTIVITIES

On behalf of our transit authority customers, we offer passengers safe, reliable, innovative and customized mobility solutions. To achieve this, we mobilize all of our resources and focus on adaptability in order to meet the needs of our customers, such as:

- Assisting and advising our transit authority customers in designing and restructuring networks;
- Providing excellent service when it comes to operations and maintenance of transport networks;
- Delivering innovative solutions for passengers.

## DIFFERENTIATING ASSETS

The RATP Group has always made innovation one of its core features and a powerful growth driver to achieve its purpose: "dedicating every day to better city living".

We analyze the expectations of our customers and passengers and design the best solutions based on their requirements. We operate in a wide variety of environments, locations and cultural contexts, in areas with different population densities and levels of public transport maturity. With this diverse experience and expertise, we are well positioned to meet the needs of our networks and future customers.

We support our customers from A to Z, including design, engineering, commissioning, operation and maintenance.

Our parent company, RATP Group, as the transportation operator for Paris and its region, operates one of the world's densest and most multimodal transit systems. We put this unique expertise to work for our customers.

## VALUE CREATION

We are committed to creating value in the regions where we operate, to benefit all our customers (transit authorities and passengers). Driven by our mission of general interest, we work to:

- Improve access to employment, culture, education and health;
- Enable all passengers, including vulnerable people, to access our mobility services;
- Encourage diversity and inclusion by providing universal access to the region, and by creating places for community-building.

We create jobs locally, through direct and indirect jobs and our policies in support of people who face barriers to employment. Finally, our actions to develop shared and greener mobility help protect the environment.



CSR RISKS AND OPPORTUNITIES

In accordance with the RATP Group’s procedures and in compliance with local laws, RATP Dev has assessed our main environmental, social, human rights and anti-corruption risks and opportunities. The analysis was carried out in three stages:

1. The non-financial risk mapping was defined: 15 non-financial risks and opportunities were identified;
2. Each risk and opportunity was rated in terms of corporate social responsibility (CSR): our risk owners, who are members of RATP Dev’s Management Committee, validated the rating. The rating scale was developed in conjunction with the RATP Group’s Audit, Risk Management and Internal Control Department, using the same methodology as for the Group’s risk map. The risks were evaluated in terms of severity, occurrence, and risk management (assessment of barriers);
3. Our CSR risks and opportunities were prioritized: we identified a list of priority risks for 2022 based on our risk assessment.

The main risks identified for 2022 are as follows:

FOR THE PLANET	FOR EMPLOYEES	FOR PASSENGERS	FOR THE REGIONS
Controlling environmental impacts	Health, safety and quality of life at work	Rail safety	Compliance with local laws
Controlling consumption (energy, water) and waste management	Promoting diversity and inclusion	Road safety	
Climate change mitigation and adaptation			

PERFORMANCE INDICATORS FOR 2019 - 2022

Beyond our **compliance and ethics policy**, we have defined the key performance indicators associated with our three CSR priorities and our two CSR commitments, as well as the related SDGs and GRI standards.

Our three CSR priorities:

- Ensure occupational health and safety and quality of work life
- Reduce our environmental footprint
- Promote diversity and inclusion

Our two CSR commitments:

- Provide all passengers with a positive mobility experience
- Proactively support the vitality of the regions where we operate

CORRELATION WITH UN SUSTAINABLE DEVELOPMENT GOALS (SDGS)

OUR PRIORITIES/ COMMITMENTS	RELATED STAKE	KPI	PAGE	CHAPTER ISO 26000	GRI NORM	CORRESPONDING SDG
Ensure occupational health and safety and quality of life at work	Health, safety and quality of life at work	Frequency rate	15	6.4.6	403	
		Severity rate	15	6.4.6	403	
		Absenteeism rate	15	6.4.6	403	
		Employee turnover rate	15	6.4.5	401	
Reduce our environmental footprint	Controlling environmental impacts	Number of sites/subsidiaries certified ISO 14001	16	7.4.3		  
		Climate change mitigation and adaptation	16	6.5.3	305	
	Controlling consumption and waste management	Water consumption	16	6.5.4	305	
		Amount of hazardous waste	16	6.5.3	305	
Promote diversity and inclusion	Gender diversity	Percentage of women in the workforce	18	6.3.7	405	 
		Percentage of women executives	18	6.3.7	405	 
Provide all passengers with a positive mobility experience	Rail safety	Discussed in the management report	20	6.7.4	416	
	Road safety	Discussed in the management report				
Proactively support the vitality of the regions where we operate		Training: average number of training hours per employee per year	22	6.4.7	404	  
		Number and value of RATP Group Foundation projects in RATP Dev regions	24	6.8.3	413	 
Our compliance and ethics policy	Compliance with local laws	Number of subsidiaries with a whistleblowing system compared to subsidiaries required to have one	25	6.6.3	205	

CORPORATE SOCIAL RESPONSIBILITY (CSR) POLICY 2019 - 2022

**Mobility is an essential lever for dealing with the social and environmental challenges of today and tomorrow. As a transport operator with a public interest mission, we believe that social responsibility is an integral part of our business model.**

In line with the purpose of our parent company, the RATP Group, we are committed to improving quality of life in the city. As a trusted partner to many cities in France and around the world, we offer efficient and innovative mobility services that promote the development of more sustainable, inclusive and pleasant cities.

As a public transportation operator, we are committed to supporting the vitality of the regions where we operate, and innovating constantly to provide a safe, reliable and accessible mobility experience for all passengers. These two commitments are the foundations of our activity.

We have defined three main CSR priorities as part of our 2019 - 2022 corporate strategy:

➤ **Ensure the health and safety of our employees**

We are committed to supporting the engagement and performance of our employees by continuing to provide a safe work environment that respects their physical and mental health and by promoting quality of work life and a culture of ethics.

➤ **Reduce our environmental footprint**

We know that public transportation plays a key role in combating global warming and protecting the planet, which is why we support our customers in their energy transition efforts and encourage our subsidiaries to implement more environmentally friendly processes.

➤ **Promote diversity and inclusion**

We believe that fostering diversity and inclusion among our workforce allows us to be more creative in offering mobility solutions for all.

# Our priorities

## 1. ENSURE OCCUPATIONAL HEALTH AND SAFETY AND QUALITY OF LIFE AT WORK

**Our employees are our most valuable asset, the foundation of our excellence, performance and competitiveness. RATP Dev is committed to supporting the performance and engagement of our employees, guaranteeing a working environment that respects their physical and mental health and safety, and offering them conditions that are conducive to their personal development. Continuously improving the work environment and quality of work life for our employees is not just our duty as a responsible employer. It is a necessary condition for optimizing our performance, attracting and retaining talent, and supporting sustainable growth.**

**Quality of life at work**

RATP Dev uses prevention, awareness-raising and performance measurement indicators to monitor progress towards this priority objective.

