

Department of Communications and Brand Strategy  
Department of Strategy, Innovation and Development

## UN GLOBAL COMPACT Communication on progress

June 2018

### **RATP Group** **Our commitment, our actions, our results for 2017**

*Global Compact Advanced Company category*



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## LETTER OF COMMITMENT FROM THE CHAIRWOMAN 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. It was also among the first to make them an integral part of its strategy.

This commitment is in line with our desire to improve our corporate social responsibility (CSR) year on year.

We have therefore created a General Delegation of Ethics to ensure compliance and monitoring of the principles of non-discrimination and neutrality within the company and an Ethics, CSR and Compliance Committee to validate the strategic decisions of our CSR approach.

RATP today seeks to be a global leader in sustainable and connected urban mobility and establish itself as a privileged partner of smart cities.

We have set out four major strategic guidelines to achieve this ambition:

- operational excellence serving our customers to satisfy the highest global standards;
- opening up to competition and development in France with ever-increasing efficiency as the goal;
- our active contribution to smart and sustainable cities thanks to new forms of mobility;
- global development to face up to a variety of customers and experiences and establish our reputation.

This year is a major step in CSR as shown by our communication report on progress at Advanced level.

We have made CSR a performance focus, by including sixteen of the seventeen Sustainable Development goals set by the UN in our CSR road map.

These actions demonstrate our desire to boost our commitment to the Global Compact and confirm our goal to embody a transport model for a smart and sustainable city wherever we are found.

Catherine Guillouard  
Chairwoman and Chief Executive Officer

# 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 of the Chairperson and Chief Executive Officer in line with the 2025 Challenges plan.



Four priorities structure Group policy:

## **Operational excellence**

- Develop the Group's service-oriented culture and customer focus
- Strengthen the Group's performance and increase safety on our networks
- Strengthen our position as a builder and manager of infrastructure
- Make a success of the cross-cutting "Operational Excellence" programme

## **Competition and development**

- Succeed in opening up to competition
- Secure revenue in France

## **Smart and sustainable cities**

- Develop new forms of mobility
- Strengthen our CSR performance
- Get leverage from the Group's data and digital assets
- Enhance industrial and real estate assets, achieve urban integration

## **Global development**

- Develop revenues abroad
- Strengthen the positioning of other subsidiaries and shareholdings abroad

# Self-assessment

## Question 1

How are the accuracy and scope of information in your COP (communication on progress) assessed by a credible third party?

The information contained in the Advanced level communication on progress is taken from the Group's CSR and financial report for the year ending 2017. This information published in the management report of the CSR and financial document is verified by an independent third body (KPMG for 2017). See the report from one of the independent third bodies

## Question 2

Does your communication on progress include one of the high standards of transparency and disclosure.

It provides information on the company's profile and operating context under an on-going progress initiative (ISO 14001, BS OHSAS18001, ISO 9001 and ISO 50001) but does not apply the GRI (Global Reporting Initiative) guidelines (at this stage).

A cross-reference table published in our CSR and financial report demonstrates how the published CSR information satisfies the principles of ISO 26000 standard.

## Question 3

Which of the sustainable development goals have been incorporated into your communication on progress?

The Group's CSR road map covers sixteen of the seventeen SDG. The RATP group did not include SDG 14 "protection of aquatic fauna and flora" in 2017, but will be doing so in 2018 with the operation of the Lorient network shipping routes. They are included in our communication on progress.

## Question 4

Does your communication on progress describe the policies and actions of your company in the four Global Compact areas (human rights, labour standards, environment and anti-corruption)?

Human rights	Labour	Environment	Anti-corruption
yes	yes	yes	yes

The communication on progress also contains social, environmental and societal indicators verified by an independent third body (KPMG). These indicators are taken from the Group's 2017 reporting (in the RATP Group 2017 CSR and financial document management report).

# Implement the ten principles in the strategy and organisation

## Criterion 1

The communication on progress describes how they are incorporated in the strategic functions and operational units.

### CSR Policy

The CSR policy, set out in the 2025 Challenges strategic plan, was updated in 2017. The RATP group is committed to making CSR an axis of performance and shared added value. The Group's new CSR policy is based on cross-cutting governance, at the highest level.

It was defined for the RATP group after a material analysis; it complies with the ISO 26000 standard and UN Sustainable Development Goals (SDG). It is implemented in the company by appointing CSR referral agents, a road map and a CSR kit to facilitate deployment.

### Ethics and conformity

The General Delegation of Ethics (GDE) was set up at the end of 2015. Its mission is to propose a global action plan for ethics. It acts as compliance officer as created by the Code of Ethics. One of the GDE's first missions has been to launch a "working together at RATP" action plan, involving all the managerial staff in combating discrimination and reaffirming the corporate principles of neutrality and secularity. The action plan is validated by the Executive Committee. One of its roles is to support the managers.

The Compliance Centre was created end 2017 following the application of the Sapin 2 Law. It is attached to the general delegation for risk management. The centre establishes and implements the Group's compliance programme with the task of hoisting the Group up to the best global standards, especially in terms of anti-corruption and compliance with competition rules. The centre manager is the contact person from the French anti-corruption agency (AFAC).

### Risk management

RATP Dev and the Group's CSR risks are mapped at several levels, by department or subsidiary. Identified risks, including significant risks, are assessed and generate the development of management plans to monitor the activities concerned.

### CSR Governance

Since 2016, CSR policy has been managed by the RAP Strategy, Innovation and Development Department. This department draws up the CSR road map with its 42 action areas for the Group. It is up to each department and subsidiary to break their CSR commitments down to a more local scale based on their activities and their own priorities. Responsibilities are delegated to the departments and subsidiaries in terms of compliance with environmental regulations and the introduction of environmental management systems.

Two bodies were set up in 2017 to coordinate and steer the CSR process within the Group:

- CERSEC (Ethics, CSR and Compliance Committee) created in January 2017. It is made up of members of the Executive Committee (COMEX), an external person, Yves Médina, Chairman of the Business Ethics Circle, and chaired by the Chairwoman and Chief Executive Officer. CERSEC monitors the progress of compliance, corruption risk prevention and the CSR action programmes. An annual activity report is presented annually during a session of the Audit Committee of the Board of Directors;
- CSR Club. The aim of the Club is to roll out the CSR road map and disseminate a CSR culture within the Group through a network of referral agents and support tools.

### Promoting good CSR practices

The RATP group organised the first CSR Awards to promote, share and spread good CSR practices. A total of 46 projects were presented in four categories: human resources, environment, territorial involvement and accessibility. In the same spirit, the RATP Dev subsidiary launched the Innov & Go challenge in 2014. The second edition in 2017 confirmed the innovation dynamic at work within the subsidiary with 118 eligible submissions and 36 subsidiaries mobilised.

### Raising employee awareness

Numerous specific internal networks make it possible to mobilise employees in cross-cutting CSR action areas in addition to the CSR Club. An e-learning module entitled "CSR basics" will also be available in 2018 to raise employee awareness to the Group's CSR commitments. In addition, numerous specific training courses are available to all employees (e-learning ethics, disability or face-to-face on the environment, human resources, responsible purchases, etc.).

### References

- UITP sustainable development charter
- Participation in the UN Global Compact  
<https://www.unglobalcompact.org/participation/report>.
- RADD and the Basics [www.ratp.fr](http://www.ratp.fr)
- RATP Group CSR and financial report [www.ratp.fr](http://www.ratp.fr)
- CSR Award project catalogue 2017
- 2025 Challenges plan

## Criterion 2

The communication on progress describes the implementation in the value chain

*Here, the term "value chain" refers to the upstream professional partners (including suppliers and sub-contractors) and those downstream (for example, carriage of finished products).*

The Group integrates a CSR approach into its value chain by implementing a programme to fight against corruption and anti-competitive practices, responsible lobbying and data compliance, as well as a responsible purchasing policy.

The RATP group included the risks related to corruption and anticompetitive practices in its list of across-the-board risks monitored by the risk manager, the compliance manager and the internal auditing system.

Against a backdrop of globalisation, increased complexity of the law and legislative inflation, the Group wanted to create a compliance centre to ensure its alignment with the best global standards and promote the values of integrity and transparency in the conduct of its business.

Attached to the general delegation for risk management, the compliance centre ensures implementation of the programme to prevent, detect and remedy corruption risks (in application of the Sapin 2 Law no. 2016-1691 dated 9 December 2016).

Group commitments to business ethics, such as respect for public procurement, fair practices towards the competition and the fight against corruption, all currently appear in the Group's Code of Ethics as part of its corporate ethics. They will soon be strengthened by the creation of a code of business conduct for the Group aimed at promoting a zero tolerance policy of corrupt practices and acts. (Note that over the past five years, the RATP group has not been convicted of acts of corruption).

Specific provisions apply to purchasing policy and supplier relations. A code of conduct and ethics governs supplier relations (General instruction 499 c). RATP's responsible purchasing policy, such as the Responsible Purchasing Charter of the subsidiary Telcité, also reflects this commitment.

Social audits are conducted on production sites for textile contracts. Contracts are awarded based on the results of these audits, which are entrusted to an independent agency and suppliers can be asked to take corrective actions. In the event of major non-conformity, the production site is rejected. Suppliers are now familiar with RATP's requirement level in this respect and no site has been rejected since 2015. In 2017, nine audits were conducted and no production site was rejected.

#### References

- The Code of Conduct in relations with suppliers (IG 499 C)
- <https://www.ratp.fr/groupe-ratp/achats-responsables/nos-actions-rse>
- RATP Group CSR and financial report [www.ratp.fr](http://www.ratp.fr)

## Reliable policies and procedures on human rights

### Criterion 3

The communication on progress sets out precise commitments, strategies or policies in terms of human rights.

This RATP Group Code of Ethics is intended for all managers: it follows on from the existing commitments made by RATP, which signed the United Nations Global Compact in 2003, thereby undertaking to respect the ten founding principles in terms of human rights, labour, the environment and anti-corruption.

The Code of Ethics reiterates such major principles as respect for the commitments of Group employees and the vigilance exercised to avoid passively contributing to any form of forced labour, whether of adults or children, including by suppliers. Eliminating professional and labour discrimination is a fully-fledged policy. The Code of Ethics is available on the Group's Intranet, in both French and English.

