

Department of Communications and brand strategy

## UN GLOBAL COMPACT Communication on progress

June 2016

### RATP Group Our commitment, our actions, our results for 2016

*“Global Compact Active” level*



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# LETTER OF COMMITMENT FROM THE CHAIRPERSON AND CHIEF EXECUTIVE OFFICER

In 2003, the RATP group became one of the first major transport companies to subscribe to the ten universal principles of the United Nations Global Compact on human rights, labour conditions, environment and anti-corruption and make them an integral part of its strategy.

This commitment is in line with our desire to improve our social responsibility year on year. We have created a General Delegation of Ethics and an Ethics Committee that have strengthened our current system for ensuring compliance and monitoring the principles of non-discrimination and neutrality within the company.

Our ambition is to prove ourselves to be an integrated Group and a global leader in sustainable and connected urban mobility. With this in mind, we have defined three major priorities.

The first is excellence in passenger services; we are committed to the constant review of our level of excellence so we always satisfy the highest global standards.

The second is innovation; we must continue to support technical innovation, capable of producing world firsts and we must also develop faster and more intelligent innovations to remain at the forefront of the sector and become a leader in connected mobility.

The third is the sustainable city; we have long been recognised as an urban operator, playing a special social role, with strong regional roots, particularly in the Île-de-France region. Our activity as a transport operator gives us legitimacy in the creation of the sustainable city of the future, in coordination with other contributors to urban policies. Our commitment in terms of sustainable development must satisfy this objective.

The *Communication on Progress* report that we are publishing is evidence of the continual progress achieved in 2016. It demonstrates the model of the sustainable and smart city that we aim to embody everywhere we operate.



Alain Le Duc  
Chief Financial Officer  
RATP Group Executive Board Member

## OUR COMMITMENTS

The RATP group is one of the world's major public transport providers. Its ambition is to embody the notions of sustainable mobility and smart cities to the benefit of passengers in France and abroad. That drive is central to the strategic guidelines presented by the Chairperson and Chief Executive Officer in autumn 2015 in the 2025 Challenges plan.

Three strong commitments structure the Group's CSR policy:

- be a major contributor to sustainable mobility and sustainable cities: by offering a connected mobility offer, accessible to all, by developing a real estate policy combining the upgrading of industrial resources and integration in mixed urban programmes and by contributing to more virtuous development model in terms of public health;
- reduce our environmental footprint: by reducing its emissions, limiting consumption, once again improving the energy performance of its transport system and stations, developing its eco-design policies and adopting a circular business model;
- confirm our social and societal responsibility: by contributing to economic vitality and solidarity at regional level, promoting employment, particularly within industrial businesses in the city centre, and by supporting local introductory, educational and cultural projects via the Group Foundation.

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The actions presented appear in the *CSR Report*, incorporated into the management report of the Group's financial and CSR report for the 2016 financial year.

# 1. Human Rights

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## Principle 1

Businesses should support and respect the protection of internationally proclaimed human rights in their sphere of influence

## Principle 2

Businesses should make sure that they are not complicit in human rights violations

## ORGANISATION

The RATP group comprises a parent company and around one hundred subsidiaries. The parent company is a legal entity operating under public law, overseen by the State (with the status of a State-owned Industrial and commercial public utility (EPIC)).

### Governance

#### The Board of Directors

The board of directors is governed by the so-called three-thirds rule: a third of its representatives must be from the French State, a third must be employee representatives and the remaining third must be "qualified people". The Chairperson and Chief Executive Officer is appointed for five years by a decree from the President of the Republic, who also provides a mission statement.

Three standing committees prepare the discussions for the Board of Directors:

- the committee for technical and technological upgrading and transport;
- the economic and strategic committee;
- the committee for innovation and customer service, open to all administrators, which reviews issues relating to services, quality procedures, service innovation projects and monitoring of the Stif/RATP contract.

The role of the audit committee, comprising six administrators, is to advise the Board on the company accounts and consolidated financial statements, the reliability of the information systems, the internal audit program and the quality of internal audit methods, and risk management policies. Two Board of Directors' working groups, open to all administrators, look into questions relating to the Group's financial sustainability and competitiveness.

#### Monitoring and inspection bodies

Several structures have been set up to ensure "good governance":

- a dedicated *risk management* team, which reports to senior management, to support departments and subsidiaries with the preparation of their risk maps and implementing risk reduction plans;
- a general delegation of general-audit inspection, which reports to the Chairperson and Chief Executive Officer, responsible for enquiries into unacceptable behaviour;
- a general delegation of ethics, created in December 2015, which reports directly to the Chairperson and Chief Executive Officer, and now plays the role of compliance officer. It is also tasked with gathering testimonies at all levels of the company and ensuring that all acts contrary to the principles of non-discrimination, secularity and neutrality are automatically reported and punished if necessary. It provides practical assistance to local managers faced with these types of situations to ensure the effective application of the secularity clause, included in the employment contracts of every employee and the rules of procedure.

## CSR policy

Two new bodies have been created to coordinate and manage CSR policy within the Group:

- the Cersec (Ethics, CSR and Compliance Committee) created on 1st January 2017. This Committee aims to establish a culture based on ethics and conformity within the Group and assess programmes on conformity, the prevention of the risk of corruption, as well as CSR action plans deployed by Group departments and subsidiaries. The committee meets four times each year and meetings are chaired by the Chairperson and Chief Executive Officer. An annual activity report is presented by the Committee to the Audit Committee of the Board of Directors and the CSR Club;
- the CSR Club, launched in November 2016. The target is to construct an action plan aiming to spread CSR culture throughout the Group *via* a network of referral agents.

Since 2000, RATP has created a specific accessibility assignment in order to establish a dialogue with external stakeholders, representative of the field. In 2013, it appointed an accessibility ambassador and an accessibility advisory committee meets twice a year. This meeting is attended by the Group's Chairperson and Chief Executive Officer. Furthermore, a request for special attention scheme has been put in place in order to prevent, and allow for the resolution of interpersonal relationship issues (harassment, individual conflicts, etc.).

## **ACTIONS**

In 2003, the RATP group subscribed to the United Nations Global Compact and the ten universal principles set out in the fields of human rights.

### **Ethics and risk management**

In 2011, the Group published an Ethics Code which establishes the six shared values in terms of business ethics, employer ethics and citizen ethics. This code follows on from existing company commitments and reiterates respect for the commitments of Group employees, suppliers and subcontractors and vigilance, to avoid passively contributing to any form of forced labour, involving either adults or children. This code is intended for all Group managers. It is available in French and English from the Group intranet. In 2013, an *e-learning* course, compulsory for the company's 7,000 managers, accompanied the approach and was adapted for RATP Dev subsidiaries. The social policies of the Group's subsidiaries are based on the ILO principles regarding human rights and the fight against forced labour. For example London United Busways (LUB) ensures the compliance of all its suppliers through the *Ethical Trading Initiative Code (ETI Code)* and in Italy, from the request for proposals phase, companies must produce a certificate of conformity with ILO recommendations.