SOCIAL	2020	2021	2022
Workplace injury frequency rate	13.76	14.85	15.34
Workplace injury severity rate	1.19	1.37	0.70
Absenteeism rate	6.99%	6.74%	7.22%
Employee turnover rate	10.1%	12.6%	16.0%

Health & safety: evolution mainly due to changes in reporting scope.  
Employee turnover rate has increased as in many service industries.

## HIGHLIGHTS FROM 2022

In 2022, with the integration of new subsidiaries, no less than 122 new company agreements were signed during the year, mostly in Italy.

**the entire community of improvements in incident handling. A digital database of procedures, guidelines and templates was also set up.**

**Safety is RATP Dev's primary commitment. In 2022, in addition to the We Safe safety policy, safety bulletins were deployed to inform**



## 2. REDUCE OUR ENVIRONMENTAL FOOTPRINT

Public transport has a key role to play in combating climate change. Per passenger, a trip by public transport generates significantly fewer greenhouse gas emissions than the same trip in a personal car. We are taking action to make public transportation more environmentally friendly and are focusing on innovation to offer more convenient and appealing mobility solutions. Our objective is to promote responsible development and help build sustainable cities.

### Encourage a preference for public transport

After energy production, the transportation sector, in particular road transport, generates the second most greenhouse gas emissions (between 25% and 30%). In France, for example, a trip by metro, tramway or RER emits on average up to 60 times less greenhouse gas per passenger than the same trip by personal car. Making public transportation more appealing is therefore key to fighting global warming. This is why we are developing mobility solutions tailored to the needs of passengers and encouraging the use of clean modes of transport, such as the tramway and the metro, particularly the driverless metro.

### Integrate soft mobility solutions

To discourage the use of single-occupant car trips, we also rely on “soft” or shared mobility solutions, as a complement to traditional modes of public transportation. These soft solutions are key to providing a seamless transportation experience by providing “first or last mile” options. We are increasingly integrating such new services into our networks, such as standard and electric bike rentals, carpooling or carsharing solutions. Our parent company, the RATP Group, is also investing in several startups offering similar additional services via its subsidiary RATP Capital Innovation.

We are also committed to significantly reducing the environmental footprint of our operations.

ENVIRONMENT	2020	2021	2022
Number of sites certified ISO 14001	1	11	124
Greenhouse gas emissions from traction energy (g CO <sub>2</sub> eq/km)	1,517	1,743	1,268
Consumption from a public water distribution network (liters/km)	3.11	3.16	1.69
Amount of hazardous waste (metric tons)	799	962	1,354

The increase in ISO 14001 certified sites comes from the 116 Autolinee Toscane sites (Italy). Overall, GHG emissions decreased by 4.8% on a like-for-like scope (excluding subsidiaries transferred in 2020 to Cap Ile-de-France and the newly commissioned networks in Cairo and Tuscany). In comparison, the number of kilometers increased by 44% on the same scope. Five subsidiaries reduced their emissions in 2022, including Setram (Algeria) by more than 14%. The significant decrease in water consumption per km is due mainly to the impact of subsidiaries that experienced water restrictions in 2022 due to droughts in various countries. The change in hazardous waste tonnage comes from Autolinee Toscane, which added 470 metric tons.

## HIGHLIGHTS FROM 2022

**Our French subsidiary RD Angers joined the ADECC association (Association for the Development of the Circular and Collaborative Economy) in 2022**, a network of local companies committed to the circular economy. ADECC is an initiative supported by the the Chamber of Commerce and Industry of Maine et Loire and ADEME.

Our CTGMVA network in Vannes, France uses the services of “La Feuille d’Erable” in Guidel to recycle paper, toner cartridges and the surgical masks worn by employees. This company supports the circular economy and hires people who face barriers to employment.

**Our six public transport networks (Brest, Quimperlé, Lorient, Vannes, Saint-Malo Urbain et Interurbain) and bus terminal in the Brittany region are pursuing their electrification.**

Bibus Brest, the network we operate for Brest Métropole, is accelerating the development of sustainable mobility. After the first electric buses were put into service in April 2021 and in March 2022, 3 new standard Heuliez buses and 4 new articulated Mercedes e-Citaro buses are being placed in service. 10% of the Bibus fleet now runs on renewable energy, and 9 new electric charging stations have been installed, providing Brest greener public transport for better air quality in the city.

The electrification of our network’s bus fleet is also continuing in Vannes, where our subsidiary Kicéo put 9 electric buses into circulation.

**The energy transition also means offering other means of transportation.**

• **MAI À VELO:** All across France, the transport networks are running campaigns to promote biking as an alternative means of transport. With fun information booths, opportunities to test-ride electric bikes and a family-friendly itinerary to discover the area, there is something for everyone.

• **RATP Dev is proud to support these organizations in promoting soft and sustainable mobility, accessible to all:** Vélozef by Bibus Brest, Cycloplus by #AggloBus, Vélyon by #Impulsyon, Marinéo Vélo by #Marinéo, Vélo AXO by #AXO, Donkey Republic by Transvilles, Vélotac by TAC Mobilités, Vélocéo by #Kiceo and Vélodéa by #Ondéa.

• **Our subsidiary CTLB is offering a new demand-responsive transport system called Mobéa**, available in the 28 towns in greater Aix les Bains, which can be reserved up to 20 minutes before the trip. The six 9-seat minibuses run Monday to Saturday, from 7:00 am to 7:45 pm.

**Energy efficiency plan:**

RATP DEV is participating in the RATP Group’s energy efficiency plan by monitoring consumption in Angers (France), providing fuel-efficient driving training in many subsidiaries, upgrading the fleet and appointing an Energy Manager at Autolinee Toscane (Italy), and installing solar panels on Gest (Florence tramways) buildings.

**In La Roche-Sur-Yon (France), with the Impulsyon network operated for the city and surrounding areas, RATP Dev has taken part in setting up an energy production ecosystem that is unprecedented in France, which is 100% local and 100% green. This project reflects the subsidiary’s commitment to sustainable mobility, making the ecological and energy transition a key priority.**

**3. PROMOTE DIVERSITY AND INCLUSION**

As a public transport operator, we serve the regions where we operate. We are helping to build a more inclusive society by bringing communities together and making it easier for everyone to get around. We are committed to offering convenient mobility solutions and making our transportation systems more accessible.

By promoting diversity and inclusion in our workforce, we can better understand the needs of our regions and respond creatively with customized mobility solutions.

