As the privileged partner of urban territories, we have been keeping towns and cities moving for over seventy years. Our policy of continuous innovation determines how we help them meet today’s major challenges – and how we invent tomorrow’s networks, services and solutions. We draw on the very best of our expertise to make every journey and every project a success. The weight of our Group and our teams is what enables us to deliver seamless journeys, carry millions of passengers every day, make our services accessible, breathe life into neighbourhoods, and reshape entire territories.

We are much more than a simple mobility operator. It is through our commitment to the communities we serve that we create better cities for one and all.
TO UNDERSTAND RATP Group and the challenges of urban transformations and sustainable mobility today all over the world.
What were the highlights for you in 2018?
2018 was really a year of transformation for us. Our environment is changing rapidly, our businesses are opening up to competition and new players are taking an increasing interest in both our mobility and smart cities markets. We are changing to take up these new challenges. And we must do so quickly by systematically placing our customers at the centre of everything we undertake, to earn their loyalty so they continue to choose our company.

What can you say about the Group’s performance this year?
We met our targets in terms of investment, performance and operational indicators. Under our contract with Île-de-France Mobilités, the level of investment remained very strong with over 3,000 projects requiring all our engineering expertise. We delivered major projects: the extension to T3b tramway, the end of the tunnel boring work on the line 14 extension to Saint-Ouen and the self-driving systems installed on RER line A trains for the central section, to mention just a few. The year was also marked by the launch of the biggest call for tenders ever issued in Europe for electric buses in partnership with Île-de-France Mobilités. Beyond these technical and industrial achievements, our performance can also be seen in non-financial criteria that measure our social and ecological contribution. We have a positive impact on the city by assigning 6.5% of our wage bill to employee training, having all buses accessible to people with reduced mobility in Paris or cutting greenhouse gas emissions per passenger-kilometre by 9% in 2018 compared to 2015.

“We want to make a positive contribution by helping to move cities all over the world towards a more sustainable, inclusive and smarter model.”

The Group has adopted a new brand positioning. Why this change?
Yes, we have adopted a new visual identity and a new brand signature: “Moving towards a better city” / “La ville a de l’avenir”. What does this slogan mean? It says that we want to make a positive contribution by helping to move cities all over the world towards a more sustainable, inclusive and smarter model. Why this smart cities partnership? To explain that, we have to take a step backwards. In 2019, we will celebrate our 70th birthday. Throughout all those years we have supported changing cities step by step, firstly in Île-de-France region and then in numerous other territories in France and abroad. Today, our reach has expanded and we operate in an environment that is opening up or that is already open to competition, including in our historic operating...
area. We have mass transit and multimodal mobility expertise that is acknowledged by local and transport authorities. But we have also developed more global, highly-integrated expertise: we know how to design, test and deploy bespoke urban services, alone or with our partners, which transform and make everyday life easier for city-dwellers. The time had come to restate our core values while making our new ambitions clear to everyone and in particular our end customers.

Are your teams ready to embody this new identity? Absolutely! Today, our customers’ expectations have changed and the men and women in RATP Group have what it takes to address their new needs. What do our customers want? They expect us to carry them on clean trains, trams and buses in a safe, efficient way that doesn’t create pollution. This is the core of our expertise. But they expect much more in terms of services and innovations to make their daily lives easier. This is why I really want to get all our employees “on board” and actively involved in our transformation. We will only succeed if they are the driving force behind this project, if they become aware of all the strong points that we can call on to address these challenges. In my view, efficient change management is essential. We must explain, communicate, train and enable managers to lead the transformation and employees to fully participate in it.

In short, you remain an industry expert but want a stronger position in services? We want to work with local communities and transport authorities but we will only be chosen if we can provide passengers with a high-quality experience in every aspect of their journey – from ticketing through transportation, in-station services, train and bus comfort, security and connectivity… The four major programmes that we launched in 2018 for information and service, new technologies, human resources and competitiveness all focus on our customers and make them central to everything we do. Our commercial successes in the past year owe much to this approach. Being selected for the future CDG Express, seeing our contracts renewed in numerous cities all over France, having RATP Dev win one of every two tenders it bid for this year (a fantastic rate) and signing two major contracts in Doha and Riyadh, all these achievements are only possible because we are an integrated operator, able to combine operational excellence, environmental responsibility and innovation, but also because we make our customers trips useful and pleasant experiences.

The mobility sector is one of the most innovative today. What is your strategy in this area? In terms of innovation, we focus primarily on four main areas, autonomous vehicles, smart cities, artificial intelligence and building information modeling (BIM), by getting open innovation and internal creativity to interact together. Through our RATP Capital Innovation investment fund, we have acquired stakes in several promising start-ups. Internally, we are focusing on collective intelligence, which is why we set up an internal lab network called “Urbanopolis” in 2018 as well as the SMART programme to enable some 50 of our staff to come together to invent the growth drivers of the future.
What have been the results of these initiatives?
We are very active, pioneers even, in autonomous vehicles. This is a very strong trend and of interest to numerous players. We have already run several tests that were very well received by users in France and the United States with close to 100,000 passengers already carried. Another fundamental trend is mobility as a service (MaaS). This concept is based on the idea of integrating all passenger services (information, route search, purchase, booking, ticket validation) across multiple modes of transport (public transport, carpooling, car sharing, taxis, car parks, soft transit modes, etc.). We see demand for this increasingly present in calls for tenders and in particular in Vienna, Gothenburg and Helsinki. This year in Annemasse, we tested a mobile app integrating the various mobility offers available in the city. This represents a first step for us towards an advanced MaaS solution.