### **Network accessibility for the disabled**

In accordance with the 2005 law on equal rights and opportunities, the participation and citizenship of the disabled, the company continues its proactive policy to make its Paris region networks<sup>1</sup> accessible: 100% of Paris tramway and bus lines, 65% of suburban bus services and metro lines 14 and 63 out of the 65 RER stations are now accessible.

Since 2009, a coordination protocol between the company and nine associations in the Île-de-France region representing people with a disability and people with reduced mobility (PRM) provided a framework for the working arrangements. The 28,000 employees in contact with customers are trained to meet the specific requirements of PRM. Awareness initiatives are conducted with the help of the accessibility assignment: educational supports targeting platform personnel, a series of animated films "Accessible Ensemble", recognised with a *Green Award* at the "International Festival of audiovisual productions for sustainable development and ecology" in Deauville in the "Demographic Transition and Ageing" category.

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<sup>1</sup> The Paris metro system is recognised as an exception by legislation.

In 2016, the company launched "Equisens", a specific urban planning project for metro and RER spaces, for people with sensory disabilities: tactile warning indicators and step nosing on over 3500 staircases, audio identification of metro and station entrances and adapted signage. The S3A (greetings, support and accessibility) label approach aimed at the mentally disabled has also continued on RER lines A and B.

RATP Dev subsidiaries also maintain regular contact with various associations working with vulnerable populations (APF, Jaccede.com in France). In the United Kingdom, Bournemouth Transport Ltd has developed awareness initiatives on mental disorders and signs of senility, in partnership with a specialist association and with Bournemouth University, to train internal referral agents.

### **Assistance for the poorest**

Since 1994, the company has pursued a policy of assisting those facing exclusion on its Paris networks *via* the Social Shelter, which offers support in finding appropriate accommodation facilities. In 2016, RATP renewed the agreement with Emmaüs Solidarité related to the daytime host structure located at Charenton-le-Pont. Since it opened in 2014, the structure has hosted around 1,000 people facing serious social exclusion.

### **Combating violence against women**

RATP is continuing its commitment to combating violence against women, in response to the 5<sup>th</sup> governmental plan for 2017-2019 dedicated to the mobilisation and the combating of all violence against women. In 2015, jointly with SNCF, the company launched an action plan to reinforce its warning systems through a dedicated hotline. It also promoted the *Handsaway* application, the first free mobile application against sexual assault available *via* the RATP Apps platform and its Facebook page. In 2016, it joined a working group with the inter-ministerial mission for the protection of women from violence and the fight against human trafficking (Miprof) working on the preparation of a training module on violence against women. It is committed to training all personnel in contact with the public (personnel at stations, network security officers), from their initial training by adapting the module to the specific features of RATP and its environment.

## **2. Labour conditions**

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### **Principle 3**

**Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining**

#### **ORGANISATION**

Social dialogue is a key factor in the Group's identity. This dialogue is structured around a social agenda that provides an annual timetable for negotiation and consultation issues in France and abroad. It is based on the agreement on union rights and the quality of social dialogue, signed in 2011 by all trade unions representing personnel. This agreement aims to promote constructive dialogue favouring collective bargaining and the search for solutions at a very early stage to prevent conflicts. The social warning system, established in 1996, fully plays its role in preventing social conflicts: in 2016, only 5% of the warnings activated within the company in the Île-de-France region led to a strike notice and the number of warnings is falling overall. Each year, social partners give their opinion on the quality of social relations in the social dialogue commission's report.

In 2012, the Group launched an RATP France group committee with a scope of around sixty subsidiaries. In 2016, management and several trade unions signed an agreement on the creation of an RATP European works council. Abroad, subsidiaries in the United Kingdom maintain a highly

structured level of social dialogue and conflict prevention is a key feature of this dialogue. In Algeria, the subsidiary, Setram, adopted the social warning system when launching a procedure to prevent collective conflict and the use of the right to strike. In Morocco, at the end of the year, the subsidiary, Casa Tram, was awarded the CSR Label by the general confederation of Moroccan enterprises for the quality of its social dialogue.

## Principle 4

**Businesses should eliminate all forms of forced and compulsory labour**

## Principle 5

**Businesses should effectively abolish child labour**

### ORGANISATION

The Code of Ethics reiterates the major principles, such as meeting the commitments of Group employees and vigilance, to avoid passively contributing to any form of forced labour, involving either adults or children, including by suppliers. To this end, several texts govern the company's supplier relations: a code of conduct (General Instruction or IG 499 b), the Charter of CSR commitment for contracts in the New Grand Paris and the Charter for responsible purchases, applicable to Telcité and its suppliers, adopted in 2015. In the United Kingdom and the United States, all suppliers to RATP Dev subsidiaries must comply with the *ETI Code*, whose main objective is to ensure that workers obtain decent labour conditions. In South Africa, the abolition of child labour is written into the Constitution and the 1997 *Employment Act*. Companies incorporate this standard into their codes of conduct on the subject of purchasing and supply procedures.

Since late 2016, internal safety service operators have been subject to a code of conduct defined in a decree. Displayed on the premises and available to employees on the company intranet, this code includes all of their rights and duties in the context of their assignments in accordance with the Savary act of 22nd March 2016 (Decree no. 2016-1495 of 4th November 2016 on the creation of a code of conduct for SNCF and RATP internal safety service operators).

### ACTIONS

In addition to IG 499 b, the due application of the principles of the ILO is also checked as part of the audit programme targeting company suppliers. Social audits are carried out for clothing contracts. Contracts are awarded based on the results of these audits, which are entrusted to an independent agency, and suppliers may be requested to take corrective action. **Since 2000, over 45 sites have been audited in the Île-de-France region, which amounts to four to five audits per year: in 2016, two audits were carried out and no production site was rejected.**

## Principle 6

**Businesses should eliminate discrimination regarding employment and occupations**

### ORGANISATION

Eliminating labour discrimination is central to the Group's human resources policy. It goes beyond simply complying with legal obligations in the countries where it operates by supporting the development of its subsidiaries through a social policy based on shared values: the ethics code, a Group university and a practical guide to mobility within the Group. The Code of Ethics reiterates that diversity, equal opportunities, an open approach and solidarity are fundamental principles behind actions: all employees must renounce all discrimination based on gender, sexual preferences,

disability, health, age, family situation, ethnic, national or social origins, political, philosophical or religious views, trade union activity, physical appearance or family name.