We firmly believe that promoting diversity and inclusion within our operations is a key lever for building responsive, agile and efficient teams that can appreciate and address the concerns and expectations of our customers and users.

**Gender diversity: measuring our actions to improve our performance**

In the public transport sector of most of the countries where we operate, women are significantly underrepresented in the workforce. To address this issue, we want to improve our gender equality performance by increasing the percentage of women working in all areas of our operations.

We aim to achieve two key objectives: increase the percentage of female employees in our workforce to 20% (calculated by dividing the number of female employees by our total workforce) and increase the percentage of female executives to 40% (calculated by dividing the number of women in leadership positions by our total leadership team).

The integration of two very large subsidies in 2022 (Autolinee Toscane and RD Mobility Cairo) with a low percentage of women in the workforce (6,200 men and 742 women) explains the decrease in the percentage of female employees and women in senior management in the company.

SOCIAL	2020	2021	2022
Percentage of women in our workforce	16.24%	16.54%	14.70%
Percentage of women in leadership teams	34.90%	34.18%	29.70%

**HIGHLIGHTS FROM 2022**

**In the regions where we operate, RATP Dev is committed to promoting education and the transition to employment.** For example, we have established solid, long-term partnerships with institutions in **the Greater Casablanca area and throughout Morocco**, including EMINES (Mohammed VI Polytechnic University in Ben Guérir), the Ecole Centrale de Casablanca and EM Lyon Casablanca, to offer projects or study programs related to innovative mobility.

**In Algeria**, the SETRAM subsidiary signed an academic partnership in early 2021 with its Constantine operating unit and University 3 Salah Boubnider to develop the students’ technical skills and improve their employability.

Elsewhere, we have engaged in various initiatives, including providing a ‘job bus’ to bring together businesses and jobseekers and “speed coaching” sessions for students.

**In France and in South Africa**, RATP Dev is working alongside the RATP Group Foundation to help young people from lower income backgrounds gain admission to prestigious engineering, economic, social and scientific study programs. The motto of this *Trajets d’Avenir* program is “One student, one scholarship, one mentor.” It supports some fifty students each year, promoting social diversity at a dozen higher education institutions.

**Our subsidiary GEST, which operates the Florence tramway network**, has joined forces with the Nosotras association to help vulnerable women regain economic independence, in particular by training to become tramway drivers.

**In their recruitment campaigns, our subsidiaries in France as well as our subsidiary RATP Dev Casablanca** have featured portraits of women working in various positions to encourage women to apply.



# Our commitments

## 1. PROVIDE ALL PASSENGERS WITH A SAFE AND POSITIVE MOBILITY EXPERIENCE

**As a public transportation operator, our mission is to make public transit easy and safe for all passengers. Faced with climate emergency, changing lifestyles and new mobility habits, we are constantly adapting our transportation offer to provide our passengers with the best possible experience. We rely on our expertise and new technologies to make transportation more convenient, reliable, innovative and accessible to all passengers. By offering the best possible mobility experience, we encourage travelers to switch from their cars to public transportation, thus helping to protect the planet and the quality of life in the city.**

### Safety, first and foremost

Safety is a key component of our corporate culture and is our top priority. We are committed to guaranteeing the safety of our passengers, employees and partners, without compromise. This commitment translates into mandatory safety by complying with safety procedures in operations and maintenance, and deploying safety programs in our networks.

## Focus:

Many of RATP Dev's subsidiaries are implementing actions to raise awareness of road risks and reduce the number of accidents. Our French networks Kicéo (Vannes), TBK (Quimperlé) and CTRL (Lorient) held safety talks for elementary and junior high school students to review the rules and behaviors for using public transport safely when traveling on their own.

The Bibus network (Brest) launched a large poster campaign to encourage residents and passengers to be focused on the risks of collision with tramways and buses.

RATP Dev Casablanca signed a second agreement on accident prevention with CASA Transports and the Moroccan National Road Safety Agency. The Agency has a full program of prevention, education, innovation, research, infrastructure development and regulations, as well as a safety and accident analysis observatory.

In Italy, RATP Dev's subsidiary in Florence developed an educational booklet for high school students who are returning to class after two years of hybrid learning due to Covid, explaining how to use the tramway safely when traveling by themselves.

Our London subsidiary, RATP Dev Transit London supported an annual road safety campaign organized by the UK charity Brake. This year's theme was "Safe Roads for All". Every year during the campaign, thousands of schools, organizations and communities get involved to share important road safety messages, campaign for safe roads for everyone and remember people injured in road accidents.

### A seamless mobility experience

At RATP DEV, Open Payment is now available on three French networks: Bibus, Ondéa Grand Lac and Mouvéo.

In partnership with the Municipality of Florence and Thales Italia, GEST (Florence's tramway network) collaborated in a pioneering European project of AI-based solutions on Florence's T1 tram line: the ELASTIC project. As part of this new solution, sensors and lasers were placed on our tramways to test driverless operation, obstacle detection and tracking. Fully integrated in real-life scenarios, the new software monitors the interactions between tramways, pedestrians, cars and bicycles to improve overall tramway safety and make Florence an even safer city. In addition, the sensors improve efficiency, provide valuable predictive maintenance data for the tracks and the tramway network, and minimize service disruptions due to vehicle downtime.

RATP Dev launched recently "Voice of the Customer", a new brick in our Welcome program, dedicated to improving customer experience. The objective is to support our networks by providing them with tools and systems to consolidate and analyze customer feedback and implement action plans. A "Customer Care" challenge was also organized for all subsidiaries to showcase the best actions implemented in terms of customer care and satisfaction.

Passengers want to get from point A to point B easily and effortlessly. In other words, they want a seamless experience. Multimodal and intermodal transit solutions are key to providing such fluid end-to-end itineraries. In addition to our traditional modes of transportation (metro, tramway, bus), our networks are adding new services, such as carpooling, shuttles, bike rentals, etc. And MaaS-type (Mobility as a Service) apps that digital apps that passengers can use to plan routes, pay for tickets, see real-time traffic information and much more are making the experience even more seamless.

## Focus:

A new demand-responsive transport system called Mobéa, available in the 28 towns in the Grand Lac metro area (Lac du Bourget, France), which can be reserved up to 20 minutes before the trip. The six 9-seat minibuses run Monday to Saturday, from 7:00 am to 7:45 pm.

- 📍 A new website, portal for all mobility in the region, is now online: [www.ondea.fr](http://www.ondea.fr)
- 📍 A new "all-in-one" app, which passengers can use to plan their trips, book and pay for tickets, is available on Apple Store and Google Play.
- 📍 In addition, the service is expanding, with more frequent buses, earlier in the morning and later in the evening, synchronized with the regional express trains and serving new areas.
- 📍 Grand Lac also introduced new, faster local lines to schools, which began operating. Some students will save up to an hour a day on transportation depending on where they live.