Beyond technology, what are the main fields of innovation?
In our view, a smart city must be sustainable, inclusive and pleasant to live in. Therefore, social and environmental innovation is also very high among our strategic priorities. The ambitious programme to renovate our industrial heritage that we have undertaken is a good example of this approach. In recent years, several of our restructuring projects have reintroduced diversity into the heart of Paris: we have built housing units, facilities and services above our workshops and bus depots and these all harmoniously coexist with these industrial centres. Creating these unique locations that bring together housing units, workplaces and services is part of our Bus2025 programme, which requires us to transform all our bus depots in Paris to accommodate the electric or biogas-powered buses that will be gradually added to our fleet by 2025. I would add that establishing an acceptable legal framework for the conversion of these depots is in itself an innovation.

What is the future outlook and what are the upcoming challenges?
In Île-de-France, we will continue to maintain and strengthen our operational excellence. As part of our contract with Île-de-France Mobilités, we actively contribute to projects that will make daily life easier for Île-de-France inhabitants: improve the travel experience, extend lines, promote the energy transition, develop intermodal transport. With regards to this, the future framework law on mobility will provide a new frame of reference for mobility in France. It will specify the conditions under which bus lines will be opened up to competition in Île-de-France and define an appropriate social framework that takes account of the specific mobility issues in the very dense locations we operate in. But it goes much further, setting down a number of rules on key issues for us such as open data, clean mobility or the role of local authorities. More generally, we are lucky to be operating on a fast growing market. Our ambition is to accelerate our development and achieve a turnover of €7 billion by 2025. This will require us to be present in all the major calls for tenders in Île-de-France. I have in mind the tram T9 line and metro line 15 of the Grand Paris Express, but also calls for tenders abroad. This also requires that our major internal projects, in such areas as skills development, managerial excellence and the digital transformation of the company, bear fruit rapidly to enable our teams to adapt with agility to their new environment.
RATP Group today

RATP Group is a historic leader in passenger transport, and a recognised pioneer of automated systems. Today, it is leading the way in new forms of mobility, harnessing its wide-ranging expertise to deliver flexible urban mobility solutions to exacting standards. We work with territories to design made-to-measure solutions for passengers and residents, adopting an integrated approach all along the mobility chain and delivering innovative services and infrastructure towards a better city.

Committed

Focus on the 3 directions of its CSR policy:
• be a major contributor to sustainable mobility and sustainable cities;
• reduce its environmental footprint;
• confirm its social and societal responsibilities.
Contribute to the UN’s Sustainable development goals.
Signatory to the UN Global Compact ("Advanced" participant level since 2018).

63,000 employees
16 million journeys every day
4.8 billion passengers each year, including 1.5 billion outside Île-de-France

Multimodal

8 modes
4 partnerships

Metro
Urban and interurban buses
Autonomous vehicles
Tram
Rail
Scooters
Sightseeing
Demand-responsive transport
Cable transport
Car sharing

Broad-based expertise

6 major areas of expertise to build the city of the future

Urban mobility
Engineering
Urban services
Infrastructure management
Investment funds
Sponsorship
Partner of cities around the world

We bring our multimodal expertise to cities of every shape and size – throughout France and around the world.

Here and elsewhere, in 2018

France
Hello Paris, a RATP Dev and Keolis joint consortium, has been designated the preferred bidder to operate the CDG Express.

Italy
The tram network in Florence, Italy, operated by RATP Dev subsidiary GEST, is expanding.

Qatar
RKH Qitarat, a joint-venture between RATP Dev, Keolis and Hamad Group, will operate Qatar’s first public transport network.

Saudi Arabia
The Riyadh Development Authority has chosen RATP Dev and SAPTCO to operate and maintain the future Riyadh metro system.

Singapore
Based in Singapore, the new RATP Dev Asia Pacific subsidiary has become the Group’s regional office for the Asia Pacific region, one of the most dynamic urban mobility markets in the world.
Our strong Group brand: supporting our ambition

In 2018, we embarked on a re-branding exercise to assert RATP’s central role in our Group’s history. We also adopted a new brand signature: “Moving towards a better city” – or in French “La ville de l’avenir”. This signature encapsulates the essence of our business – mobility – and embodies our drive for positive, forward-looking change. Our signature explains how, as the privileged partner of urban territories, we are helping to shape more inclusive, more accessible, more human and more sustainable cities. We also overhauled the structure of our brands to give a clearer picture of what we do, and of our integrated approach to urban development.

Urban mobility

RATP Group has developed unique time-honoured expertise as a multimodal operator and is a world leader in urban mobility. Every day it operates 8 modes of transport in 14 countries, with its core business being in the Île-de-France region. Through partnerships, we are also present on the new forms of mobility line for 4 other modes. Lastly, we deploy innovative systems to meet the new uses and expectations of our customers and an urban population that is on the rise and increasingly connected.

Urban services

The Group is much more than simply a mobility operator. To make each one of our 16 million daily journeys that we provide all over the world as pleasant as they are useful, we are developing a wide range of services through real estate engineering and management, the operation of retail surfaces, tailor-made passenger information, the management of a fibre network and innovative ticketing solutions.

Our expertise

As an integrated group, we are one of only a handful of operators worldwide with expertise spanning the entire urban mobility chain and 12 transport modes. That unique profile means we are perfectly placed to address the issues that cities face.