The Group also promotes diversity and respect through partnerships or sponsorship operations aiming to encourage relations and mutual assistance and develop the talents of people in difficulty “in order to make everyone's success possible” (words of the Group Foundation). In 2016, the **company therefore concluded over a hundred partnerships in the Île-de-France region with key operators in the city and leading cultural institutions.**

## ACTIONS

### Fighting discrimination

RATP was one of the first public companies to be committed to the fight against discrimination and to have signed a series of collective agreements with trade union organisations in the following fields: disability (since 1994), social integration (since 1996), gender equality (since 2003) and age management (since 2009).

These agreements follow on from other commitments such as membership in the United Nations Global Compact, opening up the recruitment process to all nationalities outside the European Union (December 2002) and signing the charter on diversity (2004). The decision to open the recruitment process outside the EU caused a breach in French regulations, which until now subjected all jobs with government agencies to nationality requirements. **Since 2010, this recruitment has grown by approximately 20% in the Group.**

At the same time, the company applies a proactive policy for employment in sensitive urban zones (ZUS) in the Île-de-France region and in 2013, it was one of the first large French companies to provide managers with a practical guide "Secularity and neutrality in a company environment" based on practical sheets.

The principle of neutrality was incorporated into the rules of procedure of each establishment. The guide was adapted in 2014 for French Group subsidiaries in order to reiterate the legal principles and rules applicable in subsidiaries, depending on whether they offer a public service or not. In English-speaking countries, statistics on diversity are provided to the organising authorities in accordance with legislation. In South Africa, under the 1998 *Employment equity act 55*, BOC has a dedicated committee and implements a specific plan including a *report* on diversity.

### Gender equality

The fourth agreement in 2015 on professional and wage-based gender equality includes the terms of the 2012 agreement on four key commitments: to improve the percentage of female employees in the company, to pay employees on maternity, paternity or adoption leave, to ensure a work/life balance and to increase the number of female members on management boards. **In 2016, the percentage of female employees in the company in the Île-de-France region rose very slightly: 20.3% compared with 20.1% in 2015.**

An "RATP au féminin" (RATP women's) network, created at the initiative of the Chairwoman and Chief Executive Officer, completes the commitments included in the Group's strategic guidelines.

Several of the Group's subsidiaries have signed agreements on wage-based gender equality. Some have over 30% women in their workforce. In London, *Business and Technology Education Council (BTEC)* and *City and Guilds* qualifications, which incorporate the principles of diversity and equality, were obtained by LUB with a view to driver training. In Morocco, the CSR policy of Casa Tram provides for new initiatives to increase the percentage of women in the company.

### Employment and disability

A seventh agreement on the disabled was unanimously signed for the 2016-2019 period. It sets a recruitment target of at least 125 disabled employees over a four-year period. **In 2016, the company in the Île-de-France region recruited 70 disabled employees. The parent company is**

**involved in 292 initiatives to keep the disabled in a job. It employs a total of 1,578 disabled employees out of a workforce of 45,000 employees for the Île-de-France region.**

In France, approximately 20% of the subsidiary STI Centre's workers are disabled. It works with Sameth (support service for keeping the disabled in jobs) to support disabled employees as far as possible. Internationally, the Group has supported the Seoul subsidiary with its project to train and employ thirty people with mental disabilities, along with the Dasarang association.

### **Social and professional integration in the company**

Sandwich courses serve as a powerful marker of employment policy. Across the priority areas of the urban policy of the Île-de-France region, for many years RATP has practised a proactive policy for the integration and employment of people without qualifications in association with institutional partners (regional council, departmental councils, etc.) and within the regulated framework of government schemes: future jobs, employment support contracts, professionalisation contracts, etc.

In 2016, it signed a new company-wide agreement on the jobs and skills planning protocol (GPEC), which commits it to recruiting 25% to 30% of young adults aged under 26 and retaining or employing seniors, ensuring that 15% or more of its employees are aged 50 or over and represent 1.5% of recruitment. It entered into a partnership agreement with the French army in relation to voluntary national service, to offer young people out of contact with the labour market a training course to become a bus driver.

RATP Dev and Pôle emploi have signed a partnership agreement whereby the local subsidiary pays the transport costs for job seekers. STI Centre and the subsidiary Ixxi have established four Operational preparation sessions for access to jobs (POE), for around forty individuals.

Since 2009, the Group Foundation, in partnership with business schools and universities (HEC, the Paris Institute of Political Studies in France, and Johannesburg in South Africa) has awarded grants to students from modest backgrounds, allowing them to access sectors of excellence while being supported by company mentors.

### **Social and economic integration in the regions**

The company develops many initiatives in the regions, in partnership with bodies focusing on integration (Pôle emploi (French job seekers' office), Écoles de la deuxième chance (second chance schools), local plans for integration and employment, etc.) and with local associations. **In 2016, it participated in approximately 70 job forums in partnership with local authorities.**

For many years, it has organised Mobility Workshops®, an educational approach for socially-vulnerable groups aiming to help them use transport. **In 2016, approximately 400 mobility workshops® were organised for around 3,500 beneficiaries** by company employees and around twenty by the Agir ABCD association or Fondation Agir contre l'exclusion (Face – Foundation against exclusion).

It has also improved its commitment through its "Alliance for education" programme to fight against school dropouts. On its 20<sup>th</sup> anniversary, it renewed the operation allocating time to employees for voluntary work, for associations organising solidarity projects in areas where the Group operates. **In total, almost 15,000 individuals have benefited from the educational projects that have been supported by the Group Foundation since its creation.**

In Valenciennes, the Association for the right to economic initiative (Adie) awarded 20 micro-credit grants funded by the Foundation to help the unemployed wishing to create their own businesses. On an international basis, London United Busways and Fullington Auto Bus Company are conducting programmes for the re-integration of former military staff. Hong Kong Tramways has entered into a partnership responsible for immigrants and three partnerships for the creation of businesses by women, learning for young people and solidarity commitments, have been launched in the Philippines, Morocco and Algeria.

## Socially-responsible purchases

Close attention is paid to labour conditions on the premises of suppliers and illegal labour (IG 530 on illegal labour and social audits). Through its purchases, the company intends to contribute to boosting the local economic fabric and implementing public employment policies for the most long-term unemployed. The company uses two main sources of leverage for this purpose:

### - Integration clauses in the contracts

The projects represent an opportunity to launch effective long-term professional integration schemes using clauses included in suitable contracts (services, buildings, infrastructure). Such projects generate a large number of hours of integration: **200,000 hours are planned for north lines 11 and 14, and 90,000 hours for line 4**. A "tunnel boring assistance" training course, intended for individuals benefiting from integration programmes, is specifically designed to meet the needs of civil engineering firms, project managers for work on lines 4 and 14 North and should be renewed for future works. For real estate projects, the real estate subsidiary, SEDP, acts as a facilitator to integrate people out-of-work on a long-term basis as part of the projects it manages.