### Accessible transit for all

Mobility is a critical factor for well-being and integration into society. To facilitate access to public transport for all passengers, RATP Dev has developed real expertise in demand-responsive transport and paratransit. Tailored to the specific needs of each person, these solutions provide easy access to public transport.

**Marinéo, the network that RATP Dev operates for the Boulogne-sur-Mer metro area (France), launched a “HANDI... CAPABLE” campaign in partnership with the association Globe Handicaps. The campaign promotes access to public transport for all passengers, particularly people with reduced mobility.**

**Marinéo also won an award in our 2022 internal innovation challenge Innov&Go for its “Osons le bus” workshop. The workshop supports, informs and educates all passengers on how to use the transportation network for easier mobility.**

### Innovations to improve passenger experience

Improving passenger experience is naturally a key goal of our innovation strategy. We are developing and testing numerous concepts to improve the safety, comfort, and onboard experience of our passengers, before deploying them more widely.

**Our ‘Walk In Peace’ app, winner of the internal innovation Innov&Go award in 2020, is designed to enhance passengers’ sense of security. It helps find a fellow traveler for the trip, alerts other passengers or contacts a security patrol in case of emergency. «Walk In Peace» was developed by Casaroc, our innovation laboratory in Morocco.**

## 2. PROACTIVELY SUPPORT THE VITALITY OF THE REGIONS WHERE WE OPERATE

**We are much more than a transport operator: wherever we operate, we act as a stakeholder in local life, serving the regions and communities. Through our mobility services, we actively support the vitality of our regions and improve the daily lives of residents by providing easy access to education, employment, health care, culture, leisure activities, friends and family. We honor our strong local roots by engaging in initiatives supporting local populations, particularly the most vulnerable.**

### Developing and sharing our expertise in public transport

SOCIAL	2020	2021	2022
Training: number of hours / year / employee	10.9	13.1	22.3

Setram (Algeria) has quadrupled the number of training hours this year, with improved access to training (due to the easing of the Covid pandemic).

### Tourism and culture

Because culture, tourism and sports are also key drivers of the economy, we support numerous exhibitions and events across the world.

- ▶ In France, we are partners to several music, film and performing arts festivals, including the Printemps de Bourges and Jazz à Vienne, which we have been supporting for more than 10 years, and the International Puppet Theater Festival in Charleville-Mézières.
- ▶ In Florence, Italy, GEST is part of an innovative program of guided tours “Florence by Tram”. With 3 itineraries and more than 200 places of interest along the tramway line, this is a new sustainable and eco-conscious way to discover Florence. On the “Florence by Tram” website, you will find maps of 200 places of interest within 1.5 km (20 minutes on foot) of the various Florence tram stops, providing photos and directions to the sites. They include historic sites as well as more contemporary ones, many of them off the beaten path! The website is continuously updated and is designed to be scaled up as the tramway system is expanded. As part of another initiative, our Florence subsidiary covered one of their tramways with children’s drawings. The children drew the pictures during a recent open house event where they were able to tour the tramway depot and learn how trams work.
- ▶ In Laon, France, the International Urban Arts Festival pays tribute to the medieval city of Laon, where we operate the TUL network. As a transit operator committed to sustainable mobility accessible to all, RATP Dev, through its subsidiary CTPL/TUL, is proud to support the regions and the local residents by promoting access to culture for all.



### Support for communities

We are committed to supporting the regions and the people who live there, especially the most vulnerable. We honor this commitment by engaging in actions alongside the RATP Group Foundation and through the community initiatives deployed independently by our subsidiaries.

The mission of the RATP Group Foundation is to support local community projects that promote access to education, culture and employment, as well as the ecological transition wherever the RATP Group operates.

SOCIETAL	2020	2021	2022
Number of RATP Group Foundation projects in RATP Dev regions (number and €)	20 271k€	20 268k€	15 192k€

In addition to our actions with the Foundation, our subsidiaries are independently carrying out numerous initiatives to promote access to employment and education, build more inclusive communities, and contribute to more responsible regions and sustainable cities. They engage in one-time and regular initiatives tailored to the needs of each community, such as providing free shuttles, school scholarships, distributing school supplies or toys, food drives, cleaning up shared spaces, etc

- Our commitments are ongoing, long-term efforts. For example, since 2007, through the Foundation, our subsidiary Bombela Operating Company (BOC) in South Africa has been supporting the community outreach work of the South African association Sizanani (meaning “let’s help each other” in Sotho), which helps underprivileged children in Alexandra Township on the outskirts of Johannesburg.
- During the holiday season, RATP Dev USA rallied for people in need. As part of their We Move People community outreach initiative, our subsidiary collected donations for local communities. The bus service team in Oxford, Mississippi collected food for a local food pantry. In Indiana, a team from public transportation provider IndyGo donated gifts, clothing and shoes to children as part of the Angel Tree program in Indianapolis.

# Our compliance and ethics policy

## 1. BUSINESS ETHICS

The trust that RATP Dev inspires in all its stakeholders - employees, shareholders, customers, suppliers - is one of the pillars of our culture. Ethics and corporate responsibility are core components of our management practices, driving growth and providing a competitive advantage for conquering new markets.

We comply with national and international laws applicable to our activity and adopt ethical behavior at all levels of the company.

In accordance with France’s Sapin II law on transparency, the fight against corruption and the modernization of economic life, RATP Dev draws up risk maps for each country where we operate and for each activity.

In order to control the risks and ensure we act with integrity, RATP Dev shares with the RATP Group a Code of Ethics setting forth the fundamental values and rights of the Group and its subsidiaries, as well as the commitments and expectations towards its employees and all of its stakeholders.

The Code of Ethics is complemented by the Code of Business Conduct and Prevention of Corruption. It is the cornerstone of our trustworthiness, our reputation and our success and must be respected by all employees.

Finally, RATP Dev has introduced a whistleblowing system that allows employees to anonymously report breaches of these two codes either to the Compliance and Ethics Committee at RATP Dev level, or to their local Ethics Officer.

RATP Dev also regularly evaluates our main strategic partners to ensure their integrity and to assess the level of risk related to ethics, the environment, human rights and fundamental freedoms.

