

Because public transit makes sense
for the planet, communities, regions,
and everyday life.

Mani- fest^o

**FOR SUSTAINABLE
CITIES**



Noun, from the Italian “manifesto”, a written, public statement by which a company and its team outline a plan of action and a position.

Manifesto

This Manifesto – committed, embodied, transparent and unifying – outlines our corporate social responsibility strategy and presents our new roadmap for the next five years. It tells the story of our collective commitment to real, positive and sustainable impact in all our activities worldwide.

The environmental, social and societal challenges ahead are immense. Our teams, along with our clients, partners, passengers and even competitors, aspire to make cities breathable and resource-efficient, equitably shared, inclusive and supportive, dynamic and welcoming, connected to their surrounding areas.

That's why, together, in each of our networks, we are committed to making a difference.

CÉCILE TUIL
Senior VP, Clients & Engagement

GREGORY MALET
CSR Director

AND ALL THE TEAMS INVOLVED
in the creation of this Manifesto

Commitments

For the mobility of today and tomorrow,
we have made four corporate
social responsibility commitments:

COMMITMENT #1 P. 9-14

OUR ENVIRONMENTAL COMMITMENT

for cities that are breathable,
resource-efficient, and equitably shared.

Because carbon-free public transit and non-polluting mobility options are a solution to the climate emergency,
we are committed to reducing the environmental impact of each of our networks and to promoting a shift in modes of transportation.

COMMITMENT #2 P. 15-20

OUR SOCIAL COMMITMENT

for cities that are inclusive and supportive.

Because public transit creates essential local jobs,
we are committed to being an exemplary employer, caring for the well-being of our employees, and welcoming and training a wide diversity of employee profiles.

COMMITMENT #3 P. 21-26

OUR SOCIETAL COMMITMENT

for cities that are dynamic, welcoming and ambitious.

Because public transit connects areas and communities,
we are committed to supporting local business and co-constructing customized solutions, tailored to our clients' specific day-to-day challenges.

COMMITMENT #4 P. 27-31

OUR COLLECTIVE COMMITMENT

to making the travel experience safe, reliable and enjoyable in our cities.

Because all over the world, public transit is a public service at the heart of daily life,
we are committed every day with pride, conviction, and transparency.

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

“Making a difference. Three words that convey determination, conviction, and collective action.”



Of course, we already ensure the compliance of our operations with all binding extra-financial regulatory requirements.

Of course, we are committed to supporting the ambitions of our clients.

Of course, we are a local employer of people who fulfil essential roles, and we are committed to the social responsibility that this entails.

Of course, by virtue of being a public transport provider, we help protect communities, regions and the planet.

We could stop there. Satisfy our regulatory and contractual obligations. Highlight the exceptional local initiatives of our networks. Focus on the virtues of public transport to attract and retain talents. Advocate for wider use of public transport.

But here, with this Manifesto, we make the concerted and collective decision to go above and beyond.

We commit to doing more, better, together, over time, for the communities where we operate. We do this for our endangered planet, for our dedicated teams to whom we owe everything, and for all our stakeholders who constantly push us to innovate.

Because the environmental crisis and the social challenges we all face as global citizens demand it.

Because we want to attract future talents and channel all our energy into strong and shared convictions, for public service and a sense of purpose.

We have had many conversations with our teams. Although they serve regions with different contexts, legacies, challenges and cultures, **our team members all demand a sincere collective commitment** from a modern, responsible and involved company.

That is why our CSR strategy is structured, coherent, collective, pragmatic and action-oriented.

It is aligned with the RATP Group's purpose: "We dedicate every day to better city living."

We want to achieve tangible results that are felt within local communities, that can be seen every day, and that are based on continuous improvement and ambitious goals. So that our activities have a real, positive and sustainable impact around the world.

This is our Manifesto.

It is short because we prioritize action and realism.

It is simple because we concentrate our efforts to have a real impact.

It is embodied by our people because our culture is profoundly collaborative.

It is transparent because we understand both the virtues and challenges of the public transport sector.

It is unifying because it contributes to the cohesion of our team worldwide.

And finally, it is committed to making a difference because we are. Because I am. ☒

HIBA FARÈS
CEO

→ How did we develop our **CSR strategy?**

WE LISTENED

to our people, both at head office and in all our networks, as well as our CSR experts, clients and all those who wanted to express themselves and contribute.

Many people have chosen to work in public transport because it benefits the public good. Many want to go above and beyond contractual requirements and the resources provided by our clients. Many wake up each morning wondering: how can I do more for my community, for the planet and for my colleagues?

WE BUILT

on the numerous initiatives of our networks. Often spontaneous, always local, they reflect the culture of the country where they are based, the personalities of our network leaders, and the commitment of their teams.

Our networks are all part of wider regions, and their variety reflects the different ambitions of each client. Transport can contribute to the modernization of a region and the development of its reputation and economy. It can be new or centuries old. We built our strategy on this rich foundation of local color and character.

WE WANTED

to go further, do more and better.

Define a CSR strategy that unifies the entire company, and is neither a reflexive response to regulations nor an aspiration lacking collective commitment. That involves teams from all our networks – no matter their size, resources or level of client engagement. That is structured, coherent, collective, pragmatic and action-oriented. That is measured locally, visible every day and built on continuous improvement, aiming to achieve a real, positive and lasting impact from all our activities around the world.

WE CHOSE

our environmental, social and societal challenges based on our risk mapping, state of the world and extensive consultation of our teams.