In 2016, RATP created an integration project, which generated 10 positions for the maintenance of the green areas around the T2 tramway line. **In 2016, the purchases of the parent company provided over 359,000 hours of integration to the benefit of 643 individuals.**

### - Direct purchases from integration structures via economic activity (SIAE)

In 2016, a new purchasing procedure used to reserve a batch from integration structures via economic activity (SIAE) was tested, in view of allocating a cleaning contract for green spaces. The volume of services entrusted to Esat (sites and services helping the disabled to find work) and EA (adapted firms for the disabled) increased despite the reduction in turnover related to the fall in business on one of the dedicated markets. **In 2016, purchases worth €712 k were concluded from the supported and protected sector**

At the same time, RATP participated in the working groups created by the State as part of the Charter of CSR commitment for contracts in the New Grand Paris on integration via economic activity and access to the markets of small and medium-sized enterprises.

Internationally, the incorporation of social priorities in purchasing processes is covered by the legislation in force: British subsidiaries refer to the *ETI Code*; in Italy, suppliers must produce a specific document proving their compliance with legal social obligations from the request for proposals phase and in South Africa, sub-contractors and suppliers are inspected to check compliance with legal obligations and commitments in terms of sustainable purchases.

## Support for Small and Medium-sized enterprises (SMEs)

As a founding member and signatory of the Pacte PME (SME support group) since 2004, RATP provides its support to SMEs by facilitating their access to its markets through several schemes: use of batches, electronic procedures, acceptance of variants, co-contracting/sub-contracting encouraged *via* a joint venture. From mid-2014, it anticipated the new European directive 2014/24/EU on public procurement which provides for the reduction in the maximum financial capacity of candidates for calls for tenders. In accordance with the charter of good practices between major prime contractors and SMEs, the company has appointed a mediator who can be used by suppliers in the event of a dispute. Every year, the Pacte PME association organises a survey targeting SMEs, on behalf of the company, to evaluate customer-supplier relations and identify means of improvements. The survey was presented in the presence of around twenty SMEs and the company's network of internal buyers.

## Labour indicators (2016 CSR report)

### Employment - Total number of members of personnel and breakdown by gender, age and geographic segment

Total number of Group employees (parent company + subsidiaries in question)	31/12/2016	31/12/2015	31/12/2014
Full Time Equivalents	55,975	56,728	54,014
Actual number of members of personnel	56,911	57,801	54,790
Breakdown by age (actual number of members of personnel as a%)	31/12/2016	31/12/2015	31/12/2014
Under 26	4.03	4.18	4.41
26-35	27.15	27.23	27.85
36-45	32.95	32.45	32.54
46-55	28.37	28.80	28.98
56+	7.50	7.34	6.21
Breakdown by geographic segment (Actual numbers of members of personnel as a %)	31/12/2016	31/12/2015	31/12/2014
France	82.77	81.61	83.39
Europe excluding France ( <i>in the geographical sense</i> )	7.56	9.01	7.00
Rest of the world	9.67	9.38	9.61
Breakdown by gender (actual number of members of personnel as a %)	31/12/2016	31/12/2015	31/12/2014
Women	19.10	18.85	19.08
Men	80.91	81.15	80.92

Gender breakdown by geographic segment	Men			Women		
	End of 2016	End of 2015	End of 2014	End of 2016	End of 2015	End of 2014
France	37,495	37,640	36,404	9,612	9,533	9,284
Europe excluding France	3,889	4,657	3,427	412	551	411
Rest of the world	4,660	4,610	4,506	845	809	758

### Organisation of working hours

Part-time employees (actual number of members of personnel as a %)	31/12/2016	31/12/2015	31/12/2014
Proportion for the entire Group	3.94 %	4.17 %	3.45 %

### Social relations

Collective agreements signed during the year	2016	2015	2014
Number of agreements signed during the year	62	49	79

### Training

Training	2016	2015	2014
Number of training hours	2,386,476	2,573,122	2,131,115

## Equal treatment

Gender equality	31/12/2016	31/12/2015	31/12/2014
Percentage of women in the total number of members of personnel	19.10 %	18.85 %	19.08 %
Percentage of female senior managers	33.04 %	28.88 %	30.42 %

## 3. Environment

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### Principle 7

**Businesses should support a precautionary approach to environmental challenges**

#### ORGANISATION

RATP is committed to reducing pollution and other factors adversely affecting the health of passengers, local residents and its staff and adopting a vigilant and preventative approach to emerging risks. It monitors and provides expertise at all times.

#### Managing the Group's environmental risks

The general delegation for risk management supports departments and subsidiaries in the preparation of their risk maps. Technical referral agents have been appointed in the fields of electromagnetic interference, air quality and acoustics. Environmental risk reduction plans and commissions have been created.

#### Resources dedicated to preventing environmental risks and pollution

- The laboratory of tests and measures accredited by the French national accreditation body (COFRAC);
- A toxicology unit within the occupational health service;
- A network of internal auditors for ISO 14001 and ISO 9001;
- A safety advisor for the transport of dangerous goods and technical referral agents (environmentally-classified sites (ICPE), noise and vibrations, air quality, electromagnetic compatibility);
- The development of ISO 14001 certification processes and the deployment of EMS across all Group industrial sites and subsidiaries: SEDP is OPOIBI (Engineering certification body) certified for the energy audits it carries out on industrial, tertiary or accommodation buildings, with the RGE (Reconnu garant de l'environnement – Environmental guarantor) indication. In South Africa, in 2016, BOC renewed the ISO 14001 certification.

#### ACTIONS

##### **Sites with an environmental classification**

RATP operates sites with an environmental classification (ICPE) likely to trigger various risks (fire, explosion, noise, miscellaneous pollution). ICPEs are listed as per the nomenclature of classified sites, based on the quantities and dangerousness of the substances used or stored on a site, and the environmental risks inherent to site activities.

**At the end of December 2016, the parent company operated 169 ICPEs at 63 sites.**

##### **Electromagnetic fields**

An Electromagnetic fields commission monitors health, regulations and technology concerning electromagnetic radiation in underground spaces. With the general availability of 3G/4G on the Paris regional network, rules have been defined with operators to reduce the exposure of passengers and personnel in each station and tunnel as far as possible. In 2016, the electromagnetic fields commission attempted to map emissions in compliance with decree 2016-1074 of 3rd August 2016 on protecting workers against the risks inherent to electromagnetic fields.