### Our indicators

ETHICS / COMPLIANCE	2020	2021	2022
Percentage of subsidiaries and controlled entities within the meaning of Article L-233-3 of the French Commercial Code covered by a whistleblowing system	84%	100%	100%

## 2. TAX COMPLIANCE

In order to guarantee compliance with the anti-tax avoidance rules laid down by the OECD (BEPS), our Tax Department has drawn up a tax procedure that we have distributed to all of RATP Dev's financial directors and accounting managers in France and abroad who are responsible for monitoring the application of the rules in their subsidiaries.

The tax procedure requires compliance with the following principles:

- Tax evasion (not just illegal methods but also actions whose sole purpose is to reduce the tax burden), and deliberate non-compliance with tax laws are not tolerated;
- The local tax burden must be handled in compliance with the rules and laws of the countries where RATP Dev operates;
- All tax positions adopted by the company must be properly documented;
- Potential tax risks must be reported immediately to RATP Dev's Finance Department;
- Intra-group transactions must comply with the arm's length principle as defined by RATP Dev's transfer pricing policy: a master file documenting the company's policy is communicated to subsidiaries each year, and a local file is established in each country.

## 3. RESPONSIBLE PURCHASING

The third party assessment procedure applies to all subsidiaries directly or indirectly controlled by RATP Dev and consolidated at the RATP Group level.

## Our methodology

The scope covers 81.2% of RATP Dev's consolidated revenues as of 31 December 2022 and 86.8% of our workforce.

For qualitative data, 35 subsidiaries were consulted (the Group policies apply to all subsidiaries). For quantitative data, 24 subsidiaries representing 86.8% of the workforce provide information on 65 indicators, which are used to calculate the 14 indicators selected this year.

The following topics, which are not material in view of the Group's activity, are not covered in this document: food waste, food insecurity, physical activity and sports, animal welfare and responsible, fair and sustainable food.

### A. BUSINESS MODEL

The business model is a global and simplified scheme. It varies according to the contractual terms of each transit system or subsidiary. It was developed by iteration with experts from RATP Dev head office departments in line with the materiality analysis.

### B. RISK AND OPPORTUNITY ASSESSMENT

In accordance with the regulatory requirements of Decree 2017-1180 of 19 July 2017, RATP Dev has assessed our main environmental, social, human rights and anti-corruption risks and opportunities. The analysis was carried out in three stages:

1. 30 non-financial risks and opportunities were identified based on elements from the RATP Group's risk mapping.
2. Each CSR risk and opportunity was rated by experts in the field. The rating scale was developed in conjunction with the RATP Group's Audit, Risk Management and Internal Control Department, using the same methodology as for the Group's risk map. The risks were evaluated in terms of severity, occurrence, and management (assessment of barriers).
3. Our CSR risks and opportunities were prioritized. The impact and occurrence assessments were used to identify a list of priority risks for this year, associated with important issues for RATP Dev.

### C. KPIS

The KPIs are calculated according to a methodology included in the CSR 2022 reporting guide, which is common to all the subsidiaries analyzed. Checks are performed to ensure that everyone is following the methodology.

The representative sample is selected from subsidiaries with revenues of more than €10 million for which there is more than one year of CSR data.

Calculation scope includes all subsidiaries of RATP Dev and their turnover (€1.8 billion). This does not take into account the financial reclassification of our Algeria and London subsidiaries, resulting in €1.5 billion consolidated sales.

<sup>1</sup> RATP Dev SA (holding company), Orly Val Service, RDLA, RD Brest, CTGMVA, STI Centre, Cars Dunois, RD Angers, STU Bourges, CTB, GEST SPA, Latium Cilia, Autolinee Toscane, HK Tramway, SETRAM, RATP Dev Casablanca, RD Mobility Cairo, London United Busways, London Sovereign, London Transit, BOC, RATP Dev USA Inc., The Original Tour (Tootbus London), Paris Open Tour (Tootbus Paris)



Note: In order to ensure that relevant data are used, the North America Bus scope is limited to DC Circulator (Washington, DC), COMET (Columbia, SC) and PGC (Prince George County, MD). This explains the variations in results between 2020 and 2022. Concerning RATP Dev London, the training hours data this year only concern drivers.

For RDSA, the headquarters of RATP Dev, the environmental data are not taken into account in this document.

The commercial mileage data used to calculate certain indicators are taken from RATP Dev's operations tracking software.

The water and electricity consumption of SETRAM (Algeria), RDMC (Egypt) and London (Great Britain) are estimates, given ongoing internal reorganization and the difficulty of obtaining invoiced data.

To calculate GHG, the emission factors for diesel and Natural Gas for Vehicles (NGV) were updated in 2022.

Workplace accidents include the commuting accidents for Autolinee Toscane.

Energy consumption data may include building consumption data for some subsidiaries. Uniform estimation methods will be deployed in the next fiscal year.

Formula used for the absenteeism rate:  $(\text{Number of sick days} \times 8) / (\text{Number of hours worked} + (\text{Number of sick days} \times 8 \text{ hours}))$

Formula used for training hours per employee:  $\text{Number of hours of training provided to employees during the year} / \text{Total workforce (People employed at the company on 31/12/2022)}$ .

## Performance Indicators

ENVIRONMENT	2020	2021	2022
Number of sites certified ISO 14001	1	11	124
Greenhouse gas emissions from traction energy (g CO <sub>2</sub> eq/km)	1,517	1,743	1,268
Water consumption from a public water distribution network (liters/km)	3.11	3.16	1.69
Amount of hazardous waste (metric tons)	799	962	1,354

SOCIAL	2020	2021	2022
Training: number of hours / year / employee	10.9	13.1	22.3
Absenteeism rate	6.99%	6.74%	7.22%
Employee turnover rate	10.1%	12.6%	16.0%
Percentage of women in our workforce	16.24%	16.54%	14.70%
Percentage of women in leadership teams	34.90%	34.18%	29.70%
Workplace injury frequency rate	13.76	14.85	15.34
Workplace injury severity rate	1.19	1.37	0.70

SOCIETAL	2020	2021	2022
Number of RATP Group Foundation projects in RATP Dev regions (number and €)	20 271k€	20 268k€	15 192k€

ETHICS / COMPLIANCE	2020	2021	2022
Percentage of subsidiaries and controlled entities within the meaning of Article L-233-3 of the French Commercial Code covered by a whistleblowing system	84%	100%	100%

*This is a free English translation of the Statutory Auditor's report issued in French and is provided solely for the convenience of English-speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.*

## Report by one of the Statutory Auditors, appointed as independent third party, on the verification of the consolidated non-financial statement

For the year ended 31 December 2022

To the Annual General Meeting,

In our capacity as Statutory Auditor of your company (hereinafter the "entity") appointed as independent third party, and accredited by the French Accreditation Committee (COFRAC) under number 3-1884<sup>2</sup>, we have undertaken a limited assurance engagement on the historical financial information (observed or extrapolated) in the consolidated non-financial statement, prepared in accordance with the entity's procedures (hereinafter the "Guidelines"), for the year ended 31 December 2022 (hereinafter, the "Information" and the "Statement" respectively), presented in the Group's management report pursuant to the legal and regulatory provisions of Articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code (*Code de commerce*).