Some challenges are shared by all our networks and considered as part of a collective strategy, while others are specific to a local situation. All are part of an ambition for overall and continuous improvement, with the pace and resources in the hands of network leaders.

WE DEVELOP

the collective ambition and trajectory for each challenge in collaboration with our CSR experts, building on best practices, innovations, past successes and case studies collected within the RATP Group.

We are developing a management platform which will allow each network to enter its data, monitor its progress and visualize its trajectory in an effective and transparent manner. This platform also allows monitoring compliance with regional and local regulations, and satisfaction of contractual commitments. Finally, it enables us to consolidate results and measure improvement throughout the company.

WE ORGANIZE

around a robust, dynamic, collective governance.

So that CSR does not become just a matter for the experts or a head office program. With a steering committee, specialists of our various stakes and their sponsors, an advisory board and of course the management committee, our governance reflects our culture in which people are engaged and want to take part. To support and listen to people in different countries, deploy our expertise, welcome volunteers and involve as many people as possible.

THIS IS HOW WE MAKE A DIFFERENCE

Because we know the enthusiasm and dedication of our teams every day, all around the world.

Because we entered this industry for its public, social and societal value. Because we aim to bring even more meaning to the role of a public transport operator. Because we are aware of our role and responsibility in the daily lives of cities and their residents. From Paris to Hong Kong, Tuscany to Riyadh, Cairo to Sydney, Brest to Casablanca, Raleigh to Belgrade, and all across the world.

OUR STAKES

ENVIRONMENT

MANDATORY AND COLLECTIVE

- 🔹 Carbon footprint reduction (GHG)
- 🔹 Energy sobriety

COMPLEMENTARY AND LOCAL

- 🔹 Water management
- 🔹 Circular economy
- 🔹 Biodiversity

SOCIAL

MANDATORY AND COLLECTIVE

- 🔹 Occupational health & safety
- 🔹 Quality of life and working conditions

COMPLEMENTARY AND LOCAL

- 🔹 Competencies management
- 🔹 Social dialogue

SOCIETAL

MANDATORY AND COLLECTIVE

- 🔹 Road safety
- 🔹 Rail safety

COMPLEMENTARY AND LOCAL

- 🔹 Traveler satisfaction
- 🔹 Community engagement
- 🔹 Insertion
- 🔹 Responsible procurement

COLLECTIVE

MANDATORY AND COLLECTIVE

- 🔹 Ethics & business practices
- 🔹 Attractiveness & employer branding
- 🔹 Gender equity

COMPLEMENTARY AND LOCAL

- 🔹 Client expectations (public transport authorities)
- 🔹 Diversity

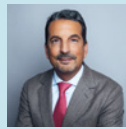
AN EMBODIED COMMITMENT

“Social and environmental responsibility is at the core of public transit DNA: a great number of travelers transported via high-capacity, mutualized systems that are energy-efficient and designed to welcome and include every segment of the population. At the service of cities everywhere. CSR is thus a logical roadmap for all our operations.”

“As we exist to serve our clients, we have a duty to fulfil their expectations, which can vary from one city to the next, or one region to the next. Our CSR ambition needs to reflect these local differences and be designed to suit just right each of our clients. We also need to provide advice to support local authorities and individuals.”



SERGE REYNAUD
Senior VP,
France-Switzerland



MEHDI SINACEUR
Senior VP,
International

“We strive to position CSR front and center as a shared value in everything our teams do day in, day out. It should form an integral component of our culture and DNA, and help achieve our growth targets. As such, we all do our bit each day to make public transport more responsible, more sustainable, and more effective, for our clients, our stakeholders and our environment.”

“In five years’ time I would like to see evidence that CSR has helped boost employee engagement and the image of our company, and even our industry. That it helps our clients view us as a partner able to support them with effectiveness and relevance, whatever their resources and specific regional challenges.”



GRÉGORY MALET
CSR Director



CÉCILE TUIL
Senior VP,
Clients & Engagement

1 Our environmental commitment

Because carbon-free public transit and non-polluting mobility options are a solution to the climate emergency, **we are committed to reducing the environmental impact of each of our networks and to promoting a shift in modes of transportation.**

For cities that are breathable, resource-efficient, and equitably shared.

“The United States is aiming for carbon neutrality by 2050. As far as public transport is concerned, the plan is to achieve 30% of new vehicle sales with zero emissions by 2030 and 100% by 2040. For such a vast country, this represents a major industrial challenge. While supporting and advising our customers on this subject remains essential, RATP Dev’s CSR culture and our international experience should enable us to be more ambitious and integrate other parameters beyond fleet electrification.”



CYRIL AUBIN
General manager,
United States



DENIS MASURE
General manager,
Australia

“Today we are gearing up to start operating an automated metro line in Sydney. Our client is very focused on CSR and has set ambitious targets both in terms of carbon neutrality and wastewater treatment. Over and above our contractual commitments, I see our client’s high standards as a way to further strengthen our CSR expertise and share our knowledge with our other networks.”



ARNAUD MASSON
Senior VP, Digital & data
and Sightseeing

“Digitalization helps reduce our environmental footprint in a variety of ways. In public transport, analyzing operating data helps cut maintenance costs, optimize tram preparation to minimize the amount of electricity used in depots, and measure the carbon footprint of our networks. In our Sightseeing business, digitalization gives users an easy, seamless



I fully believe that all our networks can cut their environmental footprint, especially by managing waste, energy, and water consumption, irrespective of their contractual arrangements. It is up to us to adopt positive practices and set increasingly ambitious targets. As an example, in Saudi Arabia, we are working to cut the amount of fuel that our buses consume.”