##### **Air quality below ground**

Air quality below ground is constantly monitored and is the focus of a continuous programme of measures: a continuous monitoring network in three metro and RER (regional train) stations, punctual measurements at various locations in the underground network, replacement of the train fleet with models equipped with electrical brakes reducing particulate emissions and improvements

to air circulation inside stations. The results of actions and the annual report for this surveillance have been available on the company website since 2008. Punctual measuring operations reinforce this surveillance.

In 2016, a new action plan on indoor air quality was defined in order to reduce employee and passenger exposure to fine particles.

At the same time, RATP has invested substantially in creating, replacing and reinforcing ventilation systems for more than a decade, in order to replace air below ground: **95 million euros between 2004 and 2015 and 45 million euros planned between 2016 and 2020.**

### **Major risk of flooding**

RATP was one of the first operators to draft its own Flood Protection Plan (PPCI). This plan, recognised in a document validated by the Prefect of the Region in January 2015 aims to prevent water entering its networks. Within this framework, from 7th to 18th March 2016, the company participated in the simulation of a 100-year flood, known as "EU Sequana 2016" organised by the Paris police authority with the support of the European Union. In June 2016, the company had the opportunity to test its Flood Protection Plan (PPCI) in actual conditions when the Seine river flooded, and to launch the planned actions: a crisis unit and opening the crisis communications headquarters. Detailed feedback was provided on this event, both in-house and from its main partners (Zone de défense, Ville de Paris, SNCF, etc.).

### **Works with a low environmental impact**

The company acquired a guide on "Organising works with a low environmental impact" which can be used to prevent environmental risks and identify solutions prior to works phases. In 2016, a regulation on works with a low environmental impact was applied to the extension of line 4 at Bagneux (in Hauts-de-Seine) and during the T1 tramway line extension to Val-de-Fontenay (in Val-de-Marne).

The company carries out environmental audits and inspections for all works. In 2015, it signed the 7<sup>th</sup> protocol on the due execution of works for Paris City Hall.

Its real estate subsidiary, SEDP, implemented a charter on 'Low-impact works' intended for the sub-contractors allocated to works and operations and recorded the environmental principles to be applied to structures and structural components designed or renovated, in a specific document on 'SEDP environmental recommendations'.

### **The circular economy**

The company optimises resources by, on the one hand, reducing use, and, on the other hand, creating synergies between regional operators. In 2016, RATP and Paris City Hall collaborated on the drafting and signing of a partnership agreement to create "circular economy loops" as part of the "Quartier des deux rives" (Quarter of the two banks) project (covering the area in and surrounding the gare d'Austerlitz in Paris).

### **Waste management and prevention**

For many years, RATP has aimed to better manage all waste generated on its industrial and tertiary sites. **Approximately 100% of its non-hazardous waste (NHW) and 99% of its hazardous waste (HW) is currently re-used.**

The sorting and management of industrial waste and electric and electronic equipment (WEEE) represent two of the key elements of RATP DEV's environment policy. In the United Kingdom, Bournemouth Transport Ltd drafts monthly *reports* on the percentage of materials recycled. In Algeria, Setram has launched a QHSE (quality, health, safety & the environment) system for waste management.

## Preventing noise

Five key principles structure the company's actions: reducing noise at the source, prevention (nuisance management plan for works, upstream acoustic impact studies, mapping of noise black spots, corrective actions (rail grinding, noise barriers, anti-vibration mat under ballast, replacing existing rolling stock with models operating at lower noise levels), permanent dialogue with stakeholders (local residents, local elected representatives, etc.) and investment in research programmes.

The company provides the departmental prefects affected with the classifications of its infrastructures and noise maps drafted as per European directive 2002/49/EC. It also actively contributes to preparing environmental noise prevention plans (PPBE) for the State, municipalities and public inter-municipal cooperation bodies (EPCI) in question. **In 2016, the company allocated €2.3 million to rail grinding on the metro, RER and tramway networks.**

Internationally, the Florence tramway network has launched a lubricating train with an anti-noise lubricant. In Algeria, Setram regularly carries out rail grinding operations on the tramway network and in South Africa, BOC has installed noise walls along dense urban areas of the Gautrain route.

## Adapting to the consequences of climate change

RATP is affected by climate change at various levels: managing the rail infrastructure network, operating and maintaining a transport system (passenger transport, stations, information and communications systems), purchasing bus and rail rolling stock and designing new infrastructures (buildings or rail infrastructures). Since the major climate risk is the flooding of underground networks, the company has also launched a diagnostic test focusing on vulnerable aspects of networks due to groundwater.

## Principle 8

**Businesses are asked to undertake initiatives to promote greater environmental responsibility**

## ORGANISATION

The Group's aim is to personify everyday sustainable mobility and the "smart city" for passengers and to be a recognised benchmark. Consequently, all innovative initiatives and experiments in terms of environmental responsibility are encouraged. For several years, the company has set up internal networks with referral agents in order to spread good environmental practices. Since 2012, it has organised trophies to recognise the best initiatives and motivate teams. In 2016, it decided to coordinate CSR policy within the Group: after creating a general delegation of ethics, it created the Cersec (Ethics, CSR and Compliance Committee), a steering and coordination committee, one of whose objectives is to assess the CSR action programmes deployed by Group departments and subsidiaries. It also launched a CSR Club to construct an action plan aiming to spread CSR culture throughout the Group *via* a network of referral agents. (Refer to Principles 1 and 2).

## ACTIONS

### Training and awareness

Training measures on the consideration of the protection of the environment are a prerequisite for spreading good environmental practices within the Group. The range includes many across-the-board sessions: waste management, the transport of dangerous goods by road (ADR)<sup>2</sup>, environmental audits, etc. At local level, all of RATP's industrial sites applying an environmental management system (EMS), ensure that their personnel and service providers are aware of the

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<sup>2</sup> European agreement on the international carriage of dangerous goods by road.

company's environmental policy and obligations in terms of conformity and the action to take in emergency situations. These training sessions are completed by other educational actions: participating at workshops (Ademe<sup>3</sup>, Ville de Paris, APC climat (Agence parisienne du climat – Paris climate agency, etc.), managing internal networks, internal communications, accessible for all employees, ensuring that sub-contractors and suppliers are aware of the Group's environmental commitments.

**In 2016, 8,680 hours of across-the-board training focused on ensuring the training of company employees in the Île-de-France region. 1,804 employees benefited from these sessions.**

The training of 15,000 bus drivers on the Paris bus network focuses on the links between driver behaviour, fuel consumption and premature wear to stock. This aspect is systematically included in initial and continuous development training. For several years, an annual competition, the Eco-challenge, has rewarded bus lines and maintenance centres with the largest reductions in fuel consumption.