### Conclusion

**During our work, we observed material discrepancies on the indicators "number of training hours per employee" and "total quantity of waste produced" related to insufficient reliability of data collection and control procedures within two subsidiaries of the Group. Based on the procedures we have performed as described under the "Nature and scope of procedures" and the evidence we have obtained, except for the matter described above, nothing has come to our attention that cause us to believe that the consolidated non-financial statement is not prepared in accordance with the applicable regulatory provisions and that the Information, taken as a whole, is not presented fairly in accordance with the Guidelines, in all material respects.**

### Preparation of the non-financial performance Statement

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

Consequently, the Information needs to be read and understood together with the Guidelines, summarized in the Statement and available on the Entity's website or on request from its headquarters.

### Inherent limitations in preparing the Information

The Information may be subject to uncertainty inherent to the state of scientific and economic knowledge and the quality of external data used. Some information is sensitive to the choice of methodology and the assumptions or estimates used for its preparation and presented in the Statement.

### Responsibility of the entity

Management of the Entity is responsible for:

- Selecting or establishing suitable criteria for preparing the Information;
- Preparing a Statement pursuant to legal and regulatory provisions, including a presentation of the business model, a description of the main non-financial risks, a presentation of the policies implemented considering those risks and the outcomes of said policies, including key performance indicators;
- Preparing the Statement by applying the Entity's "Guidelines" as referred above; and
- Designing, implementing and maintaining internal control over information relevant to the preparation of the Information that is free from material misstatement, whether due to fraud or error.

The Statement has been prepared by the Board of Directors.

## Responsibility of the Statutory Auditor, appointed as independent third party/independent third party

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 the information provided pursuant to part 3 of sections I and II of Article R. 225-105 of the French Commercial Code, i.e., the outcomes of policies, including key performance indicators, and measures relating to the main risks, hereinafter the "Information".

As we are engaged to form an independent conclusion on the Information as prepared by management, we are not permitted to be involved in the preparation of the Information as doing so may compromise our independence.

It is not our responsibility to report on:

- The entity's compliance with other applicable legal and regulatory provisions;
- The fairness of information set-out in Article 8 of Regulation (EU) 2020/852 (GreenTaxonomy);
- The compliance of products and services with the applicable regulations.

### Applicable regulatory provisions and professional guidance

We performed the work described below in accordance with Articles A. 225-1 et seq. of the French Commercial Code, the professional guidance issued by the French Institute of Statutory Auditors (*Compagnie Nationale des Commissaires aux Comptes*) applicable to such engagement, in particular the professional guidance issued by the *Compagnie Nationale des Commissaires aux Comptes*, "*Intervention du commissaire aux comptes - Intervention de l'OTI - Déclaration de performance extra-financière*", acting as the verification program, and with the International Standard on Assurance Engagements 3000 (revised)<sup>3</sup>.

### Our independence and quality control

Our independence is defined by the provisions of Article L. 822-11 of the French Commercial Code and the French Code of Ethics for Statutory Auditors (*Code de déontologie*) of our profession. In addition, we have implemented a system of quality control including documented policies and procedures aimed at ensuring compliance with applicable legal and regulatory requirements, ethical requirements and the professional guidance issued by the French Institute of Statutory Auditors (*Compagnie Nationale des Commissaires aux Comptes*) relating to this engagement.

### Means and resources

Our work engaged the skills of five people between October 2022 and March 2023 and took a total of five weeks.

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

### Nature and scope of procedures

We are required to plan and perform our work to address the areas where we have identified that a material misstatement of the Information is likely to arise.

The procedures we performed were based on our professional judgment. In carrying out our limited assurance engagement on the Information:

- 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, taking into account, where appropriate, best practices within the sector;
- 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 main 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;

<sup>2</sup> Accreditation Cofrac Inspection, number 3-1884, scope available at [www.cofrac.fr](http://www.cofrac.fr)

<sup>3</sup> ISAE 3000 (Revised) - Assurance Engagements Other Than Audits or Reviews of Historical Financial Information



# Vigilance plan

- ▶ We verified that the Statement presents the business model and a description of principal risks associated with all the consolidated entities' activities, including where relevant and proportionate, the risks associated with their business relationships, their products or services, as well as their policies, measures and the outcomes thereof, including key performance indicators associated to the principal risks;
- ▶ We referred to documentary sources and conducted interviews to
  - assess the process used to identify and confirm the main risks as well as the consistency of the outcomes, including the key performance indicators used, with respect to the main risks and the policies presented;
  - corroborate the qualitative information (measures and outcomes) that we considered to be the most important presented in Appendix. Concerning certain risk<sup>4</sup>, our work was carried out on the consolidating entity, for the other risks, our work was carried out on the consolidating entity and on a selection of entities<sup>5</sup>.
- ▶ 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
- ▶ We obtained an understanding of internal control and risk management procedures the Entity has implemented and assessed the data collection process aimed at ensuring the completeness and fairness of the Information;
- ▶ For the key performance indicators and other quantitative outcomes that we considered to be the most important presented in Appendix, we implemented:
  - analytical procedures to verify the proper consolidation of the data collected and the consistency of any changes in those data;
  - tests of details, using sampling techniques, in order to verify the proper application of definitions and procedures and reconcile the data with supporting documents. This work was carried out on a selection of contributing entities<sup>5</sup> and covers between 21% and 64% 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.

The procedures performed in a limited assurance review are less in extent than for a reasonable assurance opinion in accordance with the professional guidance of the French Institute of Statutory Auditors (Compagnie Nationale des Commissaires aux Comptes); a higher level of assurance would have required us to carry out more extensive procedures.

Paris-La Défense, on 14<sup>th</sup> March 2023  
KPMG S.A.

**Stéphanie Millet**  
Partner



**Anne Garans**  
ESG Expert




<sup>4</sup> Rail and road safety; Pandemic; Environmental and climate impact management; CSR in procurement; Compliance with local regulations; Measuring and limiting digital technologies impact.

<sup>5</sup> Transit London, RATP Mobility Cairo, Autolinee Toscane



In accordance with Article L. 225-102-4 of the French Code of Commerce, the Vigilance Plan presents the reasonable vigilance measures implemented at RATP Dev to identify risks and prevent serious violations of human rights and fundamental freedoms, human health and safety, and the environment. The Plan covers the activities of the Company and the companies it controls within the meaning of Article L. 233-16 of the French Code of Commerce, whether directly or indirectly, as well as the activities of subcontractors and suppliers with which it has a business relationship.