In addition, the proper application of ILO principles is also verified as part of the targeted supplier audit programme. RATP Dev subsidiaries, particularly in the United Kingdom and the United States, have incorporated the ILO principles for many years and these principles are included in national or federal legislation.

#### References

- RATP Group 2017 CSR and financial report
- Code of Ethics [ethique@ratp.fr](mailto:ethique@ratp.fr)
- The Code of Conduct and Ethics in relations with suppliers
- Supplier Charter

### Criterion 4

The communication on progress describes the management systems in place to incorporate the principles of human rights

## Role of Cersec

Cersec aims to ensure that ethical, social, and societal concerns, as well as integrity requirements, are taken into account at the highest level, so that every employee faced with a unique situation is in a position to make a decision in accordance with both external and internal laws and regulations. During the course of the year, it defined targets in various areas within its competence: creation of a compliance division and validation of the compliance programme (in application of the Sapin 2 law), articulation between the CSR roadmap and target contracts of the departments and entities, changes in the Code of Ethics and reinforcement of the warning system.

### **First ethical barometer**

For the first time, in 2017, RATP commissioned RATP supervisors to conduct an “Ethical Climate Barometer” survey. Its main lessons were presented to Cersec, with a view to developing an action plan.

### **Role of the compliance centre**

Apart from implementing the Group compliance programme (see criterion 1), the compliance centre is in charge of aligning the Group with the best global standards, mainly in terms of anti-corruption and compliance with competition rules. It also has the broader task of ensuring internal implementation of operating procedures that are essential to corporate compliance.

### **References**

- RATP Group 2017 CSR and financial report
- Code of Ethics [ethique@ratp.fr](mailto:ethique@ratp.fr)

## **Criterion 5**

The communication on progress describes the control and assessment mechanisms in place to incorporate the principles of human rights

A certain number of mechanisms have been set up (charters, ethics codes, reference frameworks, procedures and agreements, etc.) to assess and control the incorporation of the principles of human rights within the Group.

### **The agreements:**

#### **Agreement on professional gender equality**

The fourth agreement on professional and wage-based gender equality within RATP was signed in 2015 with all representative labour organisations. This agreement follows the 2012 agreement, the targets of which were achieved.

This agreement establishes four key commitments:

- the commitment to make every effort to increase the proportion of women working in the company;
- a commitment to pay female employees on maternity leave and both men and women on paternity or adoption leave;
- a commitment to ensure the work/life balance of its employees thanks to reasonable meeting times and the use of telephone and emails;
- a commitment to increase the number of women on management boards to match, as much as possible, the proportion of women in the management category in each department.

These commitments were achieved in 2017 through targeted actions in partnership with business associations, the European Union and the Ministry of Education.

The RATP Human Resources department, in conjunction with the Operational units, continues to take and reinforce actions in favour of gender equality: in December 2016, a working group was established to promote the inter-departmental exchange of best practices. Human Resources works closely with the company's most relevant sectors to implement actions aimed at hiring more women. RATP also distributed an information leaflet to employees on professional and wage-based equality, in electronic and paper versions. It is now one of the documents given to new employees.

### **Agreement on disability**

At the end of 2015, a seventh agreement concerning persons with disabilities at RATP was signed for the 2016-2019 period with the participation of all the representative labour organisations. Under this agreement, RATP agrees to continue its proactive policy in favour of persons with disabilities and mobilise all company stakeholders to that effect. The agreement notably sets a target to hire at least 125 persons with disabilities over a four-year period. The agreement provides for initiatives to maintain the latter in employment on the basis of fair allocation criteria (workstation adaptation, telecommuting, purchase of adaptive equipment, etc.), increased employee awareness and the implementation of a solidarity policy in the sheltered sector, by entrusting the provision of these services to establishments or organisations that help persons with disabilities find work (Esat) or disability-friendly companies (EA).

### **Audit and internal control**

Numerous audits are conducted in the Group divisions. However, the RATP group stands out for having an internal audit and control structure (DGAI). Internal audits are conducted by the audit mission attached to general management and defined by IG 432 D. These audits help the Group to achieve its goals through a systematic, methodical approach and its risk management processes for corporate control and governance and by submitting proposals to boost their efficiency. It regularly monitors the progress of action plans put together based on the audit reports. The audit missions are broken down into the following categories: operational audits, subsidiary audits; policies and processes, regularity and compliance; action plan monitoring; spot audits and advisory missions.

### **References**

- RATP Group CSR and financial report [www.ratp.fr](http://www.ratp.fr)
- RADD [www.ratp.fr](http://www.ratp.fr)
- Code of Ethics [ethique@ratp.fr](mailto:ethique@ratp.fr)
- Communication function governance note

## Reliable policies and procedures on labour

### Criterion 6

The communication on progress defines the precise commitments, strategies or policies in terms of labour.

#### **Social policy**

RATP is committed to a human resources policy geared to its employees. It intends to continue to strengthen a stimulating work environment and support the professional development of its employees while ensuring it acquires the skills it needs for its development. It pays extra attention to the everyday life of its employees in a collective framework that fosters trust and encourages respect for human rights and the ILO conventions.

#### **Recruitment**

With approximately 3,700 new hires in 2017, RATP is one of the leading recruiters in the Paris region that has long favoured hiring in a spirit of diversity and encourages a wide range of candidates. Today, RATP is continuing to apply a dynamic employment policy to attract new and talented staff members.

Since September 2017, the RATP Campus has accommodated an apprentice training centre (CFA) for sustainable urban mobility. The goal is to train 500 apprentices per year by 2020 on jobs with very high demands and responsibility. It also aims to develop the skills of young people according to the expectations of transport professionals and to anticipate the needs of the sector, while allowing for its feminisation. The CFA intends to become the reference centre for learning sustainable urban mobility in the Paris region, capitalising on the know-how of trainers specialising in the maintenance and urban transport professions and on the technical platforms of the Campus. 120 young people have started their apprenticeship to become bus drivers, traffic regulators, station desk staff, or maintenance operatives.

#### **References**

- RATP Group CSR and financial report [www.ratp.fr](http://www.ratp.fr).
- Ethical Climate Barometer [ethique@ratp.fr](mailto:ethique@ratp.fr)

### Criterion 7

The communication on progress describes the management systems in place to incorporate labour principles

The Group carries out a Prevention policy for the health, safety and well-being of employees, with the main goal of: Halving the number of industrial accidents and permanent incapacities within five years. It relies on the deployment of a health and safety management system (OHSAS 18001/ISO 45 001) within the operational units. An internal network of facilitators for promoting occupational health ensures that the Labour Code is applied in the field, thanks also to a compliance management process. The Group furthermore bases its employer actions on its Code of Ethics, by emphasising respect for diversity and non-discrimination and by ensuring the quality of working life.

#### **Social dialogue: consultation and bargaining**

Social dialogue is a key factor of the Group's identity and helps boost performance. At RATP, it is based on the agreement on union rights and the quality of social dialogue, signed in 2011 by all

representative labour organisations. This agreement aims to promote constructive social dialogue with a preference for collective bargaining. Every year, the social partners express their opinion on the quality of social relations in connection with the Social Dialogue Committee's report.

After the France Group Committee was established in 2012, on the basis of some sixty French subsidiaries, a European RATP Works Council was set up in 2017, which included thirteen Italian and English subsidiaries. It is a forum for information, discussions and consultations on the Group's situation and strategy at European level.

In 2017, the social warning system – which is also used by French subsidiaries – played its role fully in preventing social conflict, as only 5% of the warnings activated within RATP led to a strike notice in 2017. This generally constant volume testifies to the vitality of the social dialogue and the continuous search with social partners for solutions to prevent conflicts.

With a conflict rate of 0.5 strike days per employee in 2017 (versus 0.84 in 2016), RATP is recording a number of strike days per employee close to that of the sector (0.41 strike day/employee, public and private companies combined), in a context of strikes partly related to causes exogenous to the company.

In 2017, the agreements focused on the implementation of solidarity and assistance schemes for caregivers, as well as on the universal service employment cheque, which the company has pledged.

#### References

- RATP Group CSR and financial report [www.ratp.fr](http://www.ratp.fr)
- Collective agreement

### Criterion 8

The communication on progress describes the control and assessment mechanisms in place to incorporate the labour principles

Within RATP, new across-the-board agreements have replaced the previous agreements. These agreements are intended to improve employee working conditions while enhancing the company's economic performance. In 2017, the agreements focused on the implementation of solidarity and assistance schemes for caregivers, as well as on the universal service employment cheque, which the company has pledged.

At Group level, the social dialogue is decentralised and French subsidiaries conduct their own discussion cycles on topics falling within the scope of mandatory annual negotiations (NAO). In 2017, several agreements were signed, notably on pay, gender equality and shareholding and/or profit sharing. Other agreements were signed regarding subrogation, the donation of days between employees, mutual company coverage, health and safety policy.

#### Working and occupational health conditions

Under the 2016-2020 contract signed with *Île-de-France Mobilités*, RATP has committed to steps to reduce employee exposure to diesel and fine particle emissions in its underground premises. Commitments to passengers are covered in the environmental section. Since 2016, RATP has spearheaded a scientific council in which various experts in multidisciplinary fields participate in order to prioritise studies conducted by the company on indoor air quality.

In terms of prevention, RATP relies on an independent health service that employs 33 occupational doctors. It also provides all its employees with a totally free healthcare service in several medical centres. Pending the opening of its Occupational Health Centre, initially planned for 2017, RATP El Djazaïr has hired a doctor and a nurse and set up a consulting room on its premises.

### **Well-being at work**

In terms of employee health, the RATP Bus department has developed a training course on the prevention of drug use and high-risk behaviour in the context of a global approach. This was launched in 2016, led by a multidisciplinary group that included department management, officials from occupational risk prevention, the CHSCT, the RATP Occupational Health department, and the Drug Squad. The aim is to both build employee awareness on the health and safety risks posed by all types of drug use (alcohol, tobacco, narcotics) and learn how to recognise the warning signs, act on them and develop a culture of prevention. A first session took place at the end of 2017. As of 2018, the module will be offered to the 16,000 employees concerned over a seven-year period. Transposable to other sectors of the company, this initiative falls within the scope of information and awareness meetings held on the risks of addiction and regularly organised in the Île-de-France bus depots as well as in several French subsidiaries.