PHILIPPE DIEBOLD
Technical VP

WE ARE COMMITTED

“We are going to start measuring our water and electricity consumption, working closely with our clients. It is our role to come up with solutions. There are various approaches we can consider, like installing solar panels in depots and parking lots, or planting trees. Right now, we’re going to integrate a waste recycling channel for reprofiling train wheels.”



LOÏC CORDELLE
General manager, CAMCO,
Saudi Arabia

purchasing experience on our [tootbus.com](#) website. Our app enhances the sightseeing experience by giving passengers the opportunity to download comments or the city playlist for the “tootwalks” tours (visit by foot with comments) using the on-board wifi. It’s all about using digital technology and data to support our reasoned and coherent CSR strategy.”



The iconic tram system has been powered by electricity since 1904. It has always been a local champion for green mobility. To mark its 120th anniversary, we will conduct a full carbon footprint assessment, as we need data to demonstrate the impact of our actions and show the younger generation that a long-standing transport system can be at the forefront of environmental action. Our teams are also actively involved in the community, working with local associations, partners, NGOs, schools...”



PAUL TIRVAUDEY
General manager,
Hong Kong



AND WE ARE PROUD OF

FRANCE

TOOTBUS PARIS, A PIONEER

80% of the Tootbus buses carrying visitors across Paris are low emission vehicles (gas or electric), and our last bio-diesel buses are about to be retrofitted. In 2018, the RATP Dev subsidiary started the energy transition of its fleet, without waiting for regulatory requirements. This pioneering approach has positioned Tootbus Paris ahead of the curve compared with its competitors. "We are proud to achieve soon 100% low-emission vehicles, but we want to go even further to cut our environmental footprint," explained Benoît Barraud, Director of Tootbus Paris. In addition to decarbonization, we are shifting more and more toward digital solutions. Even though we have kept our paper brochures, everything is online, and we ask our passengers to delete our app from their cell phone at the end of their trip." ☒

UNITED KINGDOM

KING OF ELECTRICITY

With over 31% of our fleet being fully electric, our fleet of London buses has one of the highest proportions of electric vehicles within the London market. "We are highly supportive of green transport solutions and look for ways of reducing the impact our operations have on the environment. We now have six of our ten garages converted and we are committed to electrifying our entire fleet by 2034," said Bill Cahill, London General manager. ☒



MOROCCO

CONSUMING RESOURCES MORE EFFECTIVELY

The water used to clean the trams in Casablanca is recycled. But the Casablanca RATP Dev team didn't stop there. "We have modified the washing plan and now wash the trams every other day rather than every day," explained Christophe Tenthorey, Morocco General manager. "The quality of service remains high for users and we save water, a strategic and scarce resource in Morocco at the moment!" In the depots, the subsidiary repaired all the water pipes to prevent wastage and also replaced lightbulbs with LEDs. A waste separation system was also put in place. And last but not least drivers will soon be trained in eco-driving. ☒





HONG KONG

A LESS ENERGY-INTENSIVE TRAM SYSTEM

Our fleet in Hong Kong comprises 150 trams. RATP Dev operates, maintains and builds this longstanding fleet, as the company is constantly upgrading its trams to make up for the absence of new models. They are the only double decker trams in the world! "We regularly renovate the fleet to integrate models that consume less electricity," explained Paul Tirvaudey, Hong Kong General manager. "We have successfully reduced the consumption per kilometer by 15% since 2011 and we know there is another 15% we can find in the coming years. Our passengers don't necessarily see the changes, but they are definitely there!" ☒

2 Our social commitment

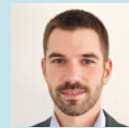
Because public transit creates essential local jobs, **we are committed to being an exemplary employer, caring for the well-being of our employees, and welcoming and training a wide diversity of employee profiles.**

For cities that are inclusive and supportive.

“ I believe the most important component of CSR in our profession is without doubt the social considerations. High-quality social dialogue is essential in our business, everywhere we operate. However, the expectations of our clients, especially regarding the environment, still vary considerably from one contract to another. We need to focus our efforts on initiatives that positively impact our income statement or network operations, even indirectly, as those are the ones that can be rolled out more extensively.”



FRANÇOIS MAZZA
Senior VP,
Italy



DENIS MASURE
General manager,
Australia

“ I set myself very high standards regarding the wellbeing of my team, I want them to really feel part of the company. But what can we do to help our employees feel happy? To ensure they are proud to work at RATP Dev? There’s lots we could do. For example, we organize a stroll every Thursday lunchtime called “Walk and Talk”. We get out for a bit of fresh air and take the time to chat. It might not seem much, but it’s important.”

“ Minimizing our environmental footprint is essential. We have chosen to fully commit to transitioning to electric buses as we strongly believe the environment will be a differentiating factor for the tourists and families we welcome on board. However, our employees are the first priority of CSR. If we look after our people properly, they will provide better customer service and passengers will enjoy more pleasant journeys. And that is the key to our success.”



BENOÎT BARRAUD
Director Tootbus,
Paris



FLORENCE YVAN
Chief Human Resources
Officer

“ Our CSR pledges need to be concrete and wholeheartedly adopted by employees. We need to choose our battles and involve the teams by minimizing the impact on our operations and costs. Social engagement represents an effective way to attract and retain employees. We are lucky to work in a sector that is virtuous by its very nature, and candidates are keen to know that we do everything we can to boost this positive trait, especially regarding diversity, equal opportunities and quality of life at work. We can help retain employees by successfully bringing them on board, it is crucial.”