Infrastructure management

French authorities have selected RATP as the infrastructure manager for the Metro network and RER suburban lines operated by RATP, and as the technical manager for the future Grand Paris Express infrastructures. RATP is therefore responsible for the maintenance and renewal of existing infrastructures, but also those of the future Grand Paris Express network, ensuring that safety, interoperability and public service continuity conditions are maintained at all times.

Investment funds

The history of the Group is punctuated by world firsts. To go further faster, the Group is also developing agile innovation that can address new issues arising from the collaborative economy, sharing, the technological and digital revolution and ever-increasing awareness of environmental issues. This 360° innovation is based partially on a start-up ecosystem to explore new territories, with four major priorities: autonomous vehicles, smart cities, artificial intelligence and building information modeling (BIM).

Sponsorship

For over twenty years, the RATP Group Foundation has embodied the human values of RATP Group. It supports general interest projects in the heart of the locations we operate in, in France and abroad.

Engineering

The Group can rely on the expertise of RATP’s internal engineering department to deliver safe solutions that meet budgets and deadlines. Our engineering is involved in defining the need, design study, monitoring of the execution and acceptance of the rolling stock, infrastructures and urban transport systems, across all modes.
2018, a year of profitable growth

2018 saw the Group stepping up its development in the Île-de-France region, in France and internationally. The business and financial performance continues to improve and reinforces its strategy of profitable growth in the sustainable mobility and smart city markets. The huge investment effort is continuing with the support of Île-de-France Mobilités for the benefit of passengers.

A huge investment effort

€1,579 million invested in the Île-de-France region including €895 million in equity capital

An exemplary CSR commitment

Over 7,500 new employees
128,000 direct, indirect or induced jobs generated by RATP’s businesses
12 bus depots are being converted to electric or biogas
24% of the RATP fleet comprised electric, bio gas or hybrid buses at the end of 2018
Close to 44,400 beneficiaries of the Foundation’s actions

Significant speeding up in the Group’s development both in France and abroad

€5,563 million (+3.2%)
Group consolidated turnover

21.8% (+0.7 pt)
Share of subsidiaries in the consolidated turnover

The EPIC’s (établissement public à caractère industriel et commercial – State-owned industrial and commercial public utility) turnover was up +2.3% on 2017, driven by an increase in traffic of +1.1%, by passenger revenues up +2.8% in volume and the development of the transport and services offer. The subsidiaries’ growth (+6.7%) was driven by RATP Dev’s vibrancy whose turnover increased by €100 million (+9.5%) excluding currency translation effects.

An improving business performance

€476 million (+6.3%)
Group recurring EBIT

€290 million (+9%)
Group share of recurring net income

Increased financial soundness

€1,004 million (+2.9%)
Cash flow

€5,188 million (–0.9%)
Net debt

All equity investments are financed by the cash flow. The net debt/equity ratio (gearing) is at 1.07x.

RATP Group — 2018
TO DISCOVER our positive contribution to transforming cities. 20 minutes to find out how we are combining our wide-ranging expertise to make everyday life easier for everyone, and how we are helping to shape better, more vibrant and more attractive cities for all.
Mobility demand is set to rise three-fold by 2050.
We carry 1.8 billion passengers a day on our automated lines.
The challenge facing mass transit systems is to satisfy the competing demands of growing urban populations: more mobility and less pollution.

Today, more than half the world’s population lives in cities—a share that will continue growing rapidly in the years to come. As urban populations expand, demand for efficient mobility offers is growing as well. Mass transit systems provide the solution to that problem. At RATP Group, mass transit is our core business. It is the key component of any urban mobility system, helping to ease mobility in city centres and limit carbon emissions and congestion caused by car use.

Capacity and quality
Each and every day, we operate one of the world’s densest and most complex urban transport networks, with 14 metro lines, Europe’s 2 busiest suburban rail lines (RER A and B, operated jointly with SNCF), 8 busy tram lines, and 350 bus lines. We bring our unrivalled expertise to cities the world over, including our recognised know-how in automated metro systems—a smart, safe, reliable, flexible, punctual, high-capacity solution, with a more frequent and faster service than a conventional metro system.

In 2018, a joint-venture (49% owned by the RATP Dev and Keolis consortium) was awarded the contract to operate and maintain Qatar’s first public transport network, in its sprawling and fast-growing capital, Doha. Once complete, the greenfield network will comprise 3 fully-automated metro lines and 4 tram lines. By 2020, it will be able to carry 640,000 passengers every day.

Mass transit: the great challenge

The RER, at the service of the Ile-de-France territories
At once urban and with very high passenger capacities, the RER holds a unique place in the Paris region’s landscape. Each and every day, the RATP-operated network carries 2.2 million passengers safely to their destination, including 1.3 million on line A alone, making it Europe’s busiest wide-gauge rail network.

According to UN forecasts, the world will have a more urban population, with more megacities, in 2050. At present, there are 33 cities worldwide with a population in excess of 10 million. That figure is set to rise to 43 in thirty years’ time. Cities of all shapes and sizes will need to reinvent their mobility model in the decades to come.

Greenfield network in Qatar

70% of the world’s population will live in cities in 2050

According to UN forecasts, the world will have a more urban population, with more megacities, in 2050. At present, there are 33 cities worldwide with a population in excess of 10 million. That figure is set to rise to 43 in thirty years’ time. Cities of all shapes and sizes will need to reinvent their mobility model in the decades to come.
Automated metro systems: a marvel of technology

Transport operators and authorities looking to improve the performance of an existing metro system face two major challenges: retrofitting new automated systems developed by industry to their networks, and keeping these increasingly complex systems running smoothly for years to come.