In early 2017, RATP, the Corporate Governance Committee (CRE), the RATP Group Employee Fund (MPGR), and the Metropolitan Sports Union of Transport (USMT) organised the first ever corporate wellness days within the scope of the partnership signed in 2016 and under which each, in their respective fields, pledged to contribute to employee well-being and equilibrium. Proposed activities included a health component, a lifestyle and nutrition component and a component focusing on the regular practice of moderate physical activity in the workplace.

### **References**

- RATP Group CSR and financial report [www.ratp.fr](http://www.ratp.fr)
- Collective agreements (support for career paths, etc.)
- Social audit
- HR indicators

# Reliable policies and procedures on environmental protection

## Criterion 9

The communication on progress defines the precise commitments, strategies or policies in terms of environmental protection

### **RATP Group environmental policy**

The RATP group signed the IUTP sustainable development charter in 1999 *and has been conducting an energy policy since 2006 and a sustainable development policy since 2009*. To reduce its environmental footprint, the Group set several convergent objectives:

- reduce greenhouse gas emissions by 50% and energy consumption by 20% per passenger.km by 2025 (against the 2015 reference) by taking up the energy transition challenge;
- reduce nuisances caused by Group activities by pursuing the environmental health aspect of the CSR policy. RATP is targeting a zero noise black spot in Île-de-France by 2020. It also committed to reducing employee and passenger exposure to diesel emissions and fine particles in its underground areas;
- integrate the circular economy at the heart of company operations, by preparing and deploying an ambitious action plan ranging from eco-design to recycling without forgetting responsible purchases;
- reinforce on-going improvement policies mainly by continuing with certification programmes (ISO 14001, OHSAS 18001, ISO 50001). RATP is targeting ISO 14001 certification for all its industrial sites by 2020.
- continue with restructuring operations for industrial sites to integrate them more effectively into urban life;
- limit the environmental impact of purchases by integrating environmental requirements into specifications or promoting eco-responsible bids using CSR rating criteria.

The RATP group participated in the One Planet Summit, as one of 91 French companies committed to combat climate change through the French business climate pledge.

### **First green bond issue**

In June 2017, RATP issued its first green bonds to support its CSR policy and assert its resolve in meeting the climate change and sustainable city challenge. Green bonds are bonds in the classic sense, with the funds raised being directed exclusively to environmentally-beneficial projects and activities.

For RATP, this 500-million-euro operation was an opportunity to diversify its panel of investors. It will finance the RATP share of three major projects:

- replacement of RER suburban line A rolling stock fleet, the busiest urban rail line in Europe with more than 1.2 million passengers a day;
- automation of metro line 4, the Paris metro's second busiest line;
- purchase of dual-mode electric/catenary light rail motor tractors for RER infrastructure maintenance.

To keep investors informed on the financial and technical progress of these three projects, an impact report will be published on the company's website as of June 2018 and on every issue anniversary after that, via [www.ratp.fr](http://www.ratp.fr).

### **References**

- [www.ratp.fr](http://www.ratp.fr).

- RATP Group CSR and financial report [www.ratp.fr](http://www.ratp.fr)
- RADD [www.ratp.fr](http://www.ratp.fr)

## Criterion 10

The communication on progress defines the commitments, strategies or policies in terms of respect for the environment.

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 is constantly monitoring and providing expertise while ensuring the compliance of its classified installations for environmental protection. It also ensures that discharges reach the drainage network in a compliant manner on all sites and multiplies its initiatives to establish buses as an exemplary means of urban transport in terms of sustainable development through the Bus2025 plan.

Training includes many across-the-board and specific courses (waste management, ADR, environmental site management, internal audits, etc.). All local RATP industrial sites with an EMS (environmental management system) train staff and service providers in the environmental component of the CSR policy, as well as in compliance obligations and emergency situations.

In 2017, 7,623 hours of across-the-board training were devoted to training and raising awareness of RATP employees – 1,512 employees benefited from this. CSR awards including an environmental category have been available since 2016 in an attempt to promote and spread good practices through a stimulation effect.

### Managing and handling environmental risks

The general delegation for risk management supports departments and subsidiaries in preparing their risk mapping. Plans for handling significant risks and specific commissions are created. In London, the TOT subsidiary has developed a disaster directory.

### Resources dedicated to the prevention of environmental risks and pollution:

- an RATP laboratory accredited by Cofrac (French accreditation committee);
- a toxicology unit within the occupational health department;
- a network of internal auditors for ISO 14001, ISO 9001 and OHSAS 18001;
- a safety advisor for the carriage of dangerous goods and a network of technical advisers (classified installations, noise and vibrations, air quality, electromagnetic compatibility);
- appointment of environment facilitators or QHE heads in RATP departments and at RATP Dev: for example, TP2A (Public Transport in Annemasse);
- audits: CTVH (Valenciennes and Hainaut Transport Company) commissioned a full company audit on the three QHE themes. The goal is to obtain an integrated certification in the years to come.

### Mapping of classified installations for environmental protection (ICPE)

As at the end of December 2017, RATP operated 172 ICPE at 62 sites. ICPE maps notably cover maintenance workshops, cleaning activities, refuelling stations at bus depots, covered warehouses and storage activities, heating, accumulator charging (including charging electric vehicles), woodworking and mechanical metalwork workshops, etc. At RATP Dev France, several subsidiaries have initiated diagnostics to prepare their ICPE declaration: STIHS (Intercity Transport Company of Haute-Savoie), TIM Bus in Magny-en-Vexin, Cars Dunois, CTGMVA (*Compagnie des Transports du Golfe de Morbihan-Vannes Agglomération* – Transport Company of the Gulf of the Morbihan-

Vannes Agglomeration), Gembus and *Moulins Mobilité*.

### **Eco-design policy**

Through its CSR policy, the RATP group is committed to promoting an eco-design and eco-specification policy for all its projects (infrastructure, building, rolling stock, and information system) by encouraging the selection of less energy-intensive products and systems, those with longer service lives or better economic performance. The stations and industrial sites are designed to minimise the environmental impacts: purchases of rolling stocks include environmental specifications.

### **Circular economy approach**

To meet the challenges of smart and sustainable cities, RATP and the City of Paris have been working together since 2016 to create a "circular" business district. This pilot project, known as "*Quartier des deux rives*" (Two Banks District) will be located at the centre of the 12<sup>th</sup> and 13<sup>th</sup> arrondissements, between Gare de Lyon and Gare d'Austerlitz. To launch the second phase of the project, in March 2017, RATP welcomed local stakeholders (elected officials, the City of Paris, SME, large groups, etc.) to identify possible synergies.

Faced with a varied production of waste, related to maintenance activities in particular, RATP conducts a policy that combines both reduction of waste at source and its maximum reuse. Today, nearly 99% of RATP's hazardous waste and all its non-hazardous waste are recovered. Other reuse and recovery channels exist within the Group, such as reuse of kakemonos to create bike accessories.

### **References**

- RATP Group CSR and financial report [www.ratp.fr](http://www.ratp.fr)
- RADD [www.ratp.fr](http://www.ratp.fr)

## **Criterion 11**

The communication on progress describes the control and assessment mechanisms in place to incorporate the principles of sustainable environmental management

### **Certification programmes**

The Group is engaged in a large-scale operation to certify its activities: QSE (Quality, Safety, Environment) for most of its industrial activities, EFQM (European Foundation for Quality Management) and ISO 50001 (energy management). Consider the evidence:

- increase in QSE certifications within RATP. Regarding ISO 14001, 82% of the RATP industrial sites were certified at the end of 2017. RATP aims to be awarded full certification by 2020;
- obtaining ISO 50001 certification on a perimeter established by RATP at the end of 2017.

This certification plan is part of the operational excellence programme, one of four priorities in the Group's strategic plan. This programme addresses three challenges: anchoring on-going improvement of performance in operational management; building on success; learning from failure; enhancing Group know-how as a lever for development. The Group's French subsidiaries are also committed to this plan.

- the CTY subsidiary in La Roche-sur-Yon is committed to a CSR approach in accordance with the

ISO 26000 standard. With FACE Vendée in 2017, CTY participated in the launch of the Vendée CSR platform, which aims to federate the CSR initiatives of local voluntary companies; STDM (*Société des Transports Départementaux de la Marne*) and STI Centre (*Société des Transports Interurbains*) renewed their commitment to the Ademe CO<sub>2</sub> Charter, "*les transporteurs s'engagent*" (the carriers are committed), for a period of three years, in order to reduce CO<sub>2</sub> emissions; Orlyval Service was awarded the first level of the EFQM® – Committed to Excellence programme by AFNOR; the Ixxi subsidiary is introducing a QHSE system (Quality, Health, Safety, Environment).

### **Electromagnetic (EMC) fields**

An EMC commission (Electromagnetic Fields Commission) provides regulatory and technical health monitoring to control electromagnetic radiation in spaces. With the general availability of 3G/4G in the Île-de-France 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 3 August 2016 on protecting workers against the risks inherent to electromagnetic fields.

### **Major risk of flooding (PPCI)**

RATP is one of the first operators to draft its own flood protection plan (PPCI). This plan has been established as a regulatory document and was officially recognised and validated by the Prefect of the Region in January 2015. The purpose of this plan is to protect infrastructure and rolling stock and provide for company reorganisation during a flood. RATP is currently reviewing this document to present a new version to the Prefect of the Region in early 2018.

### **Low environmental impact site guide**

The company launched a guide entitled "*Mise en place d'une démarche de chantier à faible impact environnemental*" (Organising worksites with low environmental impact). This guide can be used to prevent environmental risks and identify solutions prior to work phases. It was applied in 2017 for the line 11 extension project in Rosny-Bois-Perrier.

### **Environmental audits**

The company also conducts environmental checks and audits on a sampling of worksites: in 2015, it signed the 7<sup>th</sup> protocol of worksites in good standing in the City of Paris. SEDP implemented a "*Chantier à faible impact*" (low-impact worksite) charter for sub-contractors involved in works and operations. This resulted in a technological building project like at Bagneux in the Paris region, with 92% upgraded worksite waste (i.e. nearly 260 tonnes of waste), mostly due to the innovative treatment of polluted land.