WE ARE COMMITTED

“ Gender parity is a subject that is especially close to my heart. I’ve always cared about this issue and even more so since I’ve been working in Casablanca. In Morocco, only 20% of women work, and that is mainly in rural areas. In our subsidiary, our Management committee counts only one woman at the table, despite our best efforts. But I want to take this on and change things here, at the same time that Moroccan society is changing rapidly.”



CHRISTOPHE TENTHOREY
General manager,
Morocco



FEDERICO TONETTI
Senior VP,
UK and South Africa

“ Social considerations are key to the long-term success of a company. It’s not about reinventing the wheel, it’s just doing what we say we’ll do, show respect and be transparent. Of course, there’s the question of remuneration, but we also need to consider the facilities and common areas, uniforms, training, safety, recognition, and the time managers spend with drivers. Corporate strategies can sometimes overlook these matters. CSR puts them back front and center.”



WADIÏ BOUCHIHA
General manager,
Egypt

“ CSR represents the company’s responsibility beyond its financial statements. It reflects its impact as a key member of society, in particular in a vast, dense and growing city such as Cairo with its 25 million inhabitants. This responsibility needs to lie at the heart of our roadmap and values. Our mission and ambition go far beyond operating and maintaining transport networks.”



“ Our employees and all young talents expect their company to act responsibly. To attract and retain employees, I want to boost team spirit and their sense of pride and belonging. Our new profit-sharing agreement integrates financial criteria as well as gender equality and the completion rate of annual appraisals. We work with sheltered employment companies, our fruit baskets come from short supply channels, and we donate our unused supplies to charities. Our corporate culture is humble and we don’t speak too much about our successes! We will conduct a survey about quality of life at work that covers issues such as work conditions, inclusion, diversity, management...”



MÉLANIE COMBEAU
Director of Human Resources,
head office (Paris)

AND WE ARE PROUD OF

FRANCE

AN INCLUSIVE PROFIT-SHARING AGREEMENT

The profit-sharing agreement in force at the RATP Dev head office came to an end in 2021. When Mélanie Combeau joined the company as local HR Director in 2022, she suggested including a gender equality criteria in the new agreement. “Even if 45% of the people working in head office are women, which is a very good rate, it is essential to maintain this level of representation. So, the idea is to ensure everyone buys into the approach and design profit sharing accordingly. Our employee representatives have understood that the company’s performance is not driven by financial data alone. It then is up to all employees to better integrate women and promote them up through the company.” ☒

EGYPT

WOMEN AT THE HELM OF METRO TRAINS

We operate Green Line 3 in Cairo’s metro network and the Capital Train that connects Cairo to the country’s new capital. In just two years, the subsidiary has taken strong actions and commitments to integrate women into its workforce – they now represent 11% of employees! They are not only working in office roles either, but also in the most visible roles of metro and train drivers! “We now have around 10 female drivers and we are also very proud to have a woman at the head of one of our depots, the largest in the Middle East,” explained Wadii Bouchiha, Egypt General manager. “Today, we are hailed as an example by the country’s authorities, and our female drivers regularly make front page news!” ☒



FRANCE

MAKING TRAINING A PRIORITY!

At Tootbus Paris, whether employees are hired on unlimited or seasonal contracts, they benefit from training. Training time has been doubled to better onboard new employees. Since 2022, they learn from theoretical modules and enjoy sessions in the field with a mentor over a two-week period. “It is a considerable period of training for employees who may only be with us for the four or five months of the tourist season,” commented Benoît Barraud, Director of Tootbus Paris. This strategy, known as the “Tootbus Touch”, trains drivers in their job and safety, as well as in how to deal with passengers, both tourists and families, to offer them a unique experience. The way we recruit, onboard, train and support our teams is at the heart of our success. ☒

SAUDI ARABIA

AN INCREASING PROPORTION OF WOMEN IN THE WORKFORCE

In line with the modernization of Saudi society, the proportion of women in work has risen from 18% in 2016 to 37% in 2022. In Riyadh, CAMCO, the RATP Dev metro subsidiary, is actively integrating women. “Women make up 30% of our workforce,” explained Loïc Cordelle, CAMCO General manager. “And we will continue to progress until we reach 40%, or maybe even 50%!” A total of 170 women were hired to work in customer services and the control centers. Another reflection of the cultural diversity in the country, CAMCO’s workforce comprises 28 different nationalities. This represents a real strength for the company, which celebrates these differences, in particular by recognizing the holidays of each community. Also in Riyadh, PTC, the bus subsidiary of RATP Dev, is training women to drive its buses. “The first six female bus drivers completed their training this year, which is the first step to seeing them drive our buses on Saudi roads,” added Rui Silva, PTC General manager. ☒

FRANCE-SWITZERLAND

OUR EMPLOYEES MAKE OUR COMPANY WHAT IT IS

RATP Dev in France and Switzerland strongly believes it is key to focus as much on its employees as on its clients. This strategy was put in place in 2014 and is known as “Dev Touch”. “This approach is important to me as it is our employees who make the company what it is. Taking care of their wellbeing means creating the conditions so they may provide high-quality customer service,” explained Nadia Smondel, Marketing Director for France-Switzerland. “This was extended to all our subsidiaries in 2017. We rely on the RATP Group’s Service Academy to enrich our service project. It gives us the opportunity to listen and promote dialogue, assessing how employees feel with the same criteria that we apply with our clients. The role of a transport provider is not merely a technical profession, it is a vocation where people and relationships matter most.” ☒



SOUTH AFRICA

DIVERSITY IN EVERY SENSE OF THE WORD

At RATP Dev South Africa, inclusion is first reflected in the workforce being made up of equal numbers of men and women (50-50). It is also essential to consider the integration of people with disabilities, who are often highly vulnerable. “We are making progress in terms of employment and adapting our work conditions to bring in people from these communities,” explained Nthabiseng Kubheka, South Africa General manager. “When we are considering hiring a person with a disability, we ask ourselves how we can adapt the workstation or equipment to make it possible for them to join our team.” ☒

ITALY

SOCIALLY INVOLVED

“Social considerations lie at the heart of our commitment.