The Vigilance Plan and the report on its effective implementation include cross-references to the Non-Financial Performance Report, in order to provide a vision of the preventive actions and effective deployment of policies on environmental issues, human rights and human health and safety.

The annual publication of the Vigilance Plan is supervised by RATP Dev's Compliance and CSR Steering Committees. The Steering Committee, comprising the Customers & Engagement Department, the Technical Department, the Human Resources Department, the Risk and Internal Control Department and the Compliance Department, monitors the operational implementation of the Vigilance Plan.

## 1. RISK MAP

The Vigilance Plan is part of the CSR risk identification and analysis process carried out at RATP Dev, which is used to develop the risk map. The methodology is presented in the "Risks and Opportunities" section on page 12 of the Non-Financial Performance Report. The CSR risk map is updated annually. It is coordinated with RATP Dev's general risk map. The major CSR risks for the year 2022 in the areas included in the Vigilance Plan are as follows:

ENVIRONMENT	HUMAN RIGHTS	HUMAN HEALTH & SAFETY
Controlling environmental impacts	Promoting diversity and inclusion	Health, safety and quality of work life
Controlling consumption (energy, water) and waste management		Rail safety
Climate change mitigation and adaptation		Road safety

### 1.1 ENVIRONMENT

Controlling environmental impacts: preventive measures and action plans implemented to prevent or mitigate the impact of our activities on the immediate environment.

Controlling energy and water consumption and waste management: reducing our water and energy consumption and our waste generated.

Mitigation and adaptation to climate change: the company's ability to adapt in order to maintain its activity when faced with climate change.

### 1.2 HUMAN RIGHTS

Promoting diversity and inclusion: promoting diversity among our employees to ensure gender parity and a broad range of talent throughout the company.

### 1.3 HUMAN HEALTH & SAFETY

Health, safety and quality of work life: guaranteeing employees a healthy and safe working environment, respecting their physical and mental health and safety, and offering working conditions that allow them to feel good in their workplace and in the company.

Rail and road safety: guaranteeing the safety of passengers.

## 2. ASSESSMENT PROCEDURES

### 2.1 ASSESSING SUBSIDIARIES

The RATP Dev performance indicators contained in the Non-Financial Performance Report are deployed in the subsidiaries for the purposes of CSR reporting. These indicators and others created by the subsidiaries provide information on their performance and progress over time. In addition, internal control guidelines list the key control activities which are self-assessed annually. They are distributed to the subsidiaries each year (see the "Monitoring System" section of the Vigilance Plan).

### 2.2 ASSESSING SUPPLIERS AND SUBCONTRACTORS

The third party assessment procedure applies to all subsidiaries directly or indirectly controlled by RATP Dev and consolidated at RATP group level, whether through capital ownership or effective control. The purpose of this procedure is to identify the risks associated with entering into a relationship with a third party.

As not all third parties carry the same level of risk, different assessments are made depending on the situations encountered. For moderate and high risk third parties, a check is carried out on public databases in order to assess the level of risk related to ethics, the environment, human rights and fundamental freedoms.

## 3. ACTIONS TO MITIGATE RISKS AND PREVENT SERIOUS HARM

### 3.1 FRAMEWORK

RATP Dev has adopted policies and rules that set out the principles of action and provide a framework for the activities of our employees, suppliers, service providers and partners, in order to prevent serious violations of human rights and fundamental freedoms, human health and safety, and the environment.

Firstly, the RATP Group's Code of Ethics is given to all RATP Dev employees. It defines the ethical framework within which employees must carry out their daily professional activities.

The framework, which every employee should be familiar with, includes the commitments set forth in:

- The Universal Declaration of Human Rights;
- The United Nations Global Compact;
- The conventions of the International Labor Organization (ILO);
- The United Nations' Women's Empowerment Principles;
- The UITP (International Association of Public Transport) Sustainable Development Charter;
- The Charter for Sustainable Development of Public Institutions and Public Enterprises;
- Transparency International;
- The Diversity Charter.

We require our suppliers and business partners to include a clause on compliance with the Code of Ethics and the Code of Business Conduct in all contracts with us.

### 3.2 HUMAN HEALTH & SAFETY

In line with the RATP Group's commitments, RATP Dev makes a strong commitment to our employees' health. Everyone must be able to work in an environment that respects their physical and mental health and their safety, and where they feel good at work.

#### Health

RATP Dev rolls out a health and safety culture in the workplace. The prevention of occupational risks is a key concern for all managers. Each of our employees also has a role to play in preventing occupational health risks. RATP Dev has a proactive policy to improve working conditions and reduce the number of work-related accidents at our subsidiaries.

## Safety

Safety is our absolute priority. We have implemented an effective Safety Management System in our subsidiaries, in compliance with local laws and regulations. We monitor serious transport accidents and related corrective actions and we share alerts and lessons learned within the networks, via the Safety Committee and the RATP Dev Management Committee.

### 3.3 HUMAN RIGHTS & FUNDAMENTAL FREEDOMS

As part of our responsible commitment to communities and regions, RATP Dev actively participates in initiatives to benefit communities. These are presented on page 22 of this document.

In addition to these actions, in January 2018, RATP Dev designed a global action plan for diversity and parity within our operations. The plan covers talent acquisition, recruitment, mobility, performance management and review, compensation, training and talent development. This global framework is gradually being implemented through local action plans that address local cultural differences. Lastly, RATP Dev is also committed to promoting effective communication and dialog with our social partners in each of our subsidiaries. We constantly seek to develop more effective local labor relations that address employees' concerns, in order to promote their representation. We strive to establish a climate of mutual trust and dialog to achieve collective efficiency.

### 3.4 ENVIRONMENT

RATP Dev's CSR policy is in line with the RATP Group's CSR policy, which is based on its ambitions to be a leading player in mobility, reduce its environment footprint, and commit to social responsibility in the regions where we operate.

## 4. WHISTLEBLOWING MECHANISM

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

The whistleblowing system set up by RATP Dev allows employees to anonymously report behavior that violates the law or the principles set out in the Code of Ethics and/or the Code of Business Conduct and Corruption Prevention. Examples include serious violations of human rights and fundamental freedoms, human health and safety, and the environment, resulting from the activities of RATP Dev SA, and the companies it controls, as well as the activities of its subcontractors or suppliers. The whistleblowing system is managed under the responsibility of RATP Dev's Compliance and Ethics Committee with the support of local Ethics Officers.