### **References**

- RATP Group CSR and financial report [www.ratp.fr](http://www.ratp.fr)
- RADD [www.ratp.fr](http://www.ratp.fr)

## Reliable policies and procedures on anti-corruption

### Criterion 12

The communication on progress defines the precise commitments, strategies or policies in terms of anti-corruption

### Criterion 13

The communication on progress describes the management systems in place regarding anti-corruption.

Specific provisions apply to purchasing policy and supplier relations. A code of conduct and ethics governs supplier relations (General instruction 499 c). Like the Responsible Purchasing Charter of the subsidiary Telcité, the RATP responsible purchasing policy also reflects this commitment.

Social audits are conducted on production sites for textile contracts. Contracts are awarded based on the results of these audits, which are entrusted to an independent agency and suppliers can be asked to take corrective actions. In the event of major non-conformity, the production site is rejected. Suppliers are now familiar with RATP's requirement level in this respect and no site has been rejected since 2015. In 2017, nine audits were conducted and no production site was rejected. The RATP group therefore strives to create and maintain a culture of trust that tolerates no illegal business practices. It applies a "zero tolerance" policy against corruption in all its forms, such as trading in influence, facilitation payments or "back-handers".

#### References

- RATP Group CSR and financial report [www.ratp.fr](http://www.ratp.fr)
- RADD [www.ratp.fr](http://www.ratp.fr)
- Code of Conduct and Ethics in relations with suppliers (IG499)

### Criterion 14

The communication on progress describes the control and assessment mechanisms in place to incorporate anti-corruption principles

The RATP group included the risks related to corruption and anti-competitive practices in its list of across-the-board risks monitored by the risk manager, the compliance manager and the internal auditing system.

Against a backdrop of globalisation, increased complexity of the law and legislative inflation, the Group wanted to create a compliance centre to ensure its alignment with the best global standards and promote the values of integrity and transparency in the conduct of its business.

Attached to the general delegation for risk management, the compliance centre ensures implementation of the programme to prevent, detect and remedy corruption risks (in application of the Sapin 2 Law no. 2016-1691 dated 9 December 2016).

Group commitments to business ethics, such as respect for public procurement, fair practices towards the competition and the fight against corruption, all currently appear in the Group's Code of Ethics as part of its corporate ethics. They will soon be strengthened by the creation of a code of business conduct aimed at promoting a zero tolerance policy of corrupt practices and acts. Over the past five years, the RATP group has not been convicted of acts of corruption.

#### References

- RATP Group CSR and financial report [www.ratp.fr](http://www.ratp.fr)

## Acting in support of the broadest United Nations goals

### Criterion 15

The communication on progress describes the core business contributions to the broadest UN goals and problems.

The Group develops service and sustainable mobility offers that reflect the problems and challenges in sustainable territorial development. The goal is to embody a transport model to support smart and sustainable cities wherever the Group is found. The corporate core businesses are by definition service businesses.

An analysis of "customer" needs and expectations is systematically taken into account and used to realign the businesses constantly with new, increasingly innovative offers of service to facilitate and support the journeys of a diverse public. Encouraging access to all forms of transport with mobility initiatives suitable for each individual (and increasingly customised) is a Group priority, especially with respect to the most vulnerable groups.

#### **As a priority the RATP group targets its passengers' satisfaction**

The safety of our installations and security of individuals are two necessities that cannot be ignored in carrying out our activity as a transport operator. They are also a way of gaining and keeping the trust of passengers and transport authorities. Our know-how and reputation in this field count among our most valuable assets.

The RATP group designs, builds, maintains and operators public transport networks with this requirement for absolute safety. One of the most important corporate priorities is to ensure the safety of our installations and our transport materials. It relies on numerous existing texts and is governed by numerous procedures to achieve this.

The success of the company is achieved through respecting and satisfying our passenger customers. We owe them an exemplary service in terms of safety, quality, comfort and efficiency. Our Group will survive by listening to them and by responding to their expectations better as time goes on.

### **Accessibility and accommodating people with reduced mobility**

In accordance with the 2005 law on equal rights and opportunities, the participation and citizenship of people with disabilities, the Group pursued works to make its networks accessible: as of 2017, all Paris tram and bus lines, nearly 80% of suburban buses, metro line 14 and 63 of RATP's 65 RER stations are accessible. At the same time, RATP pursued a service policy geared toward equal access to transport. Its 28,000 employees in contact with customers are trained to meet the specific requirements of the people with reduced mobility.

The Equisens programme aims to facilitate the routing of people with a sensory or visual disability. The new version of the RATP mobile app includes a search for accessible routes for people with reduced mobility.

### **S3A label**



In 2017, several Paris metro lines (lines 11 and 14 after RER lines A and B and metro line 10) received the S3A label (reception, support and accessibility symbol), which demonstrates their commitment to welcoming and informing people with mental and cognitive disabilities. Under its CSR policy, RATP aims to train all staff in contact with passengers in the stations on the S3A standard by 2020.

In November 2017, the RATP group acquired a stake in CityZen Mobility, a start-up dedicated to the mobility of the most vulnerable population groups that organises and accompanies people in need of assistance (the elderly, disabled adults, etc.) on outings in a personalised way, throughout France, by car, delivering an optimised and non-stigmatising service based on a network of drivers trained to meet the specific needs of each passenger, beyond the simple notion of transport.

More globally, the Group is playing an active role by participating in the inter-ministerial work (for example, the inter-ministerial mission for the protection of women Miprof in 2017) and the work of institutions and organisations in human rights and notably the insertion of people in difficulty, mainly through its Foundation (Adie, Agefiph, Aftal, Cap emploi, etc.). It is also a member of the FACE (*Fondation agir contre l'exclusion* – Acting against exclusion Foundation) Board of Directors.

### **References**

- RATP Group CSR and financial report [www.ratp.fr](http://www.ratp.fr)
- RADD [www.ratp.fr](http://www.ratp.fr)

## **Criterion 16**

The communication on progress describes the social and philanthropic strategic investments.

Group actions in support of territories focus mainly on two major areas: territorial development (and of the local economy) and supporting people in difficulty and with a disability (in favour of social inclusion and professional integration).

### **Employment and local development**

In 2017, the impact of RATP activities was estimated at more than 128,603 supported jobs (direct, indirect and induced) because of the company's purchasing expenditures (rolling stock, supplies,

works, services, etc.), taxes and wages paid to employees. These expenditures are spread throughout the French economy, through the value created throughout the supply chain (from ranks 1, 2 and onwards), household consumption and public spending. This impact, modelled by the Local Footprint® tool, is heavily centred in Île-de-France (81%) and the land transport sector (38%).

<b>Jobs induced by RATP activities*</b>	<b>2017**</b>	<b>2016**</b>	<b>2015**</b>
Number of direct, indirect and induced jobs created by parent company activities	128,603	Unknown	Unknown
Number of indirect and purchase-related jobs (invoiced turnover)	43,876	43,988	42,658

### **Actions of the RATP Group Foundation**

The RATP Group Foundation directly participates in the Group's corporate responsibility policy by developing links with its territories of operation, both in France and abroad. It develops its activities to serve communities isolated from cultural, educational, or employment opportunities. In 2017, it supported forty projects, 40% of which were new, that directly benefited 20,605 individuals in the territories where the Group is present. In terms of employment and entrepreneurship, eight agreements were signed with associations, benefiting 1,835 individuals.

In May 2017, the Foundation and RATP Dev were jointly awarded the RATP Group's CSR Award in the "*implication territoriale*" (regional involvement) category for their partnership with the South Korean association Dasarang and their support of Seoul's SL9 subsidiary employees' volunteering work. The project focused on the professional inclusion of thirty people with disabilities through a catering activity.

### **Urban integration**

When upgrading its depots and maintenance workshops, RATP transforms them in order to also include social and private housing, public facilities and offices. By converting closed industrial sites into integral parts of the city, it pursues several objectives: to upgrade its industrial facilities while also remaining closely focused on its operational needs; to sustain industrial employment in the city; to contribute to a social and functional mix; to promote urban inclusion while ensuring architectural quality.

### **Assistance for the poorest**

RATP is pursuing its policy of assisting people facing exclusion encountered on its Île-de-France networks, through the Recueil social in particular, a dedicated operational structure that comes into contact with these people and helps them, if they so choose, in finding accommodation facilities. In 2017, RATP extended the agreement signed with Emmaüs Solidarité regarding the day shelter located at Charenton-le-Pont. Since it opened in mid-2014, this centre has welcomed nearly 1,500 individuals in serious social distress.

In November 2017, RATP also signed a framework agreement with the prefecture of the Île-de-France region, the Paris Prefecture, to test a system aimed at assisting drug users in the metro: four associations specialised in offering help in risk reduction for drug users (Caarud) will be able to intervene in these areas during joint outreach campaigns with RATP staff members.

### **Combating violence against women**

RATP, in conjunction with the inter-ministerial mission for the protection of women against violence and the fight against human trafficking (Miprof), has developed an awareness-raising module on this subject for its station staff in contact with passengers. It is also included as part of training given to all new GPSR (network protection and security group) security officers and their supervisors.

### **Mobility of the most fragile groups**

In November 2017, the RATP group acquired a stake in CityZen Mobility, a start-up dedicated to the mobility of the most vulnerable population groups that organises and accompanies people in need of assistance (the elderly, disabled adults, etc.) on outings in a personalised way, throughout France, by car, delivering an optimised and non-stigmatising service based on a network of drivers trained to meet the specific needs of each passenger, beyond the simple notion of transport.

### **Professional integration**

The Foundation supports the projects of local associations and operations in the social sphere of cultural institutions, often themselves in liaison with associations, or institutions of higher education.

Thirteen institutions and 27 associations were supported in 2017, the partnerships with institutions having been signed on a multi-year basis. In 2017, the Foundation continued its local partnerships for professional integration, in particular with ADIE (Association for the Right to an Economic Initiative), which helps individuals alienated from employment create an economic activity thanks to microcredit.

### **References**

- RATP Group CSR and financial report [www.ratp.fr](http://www.ratp.fr)
- <https://www.ratp.fr/groupe-ratp/newsroom/corporate/documents-de-reference>
- Consultation protocol on disability

## **Criterion 17**

The communication on progress describes the position taken and the commitment in terms of public policy

RATP is ramping up its activities in favour of communities in what city policy considers priority neighbourhoods. To do this, it reaches out to professional integration players, such as local missions, Second Chance Schools (E2C) and various associative structures, with which one hundred or so partnership agreements were signed. The latter make it possible to structure the activities proposed by the company by basing them on Group values. In 2017, 18.8% of people hired by RATP came from one of the city's 272 priority neighbourhoods (QPV) in Île-de-France, where 1.6 million individuals reside, one third of whom live below the poverty line (geo-referencing of employees hired by RATP from 01/10/2016 to 30/09/2017 via the City GIS of the *Commissariat général à l'égalité des territoires* (General commissariat for equality of the regions).