We have promoted constructive dialogue, holding 514 meetings and signing 60 agreements between November 2021 and October 2023. We also set up our own drivers’ Academy, which helps us achieve our recruitment and training targets,” said Alessandro Stocchi, Director of Human Resources, Autolinee Toscane. As the vast bus network in this Italian region has just celebrated its second anniversary, over 800 drivers have already been recruited and trained, and two thirds of them are already on the road. “In January and February, the Academy will train three new classes of drivers.” The subsidiary is also taking humanitarian action, integrating Ukrainians into its training program so they may obtain their driving license. ☒

“The safety and wellbeing of passengers on all our networks remains our absolute priority.

We support projects to raise awareness about gender-based violence in everyday life. We set up an initial project, GIFT, to help women who have been subject to violence to achieve financial independence by training them to drive trams,” explains Valentina Ferrini, Human Resources Manager for GEST (Florence tramway). “We produced videos and decorated a tram with the colors of the national campaign. Moreover, we put QR codes inside each tram to encourage passengers to think about the matter. As a transport provider, we connect people as well as places.” ☒



Our societal commitment

Because public transit connects areas and communities, **we are committed to supporting local business and co-constructing customized solutions, tailored to our clients’ specific day-to-day challenges.**

For cities that are dynamic, welcoming, and ambitious.



LOÏC CORDELLE
General manager, CAMCO,
Saudi Arabia

“We work with many suppliers and subcontractors, and it is important we pass on our strong beliefs. CSR criteria will also be systematically integrated into our calls for tender, especially regarding inclusion. We will also ensure our CSR charter is reflected in our specifications.”

“Sustainable mobility is a fantastic platform for launching societal development actions: it’s with this mindset that we develop our services. We also work on action plans for societal promotion, inclusion and awareness, in partnership with city stakeholders.”



DAO DAM-HIEU
Senior VP, Commercial & Global Partnerships



BARBARA DUGUAY
VP Legal and Chief Compliance Officer

“Ethics is essential in business to earn and retain the trust of our clients, as well as employee engagement. We must behave in an exemplary manner in terms of integrity and transparency when making decisions and carrying out our business. That is the meaning behind our Code of Ethics and Code of Conduct, which are distributed to each new recruit when they join the company. These codes set out our guiding lines and our red lines. They provide a framework for action that is both simple and robust, combining individual exemplarity and collective professionalism. The trust that binds us with our stakeholders safeguards our reputation. We are reliable, we are trustworthy, we are one team. I want RATP Dev to be known as much for its technical expertise as its CSR drive.”

WE ARE COMMITTED



WADIÏ BOUCHIHA
General manager,
Egypt

“Training is a major focus in our company. We train all our employees, but now we want to go even further by opening a training center that can meet our own needs as well as the needs of others beyond our Group. We wish to open the doors to this center to other parties. We’ve no problem with that, and if our school is a success, it will mean that the training provided is great! We wish this center to be a stand-alone structure built to last and be useful to the country.”



HENRI POTTIER
General manager,
Asia-Pacific

“Public transport generates fewer carbon emissions per passenger than other alternatives. We need to keep repeating this. And our networks are working each in their own way to cut their environmental footprint by lowering the amount of energy or water they consume, or by recycling waste. But what makes us stand out is our social involvement. The passengers we transport are as diverse as the communities we connect. Public transport creates economic opportunities. Our drivers, station agents and other employees do jobs that are essential to the smooth day-to-day operation of the city. Most of our networks go over and above, signing partnerships with local non-profits, getting involved in volunteering initiatives and playing an active role in their communities. It’s quite a remarkable mindset.”



AND WE ARE PROUD OF

MOROCCO

HELPING UNDER-PRIVILEGED CHILDREN TO INTEGRATE SOCIETY

The non-profit organization Casa Bab Rayan is located in the heart of Casablanca. This orphanage is home to over 200 children aged between 3 and 20 who had been living on the streets or were placed there by the authorities. They are taken in, given an education and taught a trade in the hospitality industry. Because involvement in the local community is both a conviction at RATP Dev and part of Moroccan culture, Christophe Tenthorey, Morocco General manager, has signed a partnership with the non-profit organization. “We support the charity in a variety of ways, for example providing financial support, employees volunteering, bringing in interns, as well as donating rechargeable tram cards and IT equipment.” More recently, after the terrible earthquake that hit Morocco, the entire subsidiary got involved in collecting donations for victims. Moreover, the RATP Group Foundation, set up to support non-profit organizations in regions in which the Group operates, extended emergency financial aid. ☒