For two years, trophies have been awarded to recognise the best initiatives: the trophy for eco-design projects (since 2012), the trophy for responsible purchases (since 2013), the trophy for the environment (since 2016), the CSR trophy (May 2017) and the Innov & Go challenge (2016) for RATP Dev.

## **Reducing the environmental impact**

### Reduction of greenhouse gas emissions

The Group is continuing with its efforts to improve the energy efficiency of its transport systems and become a benchmark for the design and use of low-carbon transport networks. Action plans concern transport systems, the rail infrastructure, stations and industrial and tertiary buildings related to the operating and maintenance activities of the transport network.

### Bus2025 Plan

The prospective brainstorming for the Bus2025 plan on a 100% clean and sustainable bus mode in the city of the future is based on three strategic lines: to support the development of mobility in line with the development of the region; to anticipate the expectations of regions and passengers to offer an integrated bus for the city of the future and to implement the ecological and energy transition for decades to come by replacing the fleet with electric and biogas buses and using innovative alternative modes. In 2016, trials on electric vehicles began with French (Heuliez, Bolloré) and Chinese (BYD) manufacturers on three Paris bus lines (341, 21 and 147); an electric driverless shuttle (EasyMile) was tested between the gare d'Austerlitz and the gare de Lyon.

### **Focus on the *Staff transport* operation in Bournemouth (this initiative received the first 2016 trophy for the environment in the climate, air, energy category)**

Bournemouth Transport opted to launch an alternative mobility project, *Staff transport*, for its employees (involving bicycles, cycle lanes, bus services and the installation of showers) rather than create additional parking slots.

### Upgrading the railway rolling stock

Upgrading the rolling stock is a significant source of leverage for improving energy consumption with an estimated reduction of up to 40% in energy consumption. This continued in 2016: metro control system 2001 (MF01) was fitted throughout Paris metro line 9 following the completion of lines 2 and 5 of the Paris metro. RER line A rolling stock is continuing to be upgraded, with interconnection in two stages (M109).

### Recycling and re-using waste

When replacing the uniforms of 27,000 operators of the Paris network, RATP launched a collection and re-use solidarity system for old uniforms *via* a company helping to integrate people into work,

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<sup>3</sup> Agence de l'environnement et de la maîtrise de l'énergie (French environment and energy management agency).

"Le Relais de Soissons" managed by Emmaüs France. This is a key environmental priority, as in France, only 15% of textile waste is recycled. **Thanks to this operation, 26 metric tonnes of textile waste was collected, including 87% for re-use (as fabric).**

Since 2014, the Group's head office has sorted and dehydrated food waste from the company's catering services, with the option of extending it to the main company restaurants as part of the introduction of the French Environmental code from decree no. 2011-828 of 11th July 2011. The biowaste generated is collected by a specific service provider.

Several similar actions are conducted within subsidiaries: Magny-en-Vexin urban transport operator) recovers used fuel cells and jointly collects plastic caps; Promo Métro, the subsidiary for transport space marketing, organises selective sorting and re-uses cardboard waste from network shops and in the United States, McDonald Transit uses transformed, recycled or revised parts rather than new parts, whenever possible in terms of quality and safety.

**Focus on the *Waste not, Want not* operation in Bournemouth (initiative named in the Innov & Go challenge 2016)**

Bournemouth Transport Ltd has applied a recycling operation called *Waste not, Want not* for the last two years. The aim is to improve partnership and solidarity-based relationships with companies and local associations regarding recycling collection points, etc., while limiting waste at the source.

Food waste

The comité régie d'entreprise (CRE – corporate governance committee) in charge of catering has decided to limit the impact of its catering activities on the environment. In 2016, a charter on general operations, integrating sustainable development requirements, was signed between RATP and CRE. The aim is to formalise a plan to fight against food waste, to study the implementation of initiatives to reduce energy and water consumption and to monitor and *report* on bio-waste sorting for restaurants already equipped, and those with refurbishment underway.

Promo Métro already requests that commercial stores donate their unsold food products to associations.

Recovering seepage water and recycling washing water

RATP is seeking out options for using seepage water or dewatering water for the purposes of improvements. Some of this water is returned to the natural environment (Seine, Saint-Martin and Saint-Denis canal) to avoid sending good quality water to the treatment unit. Some is re-used by the company (e.g. to water the lawns of the T3b tramway).

In November 2016, the company signed a partnership agreement with Eau de Paris (Paris water operator) as part of a study on the re-injection of dewatering waters into the Paris non-potable water network.

Some rail network treatment units are equipped with recycling systems. Since 2012, the new maintenance and storage sites (SMR) for Paris tramways have all been equipped with a water recycling system, which can considerably reduce water use.

In 2016, several RATP Dev subsidiaries also invested in efficient bus and train washing systems.

**Focus on "zero discharges" for the Choisy site (this initiative received the 2016 environment trophy in the circular economy category)**

In 2012, the Choisy maintenance site launched works on its residual industrial water treatment station (ERI) aiming to significantly reduce its consumption of drinking water by treating and re-injecting industrial water into the maintenance processes *via* a series of pipes. Water consumption was halved over three years.

## "Paper policy"

The company applies an eco-responsible "paper policy". This promotes the use of environmentally-friendly paper and communications media, whenever possible, by using recycled, PEFC (Programme for the endorsement of forest certification) and/or FSC (*Forest stewardship council*) eco-label paper. In 2016, it called on the services of the cooperative Riposte Verte<sup>4</sup> to strengthen its "paper policy" targets and actions. Around 4,000 participants responded to the individual survey on the Group's intranet.

## **Protection of biodiversity**

RATP is systematically analysing existing assets (infrastructure and buildings) to consider the possibility of adding green areas and integrating urban agriculture by completing existing green areas. It supports the target set by the Paris City Hall to create 100 hectares of green roofs and walls, including 30 dedicated to urban agriculture by 2020. Under the protocol signed with Paris City Hall to create 2,000 housing units, its real estate subsidiary, SEDP, has reserved 40,000 m<sup>2</sup> for green roof gardens and urban agriculture.

In the Île-de-France region, the tertiary sites are covered with 4,000 m<sup>2</sup> of green surface area, cared for without phytosanitary products by an Esat<sup>5</sup>. Planning projects for industrial sites incorporate large green areas: 65% for the planning project for the Vaugirard workshops in Paris.

Two further experiments have been conducted: a 200 m<sup>2</sup> urban agriculture demonstrator installed at the head office in partnership with AgroParisTech university (Institute for life and environmental industries and sciences); eco-grazing alongside the tracks of RER line B, an alternative management technique for green areas aiming to reduce the use of machinery.

In France, the subsidiary Céobus installed a green protection barrier at its site entrance, with plant species authorised by Vexin Français regional park. In Algeria, a local initiative, "The Setram bees" has encouraged the installation of five beehives at the Constantine depot site. In South Africa, BOC encourages local plants to combat invasive plants, in accordance with the recommendations of the *Biodiversity Act* of the *Environmental Management Plan*.