In 2017, 150 collective information meetings on jobs involving 2,000 individuals were organised on the premises of integration structures. Forty visits to operational or maintenance units also allowed five hundred individuals to learn how the company operates.

In 2017, in connection with "Garantie Jeunes" (Youth Guarantee) implemented by the public authorities, RATP organised a "sponsorship" operation with the local mission Bords de Marne (Val-de-Marne) that works with the communities of Bois l'Abbé (Champigny-sur-Marne), a priority neighbourhood under city policy where the difficulties are passed on to the bus lines. More than 180 young people, interested in careers at RATP, benefited from special guidance, with group information sessions on job opportunities, *Ateliers de mobilité*® (Mobility Workshops) and a visit to a production site. Their application was specially qualified "labellisé" (labelled), a specific procedure that attests to their motivation.

### **Partnership with national education**

As part of its "accès à l'éducation" (access to education) action programme, the RATP Group Foundation supported eighteen projects in 2017, which benefited 10,550 individuals. It works in

conjunction with schools and institutions of higher education. As a founding member of *l'Alliance pour l'éducation* (Alliance for Education), it is committed to helping in the fight to reduce college dropout rates. In 2017, as part of the "*Trajets d'avenir*" (Routes of the Future) programme, fifty talented students, whose personal circumstances make it difficult for them to pursue their studies, were awarded a scholarship and offered the individual support of a Group executive. This mentor opens them up to the business world, to its codes and professions and helps build their self-confidence, especially when it comes to writing their CV or preparing for job interviews. This programme is conducted in partnership with the Cergy-Pontoise University, Telecom ParisTech, Telecom Sud Paris, HEC, INSA Centre Val-de-Loire in Bourges, Sciences Po Paris (Reims campus), the NGO Sizanani for the University of Johannesburg and, since March 2017, the ENSIAME of Valenciennes.

#### References

- RATP Group CSR and financial report [www.ratp.fr](http://www.ratp.fr)
- RADD [www.ratp.fr](http://www.ratp.fr)
- <http://www.cget.gouv.fr/ressources/etudes-et-evaluations-observation-prospective/sig-ville>

### Criterion 18

The communication on progress describes partnerships and collective action

The Group recognises the importance of dialogue with all its stakeholders everywhere it is found and in all its business areas. As a privileged partner of smart and sustainable cities, the RATP group aims to use this dialogue to share expertise and thus feed its CSR strategy and, if appropriate, defuse certain conflicts that could arise through lack of transparency. This helps the Group to monitor its strategic issues better and prepare for tomorrow's challenges. It is also able to identify opportunities for innovation, markets, growth and partnerships.

#### Programme with start-ups

In addition to the digital services developed by RATP and its subsidiaries, the RATP group is thus boosting its links with start-ups to encourage innovation and the development of new services. Through RATP Capital Innovation, the Group aspires to go yet further with innovation: this subsidiary invests in young innovative companies directly but also indirectly, by acquiring a shareholding in certain target investment funds that have the same focus as the Group's key innovation and development areas.

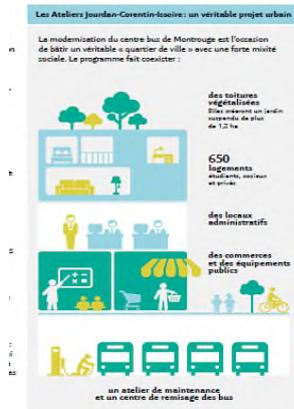
#### Mobility workshops

RATP has continued its *Ateliers de mobilité*® (Mobility workshops), a mobility learning approach aimed at explaining the use of transport – reading maps, knowledge of the different modes, etc. – to socially vulnerable populations, supported by integration structures. The goal is to make participants more autonomous when travelling, when job hunting in particular, and thus facilitate their integration. Some four hundred workshops were attended by 3,500 individuals, mostly organised by RATP employees, supported in Yvelines by RATP Dev subsidiary SQYBUS and Cars Perrier employees. Ten mobility workshops were conducted by Agir ABCD and the Paris and Val de Marne clubs of the Foundation "*Agir contre l'exclusion*" (Face – foundation acting against exclusion) for communities speaking little French. The *Ateliers de mobilité*® will be implemented shortly in Lorient, as the call for tenders was won by RATP Dev in 2017

#### The Jourdan-Tombe Issoire workshops in Paris: an urban mix project

The Jourdan-Corentin-Issoire workshop project is also part of RATP's vast plan to upgrade and

expand RATP industrial sites in Paris. The aim is to help to refresh the area and promote social mixing. This large-scale project on two hectares was inaugurated in November 2017. It includes the new bus depot on the lower level and facilities (nursery, daycare centre and a commercial site for the City of Paris) and 650 housing units in the superstructure. The building will also accommodate a 600 m<sup>2</sup> urban agriculture project.



### Quartier des deux rives

To meet the challenges of smart and sustainable cities, RATP and the City of Paris have been working together since 2016 to create a "circular" business district. This pilot project, known as "Quartier des deux rives" (Two Banks District) will be located at the centre of the 12th and 13<sup>th</sup> arrondissements, between Gare de Lyon and Gare d'Austerlitz. To launch the second phase of the project, in March 2017, RATP welcomed local stakeholders (elected officials, the City of Paris, SME, large groups, etc.) to identify possible synergies.

### References

- RATP Group CSR and financial report [www.ratp.fr](http://www.ratp.fr)
- RADD [www.ratp.fr](http://www.ratp.fr)

## Corporate Social Responsibility governance and leadership

### Criterion 19

The communication on progress states the commitment from the Chairwoman and Chief Executive Officer

The governance introduced two years ago shows how the Group's Chairwoman and Chief Executive Officer is committed to the main principles of the Global Compact and the ambition to hoist the Group to the highest possible international standards.

In addition, the Group strategy is focused on a major goal: to be a sustainable mobility reference serving a smart, connected city.

The Group has expanded its organisation by creating a Strategy and Innovation Division to run the Group CSR policy, a risk manager, the specialist CERSEC Committee to coordinate the initiative and more recently a compliance centre to define and monitor the compliance and risk prevention programmes. The CERSEC Committee is also chaired directly every quarter by the Chairwoman and

Chief Executive Officer, thereby showing strong leadership.

### **Transposition of the EU Directive (Order dated 19 July 2017 and Decree dated 9 August 2017)**

EPIC (industrial and commercial public establishments) are not subject to the European Directive on the publication of non-financial information. Public limited companies (SA) like the RATP Dev subsidiary are involved, but dispensation is possible for the subsidiary if data consolidation takes place at Group level. This dispensation will be used to “carry forward” to RATP Group level and to complete a declaration of a more proactive non-financial performance with respect to stakeholders and above all specific to the company.

#### **References**

- Communication on progress letter of commitment
- RADD [www.ratp.fr](http://www.ratp.fr)
- General information note

## **Criterion 20**

The communication on progress describes its adoption by the Board of Directors and Monitoring

### **Description**

The Board of Directors has three committees for matters relating to strategy and economics, upgrading and development of networks and innovation and customer services. An Audit Committee brings its expertise to the accounts, the internal audit programme and the risk management policy. A working group open to all administrators studies questions of competitiveness to prepare the company for the opening up to competition (2024 for surface networks).

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

- This committee reviews in particular the economic and strategic files and the future-oriented questions on changes in the economic, competitive and institutional environment of RATP. It reviews the company's risk policy.
- This committee deals with questions on network development and maintenance, certain projects and agreements and research.
- This committee is more especially tasked with files on service quality, monitoring the *Ile-de-France Mobilités/RATP* contract and innovation projects.

The role of the **audit committee**, comprising six administrators and chaired by Michèle Bellon, is to advise the Board on the company and consolidated accounts in terms of the reliability of the information systems used to establish them, the internal audit programme and the quality of its methods and the risk management policy.

**Two Board of Directors' working groups**, open to all administrators, look into questions relating to RATP's financial sustainability and competitiveness.

The Chairwoman and Chief Executive Officer invites Board members as and when necessary to informal Board meetings to seek their opinion and discuss urgent strategic issues.

### **Board of Directors and CSR**

Two Board members have held or hold CSR-related posts. The compliance programme run by the compliance centre was presented to the Board of Directors' Audit Committee. The CSR and financial report is submitted annually to the Board of Directors.

#### **References**

- RADD [www.ratp.fr](http://www.ratp.fr)

## Criterion 21

### The communication on progress describes the stakeholder involvement

#### Group position

The Group recognises the importance of dialogue with all its stakeholders everywhere it is found and in all its business areas. As a privileged partner of smart and sustainable cities, the RATP group aims to use this dialogue to share expertise and thus feed its CSR strategy and, if appropriate, defuse certain conflicts that could arise through lack of transparency. This helps the Group to control its strategic issues better and prepare for tomorrow's challenges. It is also able to identify opportunities for innovation, markets, growth and partnerships.

#### Stakeholder mapping

The RATP group has for several years maintained constant, on-going dialogue in a variety of ways (conventions, protocols, partnerships, etc.) with all categories of stakeholders (associations, communities, suppliers, passenger customers, etc.). The methods for dialoguing with the stakeholders vary between departments depending on the goals of the dialogue, the priorities and the projects. The methods are listed in a map.

#### Material analysis

In the second half of 2006, a material analysis was conducted to prioritise the issues of the new CSR approach. Five priorities were identified as essential, both for stakeholders consulted and Group performance: the impacts of Group operations on health and the environment, greenhouse gas emissions, access to service, business ethics and eco-design.

For passenger associations in Île-de-France, an agreement signed in 1996 created a body for continuous discussion with approved associations. The topics discussed are defined according to association and RATP preferences and the work is subject to an annual report. In twenty years, this platform has become a forum for debate and mutual enrichment. The work in 2017 was guided especially by a single desire:

- transparency on its strategy - defined in the 2025 Challenges plan -, its challenges and goals for sustainable cities, through its CSR actions in particular;
- cooperation on major projects;
- sharing perspectives on new services.