Managing complexity

At RATP Group, we are one of only a handful of operators worldwide with time-served expertise spanning every aspect of an automated metro project – including installing new lines and upgrading existing ones. We draw on that expertise to assist transport authorities every step of the way, from designing, commissioning, operating and maintaining networks, to determining passenger service provision. Our track record? We operate fully-automated, high-capacity metro lines such as Paris metro line 14 and light metro shuttle services such as OrlyVal. We also have future-proofed older lines by retrofitting automated systems with no disruption to traffic, such as Paris metro line 1 (automated since 2012) and line 4 (work ongoing). Managing ambitious, world-first projects such as these demands cutting-edge expertise, not least because they involve conventional driver-operated rolling stock running on the same network as next-generation automated driving systems – a situation that poses safety and performance challenges. Our broad-based expertise spans every part of the chain, meaning we can seamlessly join forces with other companies and operators to bid for new contracts.

Riyadh chooses RATP Group

In Saudi Arabia, the Riyadh Development Authority has awarded the contract to operate and maintain lines 1 and 2 of the city’s metro network to Capital Metro Company, a joint-venture between RATP Dev and Saudi Public Transport Company. The metro will serve densely populated parts of the city, carrying passengers to public facilities, schools and universities, shopping centres, and hospitals and clinics. It will also form the backbone of a new, integrated metro and bus network that will serve the mobility needs of the city’s population.

GRADES OF AUTOMATION

- **Controlled manual train driving (GOA1)**: The driver controls the various aspects of driving the train.
- **Semi-automated driving (GOA2)**: The driver operates the doors, authorises the start-up of the train, monitors the track and handles incidents.
- **Automatic driving with on-board personnel (GOA3)**: A (non-driving) agent is on board. He/she operates the doors and handles any incidents.
- **Fully-automated driving (GOA4)**: No staff on board. The control system manages all operations, supervised remotely by a control centre.

Over 98% of passengers say they are satisfied with the service they receive on metro line 14(1)

(1) Source: Île-de-France Mobilités 2016.
Improved performance on the RER

The RER is a wide-gauge rail network linking Paris with the city’s suburbs. The network, which has been instrumental in shaping and driving the growth of the Île-de-France region, turned 40 in 2018.

At RATP Group, we are working around the clock to improve performance across all our lines. We have embarked on an ambitious overhaul of line A. By 2021, we will have replaced 24 kilometres of track and ballast and around 30 switching systems between Nanterre-Préfecture and Vincennes. After forty years of service, this vast programme was an unavoidable necessity, and will help to future-proof the line as passenger numbers grow. Since 2015, we are doing whatever we can to assist passengers during the summer work period. Moreover, in late 2018, we completed another major project: fitting automatic control systems to all 183 trains that run on the line. The new systems will drive up standards across our operations, with trains running more uniformly on the central section of the line and a new, tighter schedule coming into force. These improvements are already bearing fruit, delivering a four-point improvement in on-time performance and an average quality score of 90% in 2018. We have also stepped up the pace of our modernisation drive in the past year. We are carrying out work to eliminate operational weaknesses, and we have launched a major operational excellence programme covering three aspects of our operations: upgrading our rolling stock (putting a train replacement contract out to tender, in conjunction with Île-de-France Mobilités and SNCF), overhauling our workshops and storage facilities, and upgrading our network infrastructure and lineside systems. We have also invited bids for another contract, again with Île-de-France Mobilités and SNCF – this time to replace rolling stock on RER line B, the region’s second-busiest line, with higher-capacity, more accessible and more comfortable latest-generation units.

30% increase in capacity

Since 2017, RER line A has exclusively carried double-decker long trains, consisting of two trainsets each, delivering a 30% increase in capacity over the previous configuration. This latest-generation rolling stock is also more accessible for mobility-impaired passengers.

Coping with the unexpected

We can cope with real-life situations and draw on our integrated, broad-based expertise to deal with incidents on our network, keeping disruption to passengers to a minimum and restoring normal service as quickly as we can. In June, for instance, an RER B train partially overturned between Saint-Rémy-lès-Chevreuse and Orsay after heavy rain caused a landslip onto the track. Our maintenance and engineering teams worked around the clock to get the train upright and back on the rails, repair the damaged track, and install new sensors as part of our preventive maintenance drive.

Within 2 hours of the incident, we had dispatched a fleet of 25 buses to transport passengers between Orsay and Saint-Rémy-lès-Chevreuse.

The crisis management unit, which was coordinating the response, arranged replacement buses, as well as carpooling services via its partner Klaxit, and dispatched staff to stations and along the line to inform and assist passengers. Thanks to that monumental team effort, we were able to re-open the affected section in just four weeks.

Improved performance on the RER

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30% increase in capacity

Since 2017, RER line A has exclusively carried double-decker long trains, consisting of two trainsets each, delivering a 30% increase in capacity over the previous configuration. This latest-generation rolling stock is also more accessible for mobility-impaired passengers.

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Cities are transforming as the world’s urban population is set to rise by 2.5 billion by 2050.
We are laying 30 km of line extensions in the Île-de-France region.