UNITED STATES

SUPPORTING COMMUNITIES: IT'S WHAT WE'RE ALL ABOUT

“Philanthropy and serving communities is both what public transport is all about, and in the DNA of our teams. It’s just what we do,” explained Cyril Aubin, United States General manager. “Each year, numerous initiatives are rolled out in the company or with non-profits thanks to our ‘We Move People’ program. We aim at supporting one project every quarter in each US network.” From volunteering for Habitat For Humanity to collecting food and toys, from school supplies donations to fundraising for schools and grants for underprivileged children, via awareness campaigns for breast cancer during Pink October, our teams are committed to supporting disadvantaged communities – and our buses participate regularly in local parades and events. ☒



SAUDI ARABIA

PASSING ON SKILLS

“We have signed a partnership agreement with Al Qassim University, a training center in the railway sector,” explains Loïc Cordelle, CAMCO’s General manager. “By the start of the 2024 academic year, 70 technicians will have graduated from this school. This is in line with the country’s Saudi Vision 2030 plan, for which we are committed to transferring our knowledge to the Saudis. Above and beyond regulatory requirements, it is our mission to upskill local people. With this in mind, we will be integrating more and more Saudis into our teams, with the aim of increasing their share in our workforce from 30% today to 60% by 2025, including more than 35% women.” ☒

FRANCE

OCEAN MONTH

In June 2023, our Marinéo network serving the urban area around Boulogne-sur-Mer (in north-east France) partnered with the Nausicaá public aquarium and its Ocean Month initiative. Ocean Month includes animations and local actions: meetings, contests, shows, and a festival of citizen initiatives. It aims to raise awareness among the public of the fabulous diversity of the marine world and the importance of preserving the ocean. The Marinéo public transit network decked one of its buses with the Ocean Month colors and provided travellers with a moving expo to dive deep into the ocean. ☒



UNITED STATES

A LEADING FORCE IN ADAPTED TRANSPORTATION

“Our team in Greensboro, North Carolina, came top of the North Carolina Public Transportation Association (NCPTA) ranking for adapted transportation. It is a major recognition for our network!” boasts Cyril Aubin, United States General manager. ☒



SOUTH AFRICA

FOOD CAN CHANGE EVERYTHING

The RATP Dev depot is located near the Alexandra township. The subsidiary has made it a priority to support this underprivileged community and especially the children there, as many are orphaned. “We work with local charities, in particular to help feed the children,” explained Nthabiseng Kubheka, South Africa General manager. “It is very important, as without this support, they would go to school on an empty stomach. And you can imagine the negative spiral that sets off: when you are hungry, you have trouble remembering what you’ve been taught, and so you give up. It’s a real problem when children drop out of school.”



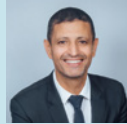
NTHABISENG KUBHEKA
General manager,
South Africa

To ensure children stay in education, the subsidiary is also funding additional classes and some of its employees serve as mentors. ☒

4 Our collective commitment

Because all over the world, public transit is a public service at the heart of daily life, **we are committed every day with pride, conviction, and transparency,**

to making the travel experience safe, reliable, and enjoyable in our cities.



ABDELJABBAR BEN SALEM,
Senior VP,
Middle East, North Africa
and Central Asia

“ The Middle East is changing rapidly, it is now often playing host to major global cultural, sporting and political events. The ambition to transform the cities and develop public transport reflects not only the demographics but also the modernization of these societies. Our industry helps reduce CO₂ emissions and, with our electric buses and metros, we pioneer the environmental transition. We create many jobs, our employees are mainly local people, and we pass on our expertise as well as our commitment to CSR. We apply the same rules of compliance, ethics and non-discrimination as in all other networks within the Group. The long-term success of our projects relies on the wellbeing of our teams and their desire to be part of what we do. I believe we have the opportunity as well as the responsibility to support the evolution of our societies.”

“ We attach great importance to ethics and compliance. We audited the entire company. Our road map towards exemplarity is clear. We’re definitely trying to move things forward, especially because we are aware it is a sensitive subject. We want to lead by example in the country.”



WADIÏ BOUCHIHA
General manager,
Egypt



BERTRAND GAILLARD,
Senior VP,
Bids & Strategy

“ Throughout the world, I can see a growing interest, understanding and desire to promote CSR considerations. Our activity contributes to a modal shift toward less polluting mobility options, and public transport enables people who cannot afford a car to get to work, experience culture, access healthcare and meet people. I’ve noticed that our new recruits, both young and less young, are delighted to join a business that champions the same values as their own. RATP Dev obviously wants to make a profit, but it’s more about engaging people, a sense of duty and public interest.”

WE ARE COMMITTED

“ In Riyadh, where the temperature exceeds 45°C for four to five months of the year, there is a genuine culture of the individual, air-conditioned car. Traffic jams are a regular occurrence and things aren’t going in the right direction, as the population is set to rise from 8 million to 15 million by 2030. So, it’s really important we develop public transport to offer an alternative and reduce overall carbon footprint. As the operator of the city’s metro system, we will support and change behaviour by attracting more passengers thanks to top quality service.”



LOÏC CORDELLE
General manager, CAMCO,
Saudi Arabia



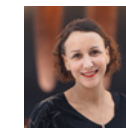
JOEL COHEN
Chief Financial Officer

“ Banks are increasingly keen to support companies that uphold their commitments to all stakeholders and pursue CSR projects that help cut their environmental footprint in particular. The finance teams are the best allies of CSR. In every situation, we strive to take innovative measures and achieve a positive result as well as financial returns.”