The body dealt with some thirty topics related to current or future events, such as the automation of line 4 and future services, especially in terms of ticketless terminals or passenger information. The Group's development through RATP Dev and Promo Métro activities, ethics and flood risk management issues were also addressed. Visits to line 11 and 12 extension worksites, unveiling of the large-scale model of the future line 14 stations and the prototype of the first autonomous shuttles gave a practical dimension to these discussions.

#### Reinforcing the role of mediator

In addition, representatives of approved national consumer associations sit on the parity panel that appoints the RATP mediator. The latter's role was reinforced within the scope of Order no. 2015-1033 of 20 August 2015 on settling consumer disputes out of court.

The RATP mediator, who is responsible for all of the Group's French subsidiaries in charge of public transport, can be contacted directly online.

([http://www.ratp.fr/fr/ratp/vch\\_124175/mediateur](http://www.ratp.fr/fr/ratp/vch_124175/mediateur)).

### **Interaction with social networks**

Social networks encourage direct discussion between passengers and the Group, which is especially active on Twitter via a dedicated account. In Île-de-France, RATP is on Facebook and Twitter and each of RATP's metro, RER and tramway lines has had an account since 2014. A dedicated customer service account completes this digital framework. The Group subsidiaries are also using the Internet, especially as a more effective means of responding to complaints, and social networks to reinforce their proximity with passengers. RATP Dev launched its new website in November 2017.

### **Link with the associations**

An RATP representative sits on the Board of Directors of Airparif, an approved association that monitors air quality in the Ile-de-France region. Another is a member of Bruitparif (noise observatory in Île-de-France). RATP experts remain in contact with local residents affected by noise pollution or vibrations. RATP is also bound by four-way agreements (Region, departmental councils and municipalities) to promote sustainable mobility in the Île-de-France region. These aspects are covered in the environmental chapter of this report.

RATP manages continued cooperation with representatives of people with disabilities, aiming to ensure on-going improvements on the basis of a coordination protocol concluded with nine associations representative of the different types of disability. RATP sits on the Board of Directors of FACE.

### **References**

- CSR and financial report [www.ratp.fr](http://www.ratp.fr)

# RATP GROUP AND SUSTAINABLE DEVELOPMENT GOALS



## SDG 1:

End poverty in all its forms everywhere

### Social ethics and corporate solidarity:

Our activity brings us face-to-face every day with a number of difficult social realities, such as social exclusion of homeless people in our underground networks, to the point that over the years we have acquired experience and know-how in helping to resolve certain societal problems.

### Combating serious social distress

RATP has developed actions to avoid people in difficulty seeking shelter in the networks or, for those staying there, to offer to transport them to reception centres. These actions are justified by the fact that people settling in underground spaces emphasise the principle of social isolation. For maximum efficiency, these actions are designed and run in partnership with private or public bodies. The Security Department is therefore tasked with observing anything in the RATP networks relating to the knock-on effect of phenomena of serious social distress. It maintains close contact with the institutional brainstorming bodies where, by representing the RATP policy, it offers expert local and national advice.



## SDG 2:

End hunger, achieve food security and improved nutrition and promote sustainable agriculture

### Plan to combat food waste

The CRE (*Comité régie d'entreprise* – Corporate governance committee), in charge of RATP catering, is part of a sustainable development process by limiting the impact of its catering activities on the environment. In 2016, RATP and the CRE signed a general operations charter incorporating sustainable development requirements, that will lead to:

- a formal plan against food waste;
- a study on implementing initiatives to manage and reduce energy and water consumption;
- monitoring and reporting on bio-waste sorting for already equipped restaurants and those with refurbishment under way.



## SDG 3

Ensure healthy lives and promote well-being for all at all ages

### Targets 3.8 and 3.9

#### Quality of working life

RATP is convinced that by focusing on the men and women in its ranks, it will foster Group performance and development. This is why it is committed to a human resources policy geared to its employees. It intends to continue to strengthen a stimulating work environment and support the professional development of its employees while ensuring it acquires the skills it needs for its development. It pays particular attention to the daily lives of its employees in a collective context that promotes trust.

In terms of employee health, safety and well-being, the Group bases its employer actions on its Code of Ethics, by emphasising respect for diversity and non-discrimination and by ensuring the quality of working life.

#### Support for public health prevention campaigns

RATP organises employee awareness-raising and prevention days on several health-related topics (nutrition, HIV, cancer, flu, giving blood, musculo-skeletal disorders, etc.).

#### Environmental health

One focus of CSR policy is encouraging environmental health by reducing sound nuisances from the Group's activities and improving air quality underground and in cities. RATP is targeting zero noise black spots in Ile-de-France by 2020 through an agreement with Ademe (French Environment and Energy Management Agency). It is also committed to reducing employee and passenger exposure to diesel emissions and fine particles in its underground areas.



## SDG 4

Ensure inclusive and quality education for all and promote lifelong learning

### Target 4.3 employee training plan

The implemented training policy is a structural component that allows employees to develop their skills throughout their professional lives and ensures long-term RATP Group performance in social, human, and economic terms.

Within RATP:

- three out of four employees are trained each year;
- the training plan for 2017 devoted approximately 6.8% of the gross payroll to training, including around 1.8% to initial training;

- training is governed by two instruments: the 2013 agreement on on-going vocational training and the 2015-2017 triennial guidelines on vocational training.

#### **Targets 4.4 and 4.5 professional support for young people**

The RATP group has a University the objective of which is a shared common culture. The University federates all Group employees, regardless of category, background or occupation, around an across-the-board range of training courses, especially in the field of management. Its mainstay is a training centre, the Campus, which is more specifically dedicated to supporting integration and professional development.

#### **Promote mobility in our networks to facilitate academic orientation and social and professional insertion**

RATP also continued its *Ateliers de mobilité*<sup>1</sup> (Mobility Workshops), a mobility learning approach aimed at explaining the use of transport – reading maps, knowledge of the different modes, etc. – to socially vulnerable populations, supported by integration structures. The goal is to make participants more autonomous when travelling, when job hunting in particular, and thus facilitate their integration. Some four hundred workshops have been attended by 3,500 individuals, mostly organised by RATP employees.



## **SDG 5**

Achieve gender equality and empower all women and girls

#### **Targets 5.1 and 5.5 professional and wage-based gender equality**

The RATP group ensures the diversity of its employees and encourages women's access to all its professions, including technical, in the areas of operation, maintenance, engineering or support functions.

The fourth agreement on professional and wage-based gender equality within RATP was signed in 2015 with all representative labour organisations. This agreement follows the 2012 agreement, the targets of which were achieved.

This agreement establishes four key commitments:

- the commitment to make every effort to increase the proportion of women working in the company;
- a commitment to pay female employees on maternity leave and both men and women on paternity or adoption leave;
- a commitment to ensure the work/life balance of its employees thanks to reasonable meeting times and the use of telephone and emails;

a commitment to increase the number of women on management boards to match, as much as possible, the proportion of women in the management category in each department.

An "*RATP au féminin*" (RATP women) programme, created at the initiative of the Chairwoman and Chief Executive Officer, rounds out these commitments and includes them in the Group's strategic guidelines.

<sup>1</sup> *Atelier de Mobilité*® is a registered RATP trademark.

### Combating sexual harassment

RATP has warning systems and means that it implements to ensure the safety of its passengers. Nearly six thousand RATP agents in the network's stations can be mobilised directly to alert the network protection and security group (GPSR), made up of over a thousand agents, deploying around a hundred teams every day in the network. Call points have been installed in the metro and suburban railway stations in the RATP network.



## SDG 6

Ensure access to water and sanitation for all and ensure sustainable management of water resources

### Target 6.3 Treatment of industrial water and water quality

Under its policy to protect natural resources, RATP is reducing its water consumption and has equipped the majority of its industrial sites with an industrial residual water treatment plant. Auto-surveillance analyses are also performed on industrial discharges at all industrial sites.

It is encouraging the circular economy by recycling washing water and watering the tramway's grass with some of the infiltration water. Alternatives to drinking water are also being studied.



## SDG 7

Ensure access to affordable, reliable, sustainable and modern energy for all

### Targets 7.1 and 7.2 Energy policy

In 2017, the RATP group defined its new energy policy with ambitious goals:

- reduce its energy consumption by 20% per passenger-km by 2025 (versus 2015 reference year)
- reduce greenhouse gas emissions by 50% by 2025. The group has set up an action plan for all its activities to achieve this.

The group has obtained ISO 50001\* certification in Île-de-France. This rewards its commitment to on-going improvement in its energy performance. It covers all the corporate activities: transport of passengers (metro, bus, RER, tramway), management of the infrastructure network, engineering, maintenance and management of its property assets.

### Renewable energies and regenerative energy

RATP applies an active energy efficiency policy when renovating or building its tertiary and industrial sites. It investigates the opportunity to use renewable energies in the initial project stages. For example:

- energy renovation of technical systems at head office crowned by the HQE-exploitation

certification in April 2015 in the two areas of “Sustainable building and Sustainable management) (certification that can be renewed every year for five years);

- installing a heat pump at a maintenance and storage site to cover 90% of the site's heating needs (3,000 m<sup>2</sup>);
- the bioclimatic design of the maintenance workshop for metro line 9, at Boulogne-Billancourt, to improve its energy efficiency.
- Using a geothermal system to extend line 14 northwards



## SDG 8

Promote inclusive and sustainable economic growth, employment and decent work for all

**Targets: 8.3, 8.5, 8.6 and 8.8**

### Jobs for the disabled

The RATP group is looking to change how the public relates to disability. At the end of 2015, a seventh agreement concerning persons with disabilities at RATP was signed for the 2016-2019 period with the participation of all the representative labour organisations. Under this agreement, RATP agrees to continue its proactive policy in favour of persons with disabilities and mobilise all company stakeholders to that effect. Hiring of 125 people with disabilities over four years: The agreement provides for initiatives to maintain the latter in employment on the basis of fair allocation criteria (workstation layout, teleworking, purchase of appropriate equipment, etc.). - Raising employee awareness through poster campaigns and training modules: Introducing a policy through services entrusted to establishments or organisations that help people with disabilities to find work (Ésat) or disability-friendly companies (EA).