- 12 metres: the daily progress made by a tunnel boring machine
- Over 2,000 RATP engineering staff mobilised
- 370,000 m³ of land excavated to bore the 5.8 km northern extension to line 14

- €1.58 billion of contractual investments with Île-de-France Mobilités in 2018, of which €0.9 billion is from capital equity
- €620 million for metro and tram line extensions
- €820 million for network upgrading and infrastructure maintenance
- €140 million for station upgrading and passenger information upgrades

Cities are transforming as the world’s urban population is set to rise by 2.5 billion by 2050.
We are constantly adapting and upgrading our networks to cater to the growing demand for safe and convenient forms of mobility in today’s fast-paced cities.

Moving towards a better city

Major works in Noisy
We had to close RER line A to traffic in order to get Noisy-Champs ready for the arrival of the future Grand Paris Express line 15. After nineteen months of preparations, we shifted a structure weighing an incredible 7,000 tonnes in just six days. The work was completed over the All Saints’ Day holiday to minimise inconvenience to the many passengers who travel daily on one of the Paris region’s busiest lines.

Extending tram line T3b
Tram line T3b has been extended between Porte de la Chapelle and Porte d’Asnières, serving Paris’ vibrant northern suburbs. The extended line, which carries passengers between suburbs, and between the city centre and outlying communities, provides a frequent service and connects seamlessly with other transport modes: connections with four metro lines, one RER suburban line and around twenty bus lines, runs every four minutes during peak hours, and quiet, comfortable rolling stock.

Managing the rail infrastructure
French authorities have appointed RATP as the infrastructure manager for the Paris metro and RER lines that we operate. It also has been appointed the technical manager for the future Grand Paris Express infrastructures. That means it is responsible for maintaining and upgrading existing and future infrastructures, and for ensuring public service safety, interoperability and continuity at all times. We have structured our business and adopted a set of principles to maintain a clear dividing line between our transport operator activities and our infrastructure manager activity. We have set out our commitments in a code of conduct published in 2018.

Raising awareness about serious accidents across our network
It is estimated that, on average, one serious accident each day on RATP’s network is caused by carelessness. In October 2018, we launched our second awareness campaign, entitled “Safety instructions are just as important on our lines”, to address this vital issue. The fun, tongue-in-cheek campaign, inspired by the methods employed in the airline industry, targeted all audiences and was deployed across all communication channels. Our employees talked to members of the public about safety issues in 14 metro and RER stations. We published a viral video on social media and put up posters in RER and metro stations, and we broadcast ads on 10 radio stations.

Mission accomplished for Yolène and Solenne
Yolène, our tunnel boring machine, has been hard at work since September 2015. In early May 2018, it completed a new 3.6 kilometre tunnel between Saint-Lazare station and the future Clichy-Saint-Ouen station. This stage brought to a close tunnelling work on the northern extension of line 14. Meanwhile, our second machine, Solenne, finished digging out a 2.2 kilometre tunnel between Saint-Ouen and Saint-Denis stations in early April.

We are constantly adapting and upgrading our networks to cater to the growing demand for safe and convenient forms of mobility in today’s fast-paced cities.
Networks and infrastructures are continually being transformed to support territorial development and address needs. The Group is drawing on its technological expertise to move with these changes, in urban environments that are often heavily built-up and complex.

Under its contract with Île-de-France Mobilités, RATP invests huge sums every year in maintaining, upgrading and extending its network to ensure it meets the expectations of those living in the Paris region. Between 2016 and 2018, the company invested €4.9 billion, including €2.7 billion of its equity, in projects of all shapes and sizes. And it will be investing a total of €8.5 billion over the lifetime of the contract.

Getting ready for the future

From Charles de Gaulle airport to the centre of Paris in 20 minutes
French authorities have designated Hello Paris, an RATP Dev and Keolis joint consortium, as the preferred bidder to operate the future CDG Express – a direct rail shuttle service taking passengers between Paris-Charles de Gaulle airport and Gare de l’Est in just 20 minutes. The service is expected to carry 9 million passengers each year, and is set to make the entire Paris region – which welcomed close to 50 million tourists in 2018 – an even more appealing destination.

Keeping information flowing during the works
Network maintenance, upgrade and extension operations are often highly inconvenient. That is why, whenever we are working on our infrastructure, we do our utmost to keep passengers and local residents informed. In March 2018, for instance, we launched a far-reaching information campaign ahead of planned summer works on RER suburban line A. While the line was closed, we dispatched over 1,000 employees and “green jackets” to inform and assist passengers, and we put up special signs and set up information points at stations along the line. We also published a journey planner on the RATP app and website (ratp.fr).

Drawing on innovation
Amid increasingly fierce competition, we are investing in innovation to maintain our cutting-edge expertise and remain at the forefront of new forms of mobility and smart and sustainable cities. We are focusing our investment notably in autonomous vehicles, artificial intelligence, smart cities, and building information modeling (BIM). In 2018, we launched Urbanopolis, our network of innovation labs, to step up the pace of innovation within the Group.

An economic and social impact
Transforming cities also transforms the lives of those living in them, helping to create more local jobs, especially for the long-term unemployed. Working in close cooperation with elected representatives, the Group has been including social integration clauses into its outsourced contracts for ten years now. In 2018 alone, 385,000 hours of insertion work was performed. Around 700,000 hours of insertion work are thus planned for the extension of line 14 north and south for which RATP has delegated project ownership responsibility.