The report can be sent:

- Either to the local Ethics Officer in the country;
- or to the Compliance and Ethics Committee, which is chaired by RATP Dev's Human Resources Director, Chief Compliance Officer and Legal and Compliance Director.

If the alert concerns a member of the Compliance and Ethics Committee or a member of RATP Dev's management, the employee making the report can use the whistleblowing system set up by the RATP Group. In each of the countries in which RATP Dev operates, staff receive training on how to handle alerts, to ensure that alerts are handled in the same way throughout the Group.

## 5. MONITORING SYSTEM

### 5.1 COMMITTEES

The Management Committee regularly reviews issues falling within the scope of the Vigilance Plan, such as the Safety policy, the CSR reporting results and the certification plan.

The Compliance Steering Committee, which meets every two to three months, is responsible for monitoring all compliance-related issues at RATP Dev, including achievements, ongoing actions, any trade-offs required and results. It sets short- and medium-term objectives and makes decisions on further actions to be taken. The Compliance Steering Committee also oversees the implementation of the Vigilance Plan. Compliance Officers, separate from local Ethics Officers, will be appointed in the subsidiaries to ensure that the guidelines are implemented locally.

The CSR Steering Committee, which includes the various departments involved in the Vigilance Plan (Customers and Engagement Department, Technical Department, Human Resources Department, Risk Management and Internal Control Department and Compliance Department), is responsible for defining the CSR roadmap and supervising the implementation of the Vigilance Plan. A Safety Committee, chaired by RATP Dev's Technical Department, meets once a year with the Safety Coordinators of the major subsidiaries and countries, in order to share and promote knowledge related to rail and road safety.

### 5.2 ACTION PLAN MONITORING

The major risks identified in RATP Dev's general risk map are assessed by the risk owners, and action plans are identified. The action plans are reviewed quarterly by the Risk Management function and risk owners and are regularly monitored by the appropriate committees.

### 5.3 INTERNAL CONTROL

RATP Dev's Internal Control Department deploys internal control guidelines that list the key control activities, which are self-assessed annually. The results of the self-assessments are presented each year to the RATP Dev Management Committee and used to update the action plans. There are internal control guidelines, in particular on rail safety, rail safety applied to automatic metros and road safety.

### 5.4 CERTIFICATION PLAN AND INTERNAL AUDIT

In addition to internal controls, RATP Dev has a certification plan (ISO and EFQM) and an audit program. Periodic safety audits are carried out by RATP Dev's Technical Department, based on its audit management procedure, in order to ensure the implementation of the "We Safe" policy.

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

# Reporting

## 1. RISK MAP

In accordance with the RATP Group's procedures and in compliance with local laws, RATP Dev has assessed its main environmental, social, human rights and anti-corruption risks and opportunities. In 2022, RATP Dev initiated a project to review all of its corruption risk maps.

The CSR risk map was updated in 2022, and seven CSR risks were identified (see the "Risk Map" section of the Vigilance Plan).

## 2. ASSESSMENT PROCEDURES

In 2022, the subsidiaries participated in regular workshops to learn about the different verification steps required for third-party assessment procedures, depending on the type of third party involved. In 2022, a program to revise the third-party assessment procedure was initiated.

## 3. ACTIONS TO MITIGATE RISKS AND PREVENT SERIOUS HARM

The Code of Ethics and the whistleblowing system are being deployed in all the countries where RATP Dev operates, taking into account the local context. Today, the RATP Group's Code of Ethics has been distributed to our subsidiaries that are subject to the relevant laws.

Actions were taken in 2022 on the various components:

### ▶ Human Health and Safety:

- The RDLA subsidiary (Lorient, France) set up an action plan to promote the quality of work life for its employees, focusing on improving working conditions by upgrading workspaces and break rooms, and sharing key information about the company with all employees.
- The Autolinee Toscane subsidiary renewed and expanded its ISO 45001 certification to 115 sites. This demonstrates the company's commitment to applying the best international standards in terms of occupational health and safety for its employees and attests to the implementation of an effective occupational health and safety management system at this subsidiary.
- The Technical Department launched a digital platform that provides business units and subsidiaries with RATP Dev's Operating, Maintenance and QSE policies and guides. The Safety Policy as well as the SMS Directive and related documents are available on this platform. In addition, an Occupational Health and Safety guide on prevention, control and monitoring was made available on the platform in 2022. Several more operational occupational health and safety guides are planned for 2023.
- To improve the lessons learned process for rail and road safety, the Technical Department set up a system for sharing safety bulletins on major safety events in 2022 with all subsidiaries, regardless of the mode of transport operated. The safety bulletins include a description of the event, the failures observed, the corrective action plan and recommendations for the operational teams.

### ▶ Human rights:

- RATP Dev is involved alongside the RATP Group in the 'Elles Bougent' association. In 2022, RATP Dev took part in the 'Réseaux et Carrière au Féminin' forum to promote job opportunities for female engineering students, recent graduates and jobseekers, as well as women interested in changing careers.
- Our French subsidiaries RATP Dev Brest and Champagne Mobilités also hosted school field trips for girls during Smart City week, providing them with an opportunity to talk to female employees working in technical jobs, in order to combat gender stereotypes.
- Our training course on intercultural cooperation teaches employees about cross-cultural issues, whether in a national, professional or generational context, making our diversity a lever for collective success. Our subsidiaries in France and Italy are also working to combat sexist behavior (awareness-raising through videos, booklets and training).
- Other examples of actions are described on page 15 of the Non-Financial Performance Report.

### ▶ Environment:

- The integration of the Autolinee Toscana subsidiary into RATP Dev's CSR reporting brings an additional 116 ISO 14001 certified sites, for a total of 124 certified sites this year.
- Other examples of actions are described on page 16 of the Non-Financial Performance Report.

## 4. WHISTLEBLOWING SYSTEM

The whistleblowing system has been progressively deployed in the countries where RATP Dev operates, taking into account the local context (any pre-existing similar system, local laws and cultural differences). Today, the RATP Group's whistleblowing system has been deployed in all subsidiaries that are subject to the relevant laws.

## 5. MONITORING SYSTEM

The Rail Safety and Road Safety guidelines are regularly distributed to all subsidiaries on a digital platform. A newsletter is sent to subsidiaries each quarter to inform them of new documents posted. An internal Quality, Occupational Safety and Environment control guideline was distributed in January 2022 to the subsidiaries within the scope of RATP Dev's CSR quality reporting.

Finally, technical audits to verify the proper application of our operating, maintenance and safety policies are carried out regularly according to an annual schedule. In 2022, 18 operations and maintenance audits were carried out, including two as part of the RATP group's audit schedule.