“ As petrol prices and parking rates are very low, individual cars remain the preferred mode of transport in Riyadh. It is therefore necessary to offer a compelling alternative that is practical, comfortable, safe and affordable. It is with this goal in mind that RATP Dev designed and deployed the country’s first ever bus network. The high-quality network showcases ultra-modern buses running frequently and across the whole city, as well as effective services and impeccable customer relations.”



RUI SILVA
General manager, PTC,
Saudi Arabia



NADIA SMONDEL
Marketing Director,
France and Switzerland

“ I believe it is essential to be pragmatic, adapt and find meaning in what we do. By 2050, around 60-70% of the world population will live in cities. Supporting them is a superb mission and that’s the message we try to get across when we recruit, whether for managerial positions or in our essential, second line professions.”



AND WE ARE PROUD OF

MOROCCO

THE EMERGENCE OF PUBLIC TRANSPORT

In 2012 there was no public transport system in Casablanca. In 2025, the city will boast four tram lines, two bus rapid transit lines, and an interoperable renovated bus network. "In 12 years, we've come out of the shadows and into the light," explained Christophe Tenthorey, Morocco General manager. "We now have a clear public transport strategy, but of course compared with other well-developed countries, we are only just getting started. That's why we've got loads of really exciting projects!" ☒



FRANCE

MOBILITY RALLY

In Quimperlé, our TBK network has partnered with the Mission Locale du Pays de Cornouaille, which seeks to support young people to better integrate society and the workforce.

In spring 2023, several of them took part in a mobility rally to learn more about the various modes of transportation available in the region and come into contact with TBK employees. ☒

FRANCE

PROMOTING ETHICS

RATP Dev pursues a shared approach to transparency, equality, compliance and duty of care. A Code of Conduct, which applies and is provided to all employees, covers corruption risks in particular. "Absolutely every employee receives training in these practices," explained Mélanie Combeau, HR Director at RATP Dev head office. "Each year, we refresh people's memories with reminder sessions." ☒

THE PHILIPPINES

TRAINING FOR IMPACT

RATP Dev contributes to the mobility of 500,000 passengers every day on the Manila metro. Most of them need public transport to move around or get to work. "They also count on us as a responsible company" states Henri Pottier, general manager for Asia-Pacific. "That's why, together with RATP Group Foundation, we support NGO Acted in the setup of training modules on sustainable development and mobility designed for young Filipino managers. This training includes not only awareness to environmental issues but also a toolbox of practical tools to help them roll out ambitious and robust CSR policies in their companies." ☒




 A portrait of Carlos Moreno, an older man with a grey beard and mustache, wearing a dark suit jacket over a dark shirt. He is standing in front of a window with vertical blinds, looking slightly to the right of the camera with a gentle smile.

Pers- pective

By Carlos Moreno

Professor, expert of cities and regions of tomorrow, and specialist in intelligent control of complex systems

“If we speak of a city of tomorrow, it is because we are aware that the foundations of our cities are obsolete.”

I am very fond of a quotation from Jean Cocteau: “*Today is the marriage of tomorrow and yesterday.*” It prompts us to consider the impact of our actions through a fluid sense of time. While people sometimes speak of the city of tomorrow as an idea of the distant future, I am convinced that the city of tomorrow is already being built today.

In recent years, we have become increasingly aware of the problems of the world we live in. Climate indicators are alarming, the planet is in turmoil, water reserves are drying up and cities are suffocating. People are reevaluating their lifestyles in light of environmental challenges and the stress of urban living.

Cities of another era

Today’s cities are the legacy of nineteenth- and twentieth-century urban planning, when the two most important priorities were efficiency and speed. New technologies and industries helped achieve this, and over the years cities have welcomed the arrival of electricity, wastewater networks and major road systems for cars. Cities grew and gave rise to new ways of life, movement and consumption in a world where energy and resources seemed infinite.

If we speak of a city of tomorrow, it is because we are aware that the foundations of our cities are obsolete and irrational in the twenty-first century: too mineral, too polluted, too fast and too individualistic. Various crises have shown that certain cities and neighborhoods lack essential amenities, such as local convenience stores and services, green spaces for strolling and getting fresh air, sufficient bicycle paths, natural means of regulating the temperature in public spaces, and easy access to efficient and sustainable modes of transport.

The “15-minute city”

It is crucial that we design our cities and regions to meet people’s evolving needs while also preserving our planet. This is why I insist on the importance of making local services accessible using environmentally friendly modes of transport. Imagine a city where everything you —>



Born in Colombia in 1959, Carlos Moreno moved to France at the age of 20. Today, he is a university professor, an international expert in humane smart cities, an expert of cities and regions of tomorrow and a Knight of the French Legion of Honor. This exceptional career path – described by the humanistic scientist as a “journey” – is marked by passion: passion for innovation, creativity and exploration, as well as a passion for dialogue, connections and relationships with others. Moreno has charted his course at the intersection of various worlds – teaching, research, business, industry – exploring a range of disciplines and domains. He strongly believes that innovation arises from their interaction.

need is just a 15-minute walk, bike ride or low-carbon transport ride away: this is what we call the “15-minute city.” In dense urban areas, the goal is to refocus life around people, reduce dependence on cars and improve the overall quality of life.

Similarly, we must develop “30-minute areas” to ensure that even in less populated areas, essential services can still be accessible in a sustainable way. The key here is to offer alternative modes of transport when mobility is unavoidable – which often entails excessive car use – and promote mobility options that people positively want to use, that respect the environment and that cater to individuals’ real needs.