Helping to shape the energy transition
We are also playing our part in transforming cities in other ways. As part of our ambitious Bus2025 programme, we are aiming to convert our entire fleet of 4,700 buses to 100% low-emission vehicles. We are also overhauling our bus depots so they can accommodate electric and biogas-powered buses. The project is an example of how we are using our industrial assets to help make the energy transition a reality in the cities we serve. The project is now in its industrial phase. Work began at three of our sites in 2018, and we launched procurement and design work for nine others.

Major changes on metro line 4
By automating metro line 4, we are aiming to improve capacity, regularity and comfort, and make travel safer for passengers with new platform doors. In 2018, we focused on installing the platform screen doors and running initial tests. By 2022, line 4 will become the network’s second high-capacity line to have been fully automated without major disruption to traffic, following on from line 1 in 2012. The line will carry 52 automated trains, including 20 latest-generation models. The automation work will also help keep passengers better informed, with screens installed on platform screen doors displaying waiting times for the next two trains.
Upgrading our networks is not just about technology. We are building on our broad expertise and working with our partners to deliver successful projects.

As an integrated, multimodal group, we are the world’s only operator with a presence throughout the transport chain. Our unique capability is founded on six major areas of expertise: urban mobility, urban services, infrastructure management, engineering, support for SMEs and start-ups involved in new forms of mobility and smart cities, and sponsorship (through our Foundation). As well as being integrated, we are also open and outward-looking, working closely with transport authorities, elected officials and other local stakeholders wherever we do business.

Reshaping the capital’s Bus network
We are working with Île-de-France Mobiilités and the City of Paris on an overhaul of the capital’s Bus network. The redesign draws on the findings of a 2015 baseline survey with 200 elected officials, operators, community representatives and passengers. The aim is three-fold: to improve regularity to make the city’s Bus network more appealing and raise service standards, to tackle congestion in the city centre, and to improve service to certain neighbourhoods and the inner suburbs. The overhaul will affect 50 bus lines (two thirds of the city’s network), 4,000 bus stops and 265 stations. Some 700 new employees, mostly drivers, have been hired ahead of the first phase, which will start in April 2019.

Making the most of the digital transformation
We are using digital technologies, and harnessing the power of data, to hone the way we work. In 2018, the Group embarked on a major digital transformation drive. Our initial priorities are to better serve our customers (chatbot, ticketing), improve our operational performance (predictive maintenance), and launch new tools and systems (such as a next-generation central control room for the RER suburban network).

Continually incorporating innovation
The long-term viability of a metro network depends on the ability to swap out components and systems from different manufacturers. We worked with our industry partners to develop Octys (open control of trains, interchangeable and integrated system) to enable this interchangeability. The system is a vital part of semi-autonomous, driver-controlled line upgrade work, allowing us to improve safety standards (by maintaining constant speed control) and reduce the time between trains, meaning we can run a more frequent service.

Moving forward together

70% of French people\(^{(1)}\) use public transport on a regular basis.

\(^{(1)}\) Towns and cities of 50,000 people or more.
Every city is different, so our solutions need to be different too.
Every city is different, so our solutions need to be different too.

We offer made-to-measure solutions that cater to every mobility need.

40% of urban car journeys are less than 3 km long

8 transport modes operated by RATP Group

4 partnerships focusing on new forms of mobility

Scooters
Metro
Tram
Cable transport
Sightseeing
Buses
Autonomous vehicles
Demand-responsive transport
Maritime shuttles
Carpooling
Car sharing

RATP Group — 2018
Made-to-measure solutions: the key to high-performance mobility

Today’s cities demand purpose-built mobility networks. We draw on our unparalleled multimodal expertise to design made-to-measure solutions that cater to that demand.

With so many transport modes to choose from, every city and every territory can have a mobility network that caters precisely to its timetabling, passenger flow and ridership needs, with just the right mix. At RATP Group, our expertise spans eight public transport modes: metro, tram, urban and interurban buses, regional express rail, demand-responsive transport, sightseeing services, maritime shuttles, and urban cable transport. Moreover, through our alliances with partners specialising in new forms of mobility, we can also offer autonomous shuttles, self-service electric scooters, carpooling and car sharing. In the Île-de-France region, elsewhere in France and around the world, our teams work with transport authorities and decision-makers to build unique solutions that draw on all these modes and deliver exactly what is needed – locally and for local people.

Modern, urban, responsible

Buses and trams, long the mainstay of city-centre mobility, are making a major comeback and we are recognised experts in both. Around 15,000 buses carry passengers each day on our networks across the globe – from Paris, Île-de-France, and Lorient, to London, Geneva and Austin, Texas. People make 440 million journeys annually on our 20 or so tram lines worldwide, in Valenciennes, Florence and Hong Kong. Both modes are perfectly suited to modern-day cities. Buses are a flexible, cost-efficient and increasingly eco-friendly way to provide transport in a region, while trams have become a marker of responsible, forward-thinking cities with their combination of advanced technologies and sustainable performance.

A smooth transition for La Roche-sur-Yon

In 2017, La Roche-sur-Yon municipal council once again renewed its trust in RATP Dev to help it improve local services and move towards sustainable forms of mobility. First step: we worked with the authorities to develop “Mobility”, a one-of-a-kind app that allows users to access all local transport and mobility modes including bus, rail, cycling, walking and carpooling.
Automated mobility: the new frontier

As pioneers in autonomous vehicles, we are working to develop the solutions of tomorrow on two separate yet connected fronts.