## **Principle 9**

**Businesses are asked to promote the development and diffusion of environmentally-friendly technologies**

## **ORGANISATION**

### Eco-design policy

The systems designed by RATP have a very long life cycle: 15 years for buses, 50 to 100 years for industrial sites and over 100 years for underground infrastructures. The company is also committed to an eco-design policy aiming to optimise the resources used and reduce the environmental impact of its structures, equipment and systems over their entire life cycle. The complete life cycle is taken into account upstream, from the design phase.

To achieve this, RATP has launched a reference document for the integration of sustainable development, adapted to the different phases of infrastructure projects: searching for ecological solutions from the project design phase; the implementation of eco-responsible construction, with works having a low environmental impact, during the works phase; the use of "clean" technologies during the operating phase (using specific materials, collecting rainwater, green roofs, photovoltaic panels, etc.). All new rolling stock (tramway, metro, RER or bus) is also eco-designed.

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<sup>4</sup> Riposte Verte: cooperative working in the general interest since 2006 (advises on sustainable development strategy and assesses societal performance).

<sup>5</sup> Firm helping the disabled to find work (medico-social institution exclusively helping people in great difficulty).

Launch of trophies, as a source of stimulation and spreading innovative practices within the Group. (Refer to Principle 8)

## ACTIONS

### Using “clean” technologies

#### Experiments with 100 % electric buses

On 30th May 2016, the first standard 100% electric bus was launched on line 341 between Charles de Gaulle-Étoile and Porte de Clignancourt. The integration of this initial 100% electric bus represents a cornerstone in the energy transition for Île-de-France buses, contributing to the boom of a new industrial sector. An electric self-driving shuttle bus from the *start-up*, EasyMile, was tested between gare de Lyon and the gare d’Austerlitz.

#### Recovering braking energy

Braking energy regeneration is a major source of leverage for reducing energy consumption for rail rolling stock. With regenerative electrical braking, the electric motor acts as a generator, recovering kinetic energy from the vehicle to convert it into electricity. The energy regenerated can be used to supply vehicle auxiliaries or another nearby train.

The performance of electrical braking at low speeds is being improved for steel-wheeled (MF01) equipment, on Paris metro lines 5 and 9. This improvement involves optimising the energy regeneration system for electrical braking, down to very low speeds in order to reduce the squealing noise whenever the train stops, total energy consumption, the emission of fine particles and wear to brake pads.

#### LED lighting for 100% of stations

In May 2016, one year ahead of schedule for the *replacement of bulbs*, RATP became the first large historical network to convert to 100% LED lighting in all of its stations. Thanks to the replacement of 250,000 light fittings, electrical consumption will be reduced by 50%, along with the associated greenhouse gas emissions.

#### Renewable energies and regenerative energies

The company systematically studies the potential use of renewable or regenerative energies of high environmental performance from the design phase of projects, or for major renovation projects. Examples of renewable energies: a heat pump connected to geothermal sensors and a Canadian well covering 90% of the heating needs on the maintenance and storage sites (SMR) for the T3 tramway line; a geothermal system on the T8 tramway line; a system that captures geothermal energy has been incorporated into moulded walls in two stations on line 14; the bioclimatic design of the new maintenance workshop for metro line 9, which is a first for a metro station of this scale. The company has also fitted solar panels at several of its industrial sites. The option of installing solar panels is studied on a case by case basis, depending on site needs, and the orientation of the building. **To date, RATP has installed approximately 1,500 m<sup>2</sup> solar panels at its facilities**

## **Environmental indicators (2016 CSR report)**

### Consideration of environmental issues

Certified industrial sites	31/12/2016	31/12/2015	31/12/2014
Number	75	73	71
Industrial sites with an environmental management system	31/12/2016	31/12/2015	31/12/2014
Number	86	86	84

## Employee training on the protection of the environment

Training hours of (parent company)	31/12/2016	31/12/2015	31/12/2014
Number	8,680	7,894	7,480

## Water quality

Sites equipped with a water recycling system	31/12/2016	31/12/2015	31/12/2014
Number	64	68	51

## Prevention, recycling and elimination of waste

Tertiary and industrial sites with selective sorting systems	31/12/2016	31/12/2015	31/12/2014
Number	160	163	145

*Small entities are excluded, as these sites are not considered to be representative of tertiary activity.*

Non-hazardous waste (total quantity) non-works	31/12/2016	31/12/2015	31/12/2014
Tonne	15,775	16,453	24,415

Hazardous waste (total quantity) non-works	31/12/2016	31/12/2015	31/12/2014
Tonne	5,471	5,347	4,275

## Claims in relation to noise and vibrations

Claims by stakeholders related to noise and vibrations	31/12/2016	31/12/2015	31/12/2014
Number	739	734	624

## Noise

People exposed to the maximum threshold in EU directive 2002/49/EC (Parent company)	31/12/2016	31/12/2015	31/12/2014
Number	354	583	620

## Water consumption

Total water consumption for a public network (All uses)	31/12/2016	31/12/2015	31/12/2014
M <sup>3</sup>	1,196,071	1,186,106	1,207,034

## Energy consumption

Total energy consumption	31/12/2016	31/12/2015	31/12/2014
GWh	3,367.51	3,387.36	3,009.21

## Greenhouse gas emissions (GHG)

Greenhouse gas emissions from buildings	31/12/2016	31/12/2015	31/12/2014
Metric tonnes of CO <sub>2</sub> equivalent	111,937	99,249.7	93,636
Greenhouse gas emissions from powertrains	31/12/2016	31/12/2015	31/12/2014
Metric tonnes of CO <sub>2</sub> equivalent	618,031	623,948	521,861

## 4. Anti-corruption

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### Principle 10

**Businesses are asked to take action against corruption in all its forms, including extortion and bribery**

#### ORGANISATION

The Group's policy is to take action against corruption in all its forms, including extortion and bribery. The Group strictly complies with the legislation of the countries in which it operates and the OECD Convention of 17th December 1997 on combating corruption. The Group therefore strives to create and maintain a culture of trust that does not tolerate any practice involving passive or active corruption.

In this respect, it has defined internal codes of conduct and specific schemes, which are applied under the purchasing and supplier relations policy. The general instruction (IG 499 b) sets out the fundamental principles that RATP must apply in relationships with suppliers. This must be read and signed by all operators who are directly or indirectly involved in supplier relations, particularly in public procurement and calls for tenders.