- An internal e-learning module is accessible to the visually impaired.
- 

### Fight against discrimination

The Code of Ethics adopted in 2011 reiterates the Group's six shared values: people, dedication to the general interest, respect, professional approach to customer service, a taste for challenges, openness<sup>2</sup>. It defines respect for people, full compliance with regulations and respect for the environment as fundamental principles of action.

RATP is committed in several areas to combating discrimination by signing several agreements with union organisations:

disability (since 1994), gender equality (since 2003), social integration (since 1996) and age management (since 2009) through its 2016 agreement on the projected management of jobs and skills and support of projects for change. These agreements are continuous with other significant actions, such as adherence to the Diversity Charter in 2004.

<sup>2</sup> An information brochure summarising company values in particular is handed out during each new job interview.



## SDG 9

Build resilient infrastructure, promote sustainable industrialisation and foster innovation

### Target 9.1: Adapting to climate change (adapting to floods)

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 infrastructure (buildings or rail infrastructure). The major climate risk corresponds to the flooding of underground networks. RATP has therefore launched a diagnostic focusing on vulnerable aspects of networks from the water table.

### Energy efficiency

The RATP group is continuing with its efforts to improve constantly the energy efficiency of its transport systems and establish its position as a benchmark for the design and use of low-emission transport systems.

It has formed an energy policy with an action plan and goals. The group obtained ISO 50001 certification in 2017.

### Protecting air quality in the city

In 2014, RATP set itself the ambitious challenge of converting its Île-de-France fleet of 4,600 buses to electrical power and biogas via the Bus2025 plan with the support of *Ile-de-France Mobilités* (the public transport authority for the region). By the end of this replacement programme, the company will have a 100% low-emission fleet, in line with RATP targets to reduce greenhouse gas emissions per passenger/km by 50% (base 2015).

RATP Dev subsidiaries are gradually replacing their fleets with "clean" vehicles (Euro 6, hybrid, biofuel, or electric vehicles).

### Targets 9.c and 9.b Innovation

In addition to the digital services developed by RATP and its subsidiaries, the RATP group is thus boosting its links with start-ups to encourage innovation and the development of new services. Through RATP Capital Innovation, the Group aspires to go yet further with innovation: this subsidiary invests in young innovative companies directly but also indirectly, by acquiring a shareholding in certain target investment funds that have the same focus as the Group's key innovation and development areas.



## SDG 10

Reduce inequality within and among countries

### Target 10.2

#### Socially responsible purchasing policy

RATP has a socially responsible purchases policy to meet the major challenges of tomorrow and contribute to the company's overall performance. The responsible purchases approach goes beyond compliance with regulations and managing environmental or social risks. It is a real opportunity to commit to a more sustainable, environmentally-friendly and supportive model. The responsible purchases approach contributes to the Corporate Social Responsibility (CSR) goals.

### Target 10.b

#### Sports, cultural and educational partnerships

In Île-de-France, the parent company seeks to promote culture and sports through the partnerships and activities it offers on its sites. The objective of these operations is to make passenger journeys more enjoyable while actively contributing to urban cultural life. In 2017, more than a hundred partnerships were concluded with key city players and major cultural institutions:

- a good half of them are dedicated to culture, especially literature and poetry, photography, heritage and music.
- around fifteen were partnerships that revolved around sports, including one involving the Paris bid to host the 2024 Olympic Games, which involved a wide audience and helped mobilise Île-de-France residents around this event;
- around twenty were partnerships with institutions focusing especially on sustainable mobility and innovation.

The Group's subsidiaries also maintain partnership/sponsorship activities, mainly in sports, cultural, humanitarian and charity works.

#### RATP Group Foundation

The RATP Group Foundation directly participates in the Group's corporate responsibility policy by developing links with its territories of operation, both in France and abroad. It develops its activities to serve communities isolated from cultural, educational, or employment opportunities.

- In 2017<sup>3</sup>, it supported forty projects, 40% of which were new, that directly benefited 20,605 individuals in the territories covered by the Group. In terms of employment and entrepreneurship, eight agreements were signed with associations, benefiting 1,835 individuals.

The Foundation sets up partnerships with local associations in the Group's operational regions both in France and abroad.



## SDG 11

<sup>3</sup> As at 31 October 2017.

Make cities and establishments for accommodating people inclusive, safe, resilient and sustainable

### Targets 11.1 and 11.3 Sustainable city

As an expert in public transport and contributor to the smart city, the RATP group can picture the city of tomorrow and propose environmentally-friendly mobility solutions in France and worldwide.

By transforming industrial sites into "integrated" living areas, RATP has the opportunity to invent new urban shapes and confirm its position as an integral part of the urban landscape. Modernising the company's real estate assets and adapting them to the growing operating requirements of the network are priorities for the future development of cities. Many industrial site restructuring projects in the Île-de-France region have been implemented in recent years, reflecting the company's expertise in urban integration, helping to refresh areas and ensure social mixing in the different districts. In Île-de-France, more than 3,200 housing units will be built by 2025, including more than 2,100 social housing units and public facilities.

RATP responded to the government's call to encourage the emergence of innovative urban projects that are destined to showcase French excellence in sustainable cities. RATP participates in urban demonstrators:

- *Rêve de scènes urbaines* (Dream of urban scenes): Vinci in consortium with fifteen private companies (Orange, Veolia, Schneider, Numericable, etc.) and three public operators (SNCF, RATP, CEA) and the Plaine Commune urban area
- Descartes 21: Bouygues Énergies & Services in consortium with EMBIX, IDEX, Sodearif, RATP, CAP Gemini, GEGrid Solutions and Epamarne/Cité Descartes

### Target 11.2: Network accessibility

The RATP group promotes accessibility on all fronts. The Group goes beyond compliance with Law 2005-102 "on equal rights and opportunities, the participation and citizenship of people with disabilities" by developing, pioneering and deploying new solutions to facilitate access to transport for all people with reduced mobility.

The priority is to make accessible to all:

- the spaces (metro and tramway stations, RER stations, bus stops);
- the equipment (ticket dispensers, validation channels, passenger call points, etc.);
- passenger information (audible announcements, waiting times, etc.).

RATP has an accessibility unit that suggests an accessibility policy and supports the project teams in finding the most appropriate solutions. It also consults associations extensively.



## SDG 12

Ensure sustainable consumption and production patterns

### Target 12.5 Circular economy

As a major contributor to sustainable cities, the RATP group is part of a circular economy. The company makes an effort to optimise its resources by reducing their use but also by recovering them and creating synergies between the various regional players. This approach is formally recorded in

the Group's CSR policy.

To meet the challenges of smart and sustainable cities, RATP and the City of Paris have been working together since 2016 to create a "circular" business district. This pilot project, known as "Quartier des deux rives" (Quarter of the two banks) will be located at the centre of the 12<sup>th</sup> and 13<sup>th</sup> arrondissements, between Gare de Lyon and Gare d'Austerlitz. To launch the second phase of the project, in March 2017, RATP welcomed local stakeholders (elected officials, the City of Paris, SME, large groups, etc.) to identify possible synergies.

### **Waste management**

Faced with a varied production of waste, RATP conducts a policy that combines both reduction of waste at the source and its maximum reuse by:

- complying with regulations and requirements;
- optimising waste sorting on industrial and tertiary sites to organise its recovery in distinct sectors for reuse (recycling, reuse of materials, reuse of energy, etc.);
- tracking the collection and treatment of HIW (Hazardous Industrial Waste: waste oil, batteries, soaked rags, aerosol cans, etc.) and NHW (Non-Hazardous Industrial Waste: paper, cardboard, WEEE (Waste Electrical and Electronic Equipment), cartridges, toners, etc.);
- optimising waste storage areas to minimise the risk of pollution while facilitating the work of employees.

### **Target 12.4: Pollution: discharges into the air, water and soil**

The prevention of all forms of pollution is at the centre of its concerns and justifies the investments committed beyond legal regulations to operate rolling stock and industrial buildings, which are increasingly environmentally friendly.

### **Target 9.4: Eco-design**

The RATP group is committed to promoting an eco-design and eco-specification policy for all of its projects (infrastructure, building, rolling stock, and information system) by encouraging the selection of low-energy products and systems, those with longer service lives or better economic performance, via its CSR policy. Industrial sites and units are designed to minimise environmental impacts. Environmental specifications apply when purchasing rolling stock.

RATP is committed to a global policy to reduce the consumption of raw materials in logistics processes. The two logistics platforms in Île-de-France, both certified ISO 14001, are looking to reduce their consumption of raw materials.



## **SDG 13**

Take urgent action to combat climate change and its impacts

### **Target 13.a**

Under its strategic plan, the RATP group intends to strengthen its contribution to combating climate change in the regions. It acts at several levels by:

- promoting the modal shift towards less carbon-intensive modes and reinforcing the attractiveness of non-individual transport and quality public transport adapted to demand;

- encouraging and facilitating new forms of mobility (carpooling, car-sharing, self-service cars, etc.) as a complement to public transport;  
reducing its carbon footprint with the commitment to halve its GHG emissions by 2025 compared to 2015. In Île-de-France, public transport is the travel method with the best GHG balance but RATP is continuing its efforts to improve its carbon performance.



## SDG 15

Sustainably preserve and restore land ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss

### Green areas

RATP is systematically analysing existing assets (infrastructure and buildings) to consider the possibility of re-greening and integrating urban agriculture in existing green areas. It supports the target set by Paris City Hall to create “100 hectares of green roofs and walls, including thirty dedicated to urban agriculture by 2020”. Under the 100-hectare protocol signed with Paris City Hall, SEDP has set aside 40,000 m<sup>2</sup> for green roofs and gardens, of which one third is dedicated to urban agriculture.

The RATP tertiary sites are covered with 4,000 m<sup>2</sup> of green areas, cared for without plant protection products by an Ésat.

The industrial site redevelopment projects plan for large green areas, i.e. 65% for the Vaugirard workshops redevelopment project (15,000 m<sup>2</sup>) and 58% for the Jourdan project (8,500 m<sup>2</sup>).

This policy of protecting the ecosystem extends to Group level:

- promoting biodiversity at Setram (Algeria) and Casa Tram (Morocco) through the “Setram bees” (hives installed inside the tramway depot), installing a nursery in the maintenance centre to vary greenery planted the length of the line.