We believe that the future of mobility lies in autonomous vehicles. They are capable of carrying passengers the “last mile”, especially in suburban and sparsely populated areas, operating alongside and in tandem with existing road and rail networks to deliver a seamless, intermodal experience. We are devoting our energies to this new technology, trialling an increasing number of autonomous shuttles in real-world conditions in places like Boulogne-sur-Mer, Vincennes and Austin, Texas. In 2018, we ran a test at the privately owned Paris-Saclay site, with two fully-electric autonomous shuttles operating on an open road over a period of several months. The trial was part of Sesna, a collaborative autonomous vehicle R&D project financed by BPI France and the Île-de-France regional council. We are adding driver-assistance systems, based on automated technologies, to our buses and trams to make travel even safer and more punctual for passengers. In 2018, we joined forces with the CEA (Commissariat à l’énergie atomique et aux énergies alternatives – Alternative Energies and Atomic Energy Commission) and Iveco as part of the European bus system of the future 2 (EBSF 2) project – co-funded by the EU and coordinated by the UITP (Union internationale des transports publics – International Association of Public Transport) – to test whether a bus could park fully autonomously. In 2019, we expect to begin trialling an autonomous bus in real-world conditions, on a Paris region line running along a dedicated bus lane.

Almost 100,000 passengers have travelled in an autonomous shuttle operated by RATP Group since 2016.

From Asia to America

RATP Dev continued to expand its business outside France in 2018. Our subsidiary opened a new Asia-Pacific regional office in Singapore, signalling its commitment to deliver transport networks that are fit for purpose in some of the world’s fastest-growing cities. Meanwhile, in the United States, RATP Dev acquired California-based firm Roadrunner Management Services, recognised as a leading player in the industry with an expansive range of transport services (regular lines, transport for people with reduced mobility, airport shuttles, coach and minibus hire with driver).
When it comes to getting around, city-dwellers have never had so much choice. We are working through our RATP Capital Innovation subsidiary and with leading industry partners to bring new forms of mobility to the fore.

Getting carpooling off the ground
Through our RATP Capital Innovation investment fund, the Group has invested in the carpooling company Klaxit alongside three other industry partners (Sodexo, Maif and Inco). It aims to help the start-up become the leader in Europe’s growing commuter market. By investing in Klaxit, we are able to offer a truly multimodal solution, combining public transport and carpooling, that will bring affordable, sustainable mobility to communities everywhere, especially in rural and suburban areas. In June 2018, Klaxit played an important role in supplying rail-replacement transport services when bad weather caused the closure of RER suburban line B.

Cable transport for cities
Urban cable car systems – low-carbon, competitive and slotting seamlessly into existing transport networks – could well provide a solution to the need for soft mobility solutions in our cities. Moreover, they take up little public space at ground level and make it easier to cross natural barriers. In 2018, we teamed up with two leading firms, Poma and Eiffage, to propose UP, a pioneering turnkey solution capable of carrying between 3,600 and 4,500 passengers every hour in heavily built-up areas, with cars departing every fifty seconds. UP is the culmination of the I2TC project, a three-year R&D partnership involving three industrial firms, two SMEs, a university and two higher education institutions.

Freely-accessible scooters
In 2017, we acquired an equity stake in Cityscoot via RATP Capital Innovation. We are acting as a strategic and industrial partner for the start-up, which operates a self-service electric scooter scheme in Paris and Nice. In Paris alone, the firm’s fleet of 3,500 scooters is hired 10,000 times a day, and the company has recently opened operations in Milan, Italy, as it continues to grow. The investment adds yet another transport mode to our portfolio, and reflects our commitment to shaping the quiet, clean, sustainable urban mobility of the future.

A future with more choice and more forms of mobility

In France, 10 million people travel alone by car to a fixed place of work
The era of mobility as a service

As well as being fast-growing, the mobility sector is undergoing profound change as it shifts from an industry-driven to a service-driven market.

By 2030, the mobility market is tipped to grow by 24% in Europe, China and the United States. That growth will be shaped by two trends: more shared mobility (in 2030, 33% of new vehicles will be designed for shared mobility), and more digital services throughout passengers’ physical journeys. The very concept of mobility is evolving under the influence of new digital technologies and new usages. Today, more and more companies are offering mobility services – both established operators and new market entrants such as the Gafam firms (Google, Apple, Facebook, Amazon and Microsoft).

At RATP Group, we are preparing for the MaaS era by drawing on the expertise of our RATP Smart Systems subsidiary to develop advanced ticketing systems for transport authorities, and by fine-tuning our solutions to cater to ever more complex and multimodal environments. We have launched our “Tickizz” app in towns and cities throughout France (Épernay, Lorient, Bourges, Charleville-Mézières, etc.), allowing passengers to buy and validate their tickets on their smartphone. We are also deploying RATP Smart Systems’ expertise in Riyadh, Saudi Arabia, where RATP Dev is working with the authorities to create a new 1,000-bus network from scratch, with a world-class ticketing, operation assistance and passenger information system.

Towards an app that covers all forms of mobility

MaaS is already present in Annemasse where RATP Dev has launched a new version of its TAC Mobilités mobile app. A unique entrance point to the mobility networks in the region, it combines several complementary modes of transport (public transports, carpooling, taxis and parking slots in real time) and also offers e-tickets for the TAC network. Passengers can now find travel information and buy and validate tickets in one app. Future app developments to come in 2019 include adding new modes of transport managed by different operators.

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Quality of life is a key priority in today’s fast-paced cities.
Every day, we make life easier for our customers on their trips.