These systems were further strengthened in 2011 with the publication of an ethics code which includes four chapters on “Respect for fair competition”, “Corruption”, “Supplier relations” and rules on “Gifts and invitations”. The general delegation of ethics now plays the role of compliance officer (refer to Principles 1, 2, 4 and 5). As such, it is responsible for ensuring the proper application of the code within the Group. It may be asked to answer questions on particularly complex situations by senior management. It acts as a last resort in serious cases.

In addition, the “Conformity” service started reporting to the General delegation for risk management towards the end of 2016, in view of implementing the law of 2016-1691 known as the Sapin II Act on transparency, anti-corruption and the modernisation of economic life.

#### ACTIONS

##### Anti-corruption

With growing international development, the Group has included the risks relating to corruption and non-compliance with human rights on its list of across-the-board risks under surveillance, which must be managed by the *risk manager* and covered by the internal auditing system (refer to the Chairperson and Chief Executive Officer’s report included in the Group's Financial and CSR report).

The prevention of purchasing risks is covered in section 4 of the ethics code on business ethics. The terms of the principles and rules to be observed by all Group employees in relations with suppliers and other subcontractors are referred to in the appendix.

As a reminder, in 2015, RATP was given the “Sustainable Procurement” trophy awarded by *Le Moniteur* magazine for the overall approach that it used during the operation to replace the uniforms of 27,000 field employees: social audits of the production sites, the traceability of materials, the use of recycled materials and the recycling of old uniforms.

##### Responsible purchasing policy

The company's responsible purchasing policy is based on several approaches: integrating CSR in purchasing practices, reducing environmental impact, developing socially-responsible purchases, constructing and maintaining balanced relations with suppliers and involving them in this policy

using the following resources: a dedicated team, an internal reference document (purchasing guide, practical sheets, etc.), buyer indicators and training.

#### Buyer training

In 2017, the 21 new buyers who joined the Group in 2016 will receive “responsible purchasing” training, one of the mandatory training modules for their new position. The aim of these training sessions is to ensure that the new buyers are aware of CSR priorities, that they acquire skills and that they share good practices.

#### Supplier relations

Specific provisions apply with regards to the purchasing policy and for supplier relations. The code of conduct applies to relations with suppliers (IG 499 b). As a reminder, social audits are carried out for clothing contracts. The awarding of contracts depends on the results of these audits, which are entrusted to an independent agency. Suppliers can be requested to take corrective actions.

## **Appendix Extracts of the current principles and rules set out in the ethics code**

### **Respect for fair competition**

- Use only legal and fair resources to obtain information on our competitors.  
Refrain from any unlawful search for confidential information on their tenders;
- As a tenderer, remain loyal to the principle of fair competition, refrain from agreements, sharing contracts and any other behaviour that may be seen as anti-competitive or abusive practice.

### **Supplier relations**

- Evaluate and select tenders and suppliers exclusively from the specified criteria and based on comparisons and stated objectives including compliance with the ethics code by suppliers;
- Ensure the morality of external contacts (the use of intermediaries, representatives or not, negotiators, advisors or consultants are part of the acts inherent to the activities of the Group and its entities). Their remuneration must be in line with the services stipulated in their contract; Group employees must take all measures to ensure consistency between the stipulated service and the agreed remuneration;
- Refuse to offer or receive any personal remuneration, service or financial benefit, either directly or indirectly. Employees can only offer bonuses or gifts if the value thereof is compatible with the usages of the Group's entities.

### **Corruption**

- Refrain from undertaking (or continuing) any action, service provision, financial investment or any initiative likely to cause a direct or indirect conflict of interest or jeopardise an individual's independence or freedom of decision;
- Refrain from undertaking (or continuing) any action or initiative likely to favour one supplier, in any way whatsoever, particularly by not respecting the procurement procedure;
- Refrain from offering, promising or agreeing, directly or through a third party, favours, free services or an illegal payment to third parties (companies, elected officials, civil servants, agents, subcontractors, etc.) other than usual acts of courtesy or hospitality ("gifts and invitations");
- Refrain from asking for or accepting favours, free services or an illegal payment from third parties (companies, elected officials, civil servants, agents, subcontractors, etc.) other than acts of courtesy or hospitality;
- Refrain from any retrocession on part of a payment made under a contract;
- Ensure that donations to charitable or political bodies where legal or sponsorships are not used as a means of concealing bribery;
- Inform contractors and suppliers of our anti-corruption policy;
- Refrain from dealing with partners known for paying or accepting bribes and reserve the right to part company with any contractor or supplier who asks for or proposes bribes.

### **Gifts and invitations**

- Decline and return to sender any gift not forming part of the usual, reasonable and proportionate acts of courtesy or hospitality validated by the line manager;
- Refuse invitations to business lunches during sensitive periods (for example, during consultation periods or when accepting a system);
- Only accept strictly professional study trips and travel from suppliers and partner and only after obtaining agreement from the line manager and checking that such travel and accommodation expenses are covered financially by the RATP group.

## **Societal indicators (2016 CSR report)**

### **Indirect employment**

<b>Indirect employment*</b>	<b>31/12/2016</b>	<b>31/12/2015</b>
Number of indirect jobs created by purchases (turnover invoiced)	24,652	25,738

### **Socially sustainable purchasing training**

<b>Training</b>	<b>31/12/2016</b>	<b>31/12/2015</b>	<b>31/12/2014</b>
Number of buyers trained (since 2012)	154	143	133
Share of existing buyers trained in 2016 in %	75	84	83

### **Integration in contracts**

<b>Integration</b>	<b>31/12/2016</b>	<b>31/12/2015</b>	<b>31/12/2014</b>
No. of hours of integration completed (clauses and direct purchases)	359,000	291,000	290,000
No. of beneficiaries of integration programmes	643	515	536
No. of (current) contracts with an integration clause	163	131	90
Purchases from the supported and protected sector (amount invoiced excluding V.A.T. in €K)	712	746	472

### **Suppliers and subcontracting**

<b>Suppliers</b>	<b>31/12/2016</b>	<b>31/12/2015</b>	<b>31/12/2014</b>
Number of (direct) parent company suppliers	5,269	4,899	4,724
Share of suppliers established in France (in %)	96	97	95.8
Share of SMEs among direct suppliers (in %)	66	67	64
Purchasing turnover invoiced to SMEs (in € m)	524	453	361
Ratio of purchasing turnover invoiced to SMEs / total purchasing turnover invoiced in % (28 % excluding energy and rolling stock)	20	17	16.6

*\*Data corrected using the methodology adopted in 2014*

### **Social audits**

<b>Audits</b>	<b>31/12/2016</b>	<b>31/12/2015</b>	<b>31/12/2014</b>
Number of social audits carried out during the year (clothing)	2	10	7
Total number of audits since 2000	74	72	62
Total number of sites audited and rejected since 2000	6	6	5