## SDG 16

Promotion of peaceful and inclusive societies for sustainable development, the provision of access to justice for all and building effective, accountable institutions at all levels.

“Ensure fair practices” is the third focal point of the CSR policy

**Target 16.10/Target 16a and 16b**

***Preventing corruption and promoting human rights***

The Group integrates a CSR approach into its value chain by implementing a programme to fight

against corruption and anti-competitive practices, responsible lobbying and data compliance, as well as a responsible purchasing policy.

### ***Preventing corruption and anti-competitive practices***

The RATP group included the risks related to corruption and anti-competitive practices in its list of across-the-board risks monitored by the risk manager, the compliance manager in charge of the Sapin 2 law compliance programme and the internal auditing system.

Group commitments to business ethics, such as respect for public procurement, fair practices towards the competition and the fight against corruption, all currently appear in the Group's Code of Ethics as part of its corporate ethics. They will soon be strengthened by the creation of a code of business conduct aimed at promoting a zero tolerance policy of corrupt practices and acts.

### ***Promotion of human rights***

Specific provisions apply to purchasing policy and supplier relations. A code of conduct and ethics governs supplier relations (General instruction 499 c). The role of CERSEC aims to ensure that ethical, social and societal concerns, as well as integrity requirements, are taken into account at the highest level, so that every employee faced with a unique situation is in a position to make a decision in accordance with both external and internal laws and regulations.



## **SDG 17**

Reinforce the means for implementing and revitalising the global partnership for sustainable development

### **Target 17.17 Relations and dialogue with stakeholders**

The RATP group has always engaged in continued dialogue at different levels with a range of stakeholders. It has been consulting them formally since 2009 in order to collect their perceptions and expectations so as to improve its CSR approach. In 2017, stakeholder mapping identified four types of stakeholder

- **day-to-day "customers"**: customers/passengers; passenger associations; local authorities;
- **internal stakeholders**: employees, managers, union organisations, staff representatives, CSR Club members, Foundation partners;
- **contractual parties** (those with whom we have a contractual commitment): public authorities and commercial partners: government, transport authorities, institutions, financial organisations, suppliers and service providers, other partners;
- **influencers**: associations, NGO, experts, professional federations, the media and non-financial rating agencies.

**Local partnerships and the RATP Group Foundation**

The RATP Group Foundation supports projects that promote the link and mutual aid, access to culture, education and the ecological transition wherever the RATP group is found. It thus contributes to the economic and social dynamics of the regions.

It establishes the corporate values firmly on the ground, spearheaded by people, dedication to the general interest, respect and openness. As a genuine intermediary between civil society, the company and its employees, the Foundation promotes the local anchoring of the RATP group, through better understanding of its environment.

## APPENDICES

2017 Report

### Labour indicators

#### Total workforce and breakdown by gender, age, and geographic segment

Total Group workforce (RATP + subsidiaries concerned)	31/12/2017	31/12/2016	31/12/2015
Full Time Equivalents	56,586	55,975	56,728
Workforce present	57,326	56,911	57,801

*The workforce report covers RATP and 23 subsidiaries, i.e. 93.6% of the Group in turnover.*

Breakdown by age (workforce present as a %)	31/12/2017	31/12/2016	31/12/2015
Under 26	4.07%	4.03%	4.18%
Aged 26-35	26.97%	27.15%	27.23%
Aged 36-45	33.36%	32.95%	32.45%
Aged 46-55	28.36%	28.37%	28.80%
Aged 56+	7.24%	7.50%	7.34%

Breakdown by geographic segment (workforce present as a %)	31/12/2017	31/12/2016	31/12/2015
France	83.42%	82.77%	81.61%
Europe, excluding France	7.72%	7.56%	9.01%
Rest of world	8.86%	9.67%	9.38%

*Europe is considered geographically and therefore includes Switzerland.*

Breakdown by gender (workforce present as a %)	31/12/2017	31/12/2016	31/12/2015
Women	19.22%	19.10%	18.85%
Men	80.62%	80.91%	81.15%

Gender breakdown by geographic segment	Men			Women		
	31/12/2017	31/12/2016	31/12/2015	31/12/2017	31/12/2016	31/12/2015
France	37,866	37,495	37,640	9,860	9,612	9,533
Europe, excluding France	4,006	3,889	4,657	420	412	551
Rest of world	4,345	4,660	4,610	736	845	809

#### Pay and promotions

Pay	31/12/2017	31/12/2016	31/12/2015
Total gross payroll for the Group (in €K)	2,207,059	2,172,899	2,173,158
RMPP for RATP (Mean pay per existing staff member = general policy + category-based benefits + individual benefits)	2.64%	2%	2.20%

#### Work organisation

Part-time employees (workforce present)	31/12/2017	31/12/2016	31/12/2015
Proportion for the entire Group	3.28%	3.94%	4.17%

#### Absenteeism

<b>Absenteeism (number of days absent per employee)</b>	<b>31/12/2017</b>	<b>31/12/2016</b>	<b>31/12/2015</b>
All reasons *	13.30	13.19	13.36

## Report on collective agreements and their impact on economic performance and working conditions

<b>Collective agreements signed during the year</b>	<b>2017</b>	<b>2016</b>	<b>2015</b>
Number of agreements signed during the year	60	62	49

## Environmental indicators

### Consideration of environmental issues

<b>Certified industrial sites (RATP)</b>	<b>31/12/2017</b>	<b>31/12/2016</b>	<b>31/12/2015</b>
Number	81	75	73

<b>Industrial sites with an environmental management system (RATP)</b>	<b>31/12/2017</b>	<b>31/12/2016</b>	<b>31/12/2015</b>
Number	87	86	86

### Employee training on the protection of the environment

<b>Number of training hours (RATP)</b>	<b>31/12/2017</b>	<b>31/12/2016</b>	<b>31/12/2015</b>
Number	7,623	8,680	7,894

### Pollution

<b>Claims by stakeholders related to noise and vibrations</b>	<b>31/12/2017</b>	<b>31/12/2016</b>	<b>31/12/2015</b>
Number	499	739	734

<b>People* exposed to the maximum threshold of EU directive 2002/49/EC (RATP)</b>	<b>31/12/2017</b>	<b>31/12/2016</b>	<b>31/12/2015</b>
Number	334	354	583

### The circular economy

<b>Tertiary and industrial sites with selective sorting</b>	<b>31/12/2017</b>	<b>31/12/2016</b>	<b>31/12/2015</b>
Number	148	149	152

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

<b>Non-hazardous industrial waste (total)</b>	<b>31/12/2017</b>	<b>31/12/2016</b>	<b>31/12/2015</b>
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<b>quantity) off site</b>			
Number	16,407	15,775	16,453

<b>Hazardous industrial waste (total quantity) off site</b>	<b>31/12/2017</b>	<b>31/12/2016</b>	<b>31/12/2015</b>
Number	5,501	5,471	5,347

### Sustainable resource use

<b>Sites equipped with a water recycling system</b>	<b>31/12/2017</b>	<b>31/12/2016</b>	<b>31/12/2015</b>
Number	65	64	68
<b>Total water consumption for a public network (regardless of use)</b>	<b>31/12/2017</b>	<b>31/12/2016</b>	<b>31/12/2015</b>
m3	1,223,340	1,196,071	1,186,106

### Energy consumption and renewable energies

<b>Total energy consumption</b>	<b>31/12/2017</b>	<b>31/12/2016</b>	<b>31/12/2015</b>
GWh	3,304.58	3,367.51	3,387.36

<b>Breakdown of energy consumption by use in % in kWh (to calculate %)</b>	<b>31/12/2017</b>	<b>31/12/2016</b>	<b>31/12/2015</b>
Rail traction	34.1%	33.6%	34.6%
Bus traction	45%	46%	45.4%
Buildings and auxiliary vehicles	20.9%	20.4%	20%

### Climate change

<b>Greenhouse gas emissions from buildings and auxiliary vehicles*</b>	<b>31/12/2017</b>	<b>31/12/2016</b>	<b>31/12/2015</b>
Tonnes of CO <sub>2</sub> equivalent	111,913	111,937.0	99,249.7

<b>Greenhouse gas emissions from powertrains</b>	<b>31/12/2017</b>	<b>31/12/2016</b>	<b>31/12/2015</b>
Tonnes of CO <sub>2</sub> equivalent	587,657	618,031.0	623,948.0

### Societal indicators

<b>Jobs induced by RATP activities*</b>	<b>2017**</b>	<b>2016**</b>	<b>2015**</b>
Number of direct, indirect and induced jobs created by parent company activities	128,603	Unknown	Unknown
Number of indirect and purchase-related jobs (invoiced turnover)	43,876	43,988	42,658

<b>Training</b>	<b>2017</b>	<b>2016</b>	<b>2015</b>
Number of buyers trained (since 2012)	168	154	143

% of existing buyers trained in 2017	82%	75%	84%
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<b>Socially-responsible purchases (*)</b>	<b>2017</b>	<b>2016</b>	<b>2015</b>
No. of hours of integration completed (clauses and purchases from SIAE)	420,000	359,000	291,000
No. of beneficiaries of integration programmes	763	643	515
No. of (current) contracts with an integration clause	167	163	131
Amount of purchases from the adapted and protected sector (invoices excluding taxes)	€705 K	€712 K	€746 K

<b>Suppliers</b>	<b>2017</b>	<b>2016</b>	<b>2015</b>
Number of RATP suppliers	5,328	5,269	4,899
% of suppliers established in France	96%	96%	97%
% of SME among suppliers – Insee database	66.7%	66.4%	67%
Purchasing turnover invoiced to SMEs (in millions of euros) – Insee database	478	524	453
Share of purchasing turnover invoiced to SMEs/overall purchasing turnover invoiced – Insee database* (29% excluding energy and rolling stock)	20.6%	20.4%	17.4%

<b>Audits</b>	<b>2017</b>	<b>2016</b>	<b>2015</b>
Number of social audits conducted during the year (textiles)	9	2	10
Total number of audits since 2000	83	74	72
Total number of sites audited and rejected since 2000	6	6	6

## **Stakeholder mapping**

RATP Group CSR and financial report [www.ratp.fr](http://www.ratp.fr)

## **Materiality matrix**

RATP Group CSR and financial report [www.ratp.fr](http://www.ratp.fr)