Choosing, not enduring

The essence of my proposal is to transform our living spaces. Instead of depending on polluting modes of transport out of necessity, people can choose how they get around based on what is most practical and sustainable for them. Whether for work, healthcare, shopping, education or leisure, proximity will become the norm.

Building such a vision requires active collaboration among residents, urban planners, local officials and other stakeholders. Together, we can create more harmonious, sustainable neighborhoods centered around everyone’s needs and well-being. However, this involves considerable changes, particularly in terms of mobility. It means promoting active, low-carbon forms of mobility (walking, cycling and using public transport) for short distances and chosen journeys. This requires more pleasant sidewalks, an efficient network of bike lanes and, of course, safe and inclusive public transport.

Mobility – an integral part of the solution

Transport solutions must and will reflect a new understanding of mobility: chosen, not imposed, both in terms of how and why we travel. Seamless connections should exist between various non-motorized and decarbonized modes of transport. In urban planning, the 15-minute city involves drastically reducing the role of cars to give back space to pedestrians, vegetation and urban life. Moreover, it involves enhancing service offerings, especially public services as expressions of the common good and local meeting places to bring people together.

This joyful proximity is a new urban paradigm recognized worldwide as a way to build more resilient and happier cities. The C40 has integrated it into its post-COVID strategy, the Intergovernmental Panel on Climate Change (IPCC) has hailed it as a way to tackle the environmental crisis, the World Health Organization has praised it for promoting healthy lifestyles through active travel and cleaner air, and the United Nations Human Settlements Programme promotes it as a key element of the new urban agenda and a means of achieving the UN Sustainable Development Goals.

Accelerating for decarbonization

The IPCC’s March 2023 scientific report on climate change explains that “global warming caused by human activity will reach 1.5°C above pre-industrial levels by the years 2030-2035” and emphasizes “the urgent need for more ambitious measures.” Faced with these predicted climate disruptions, we must accelerate all actions toward decarbonizing our cities, including re-vegetation and pedestrianization. Reducing distances traveled by individual cars and minimizing the extensive paving of land for parking are crucial steps in strengthening the climatic resilience of our urban spaces.

Public transport of tomorrow

The report published by France’s General Commissioner for Sustainable Development in 2021 stated that greenhouse gas emissions from transport are mainly a result of individual car travel. Used mostly by households, private cars are responsible for over half (51%) of the transport sector’s emissions. Similarly, depending on the city, the percentage of public space that is reserved for cars varies between 50% and 80%.

The mobility transition is undoubtedly one of the keys, if it is not THE key, to the environmental transition of urban areas. We will only manage to decarbonize our cities if we rethink the way we get around and promote active non-motorized modes of transport (such as walking and cycling) as well as public transport.

Toward low-emission transport

Urban mobility needs to move toward the widespread adoption of low-emission transport. Decarbonization is no longer an option but rather a necessity. To combat the use of individual cars, it is essential to strengthen and intensify the range of public transport options available, emphasizing the importance of shared mobility. The goal is to reduce urban pollution and improve traffic flow.

As society becomes more aware of climate change, public transport will face another challenge: transferring passengers from less ecological modes of transport to more sustainable ones. This modal shift will result in a significant increase in

ridership as more individuals turn to environmentally friendly forms of transport. Given that metros and buses are already very busy and often overflowing during peak hours, meeting the growing demand in the years to come is set to be a real challenge for cities and regions. Additionally, an aging population is a significant factor in adapting public transport: how accessible are stations and stops? Are the seats comfortable? How should routes and schedules adapt? Above all, multimodality must promote sustainable “door-to-door” mobility.

Thinking globally

The same goes for switching from an electric vehicle to public transport, where charging stations are not always available. The challenge is to think of transport in a holistic manner to streamline the city and the lives of passengers.

Mobility challenges depend greatly on the context of each continent, but especially of each city. American cities sprawl, leading to a strong reliance on cars that is difficult to get around. The challenge for African cities is to not repeat the mistakes of Western countries and to develop their own lifestyles and modes of transport. On every continent, it is clear that public transport must take a predominant role in changing mobility and lifestyles through increased service availability. On every continent, the freedom to move must no longer be synonymous with the freedom to pollute. ☒



**Our driving
purpose:
“Committed
every day
to better city
living.”**

RATP GROUP'S **CSR POLICY**

For a long time, the Group's strategy has included a focus on **collective interest and accounting for the social and environmental challenges related to its activity**. These focus areas were added to the strategic directions set by RATP Group's Chairman and Chief Executive Officer, who signed a new CSR policy in June 2023. “Committed every day to better city living”: this is RATP Group's driving purpose.

First focus:

Be a major player in mobility and sustainable cities

As an expert in public transport, RATP Group invests in many systems to ensure that its clients experience smooth journeys. Its objective is to make passengers' lives easier every day by offering a high-quality, safe, accessible and sustainable transport service. To that effect, the Group contributes to revitalising regions and accelerating cities' ecological transitions.

Second focus:

Accelerate our activity's ecological transition

Clean bus fleet, reduce our energy consumption, diversify our energy mix, improve our eco-design and the recovery of waste. RATP Group has made the ecological transition one of its CSR policy's priority focuses.

Third focus:

Reinforce the Group's social responsibility

RATP Group considers its social function essential: acting against social exclusion, hiring staff locally in regions where it operates, promoting social dialogue, diversity and career progression and being a partner in collective interest projects.

RATP Group's Strategy & Sustainable Cities Division leads the CSR policy. Each Group entity is responsible for applying the CSR commitments at their level.



Thank you to all the people at RATP Dev who keep our commitments alive.

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