- Almost 50 million tourists in the Île-de-France region in 2018
- 27,000 agents in direct contact with passengers
- A retail surface area of 30,000 m²
- 3,000 multimodal image information screens
- 2/3 of underground stations have 3G/4G coverage
- My destination
In 2018, to speed up the transformation, RATP launched “BRRIC” (Build a reinvested relationship with our customers), an ambitious programme aimed at making customers trips a homogeneous and personalised whole combining digital and physical exchanges. The goal is also to make our commitment to customers more visible, making it a genuine image marker.

Building close relationships
RATP is one of the few transport operators to have a unique combination of close human relationships and a digital presence. 27,000 renowned professionals are in contact with customers on a daily basis. 8 million Web users visit the ratp.fr website each month. The Group’s Twitter thread has 500,000 followers, and over 2 million users have downloaded its different mobile apps to date.

Enriching the journey…
RATP is doing more, across digital and physical channels, to bring more services to customers throughout its networks. For instance, it has introduced new brands like Prêt à manger, La Mie câline and O’tacos, and we are launching new concepts – connect points, concierge services, click & collect, and more – as we look to deliver services that meet their needs.

Increasingly accessible
RATP invests to facilitate access to its networks for all its customers, especially by training staff to assist and guide customers with disabilities. In 2018, metro line 1 and RER line A were awarded the Cap'HanoTo Services de mobilité label, for their performance on accommodating accessibility for people with mental, hearing and visual impairments, a first for a public transport operator. Lines 1, 5, 10, 11 and 14 have already obtained the S3A label (welcome, support and accessibility) for the mentally disabled, with the aim being for all lines to be awarded the label by 2020.

As of now, three-quarters of underground stations enjoy 3G or 4G connectivity. Eventually, in response to strong customer demand, mobile coverage will be deployed throughout the network.

Making everyday life easier
In 2018, RATP teamed up with start-ups to launch two new services to be more accommodating to tourists using our networks. The first was Eelway, a luggage storage and delivery service between airports, train stations and hotels. The second was City Help Line, a digital helpline available in six languages, enabling visitors to connect with a personal advisor that speaks their language. As part of its drive to promote multimodal travel to people living in the Paris region, it has supported Mon Chaperon, a start-up that has developed the very first three-in-one pedestrian chaperoning app. It has also joined forces with Ofo, a key player in free-floating bicycle sharing, to give passengers on our T3a tram line a suitable offer so they can complete the last leg of their journey on self-service bikes. RATP’s real-time passenger information service has finally been incorporated into Alexa, Amazon’s voice assistant. This adds a new, innovative and highly-personalised channel to the existing offering.

Approximately 300 stations with 3G/4G coverage. The Paris Metro network, the deepest and oldest in France, is one of the world’s best-connected historic networks. Today, two thirds of underground stations enjoy 3G or 4G connectivity. Eventually, in response to strong customer demand, mobile coverage will be deployed throughout the network.

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Good morning my city

For our third Instagram photo competition, we asked famous British photographer Martin Parr to judge the entries on the theme “Ma ville, mon quartier” (My city, my neighbourhood). Large formats of the best 50 photos were displayed across the network.

On the tracks of the past

Hong Kong’s double-decker tram, known affectionately as “Ding Ding” and operated by the RATP Dev and Transdev Asia joint venture, is a real icon for local people. One of the star attractions of the 2018 HAD Walk Project, an annual cultural event in the city, was a vintage tram (no. 120), with plays, pop-up art workshops and a children’s reading club being organised on board.

Addressing customer pain points

Taking into account the needs and expectations of customers begins with measures that aim to eliminate pain points all throughout the customer experience in our spaces. In 2018, RATP addressed this issue head-on, using common-sense solutions to factors that create pain points, as soon as they arose.

For instance, Île-de-France Mobilités and RATP have been investing massively for several years to modernise metro line 13, used by 650,000 passengers daily. As a result of that investment, 97% of trains now run on time (compared with 90% in 2010) and there is one train every 95 seconds during peak hours as traffic volumes rise steadily. Eventually, the line 14 extension to the north should also ease pressure on this line. In 2018, a set of new measures to make everyday life easier for passengers was announced, such as deploying more staff during peak hours to manage crowd flow and assist customers travelling on the network. The information system is also undergoing improvement to make it more accurate, especially when recommending alternative routes during busy periods. In early 2019, the first new-generation reception area was opened at Saint-Lazare. Other initiatives are planned, including fitting USB charging points on some platforms, equipping employees with microphones and portable loudspeakers so they can guide passengers during busy periods, and installing wireless payment terminals to ease queues at ticket desks.

Improving customer satisfaction

RATP invests €85 million yearly to improve passenger satisfaction and comfort, with support from Île-de-France Mobilités. In 2018, Île-de-France Mobilités assigned an additional €2 million budget – plus a further €5 million a year between 2019 and 2021 – for new cleanliness improvement initiatives, such as doubling the number of toilets in stations, nudging passengers to change their behaviour, dealing with odours, thorough cleaning of stations, deploying more cleaning staff during the daytime, and enabling passengers to report issues to us using the mobile app.

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Next stop: culture

Metro and culture continue to have common ground. In 2018, two well-known artists were invited to display their works on the RATP network: photographer JR with his 26 “anonymous portraits”, and Philippe Baudelocque with his “Cosmic Animals”, creating permanent mural drawings at Châtelet – Les Halles station. Stunning images of Thomas Pesquet’s space expedition were also displayed at Montparnasse – Bienvenue station.
The city in all its facets

The Group has strong ethical values and is playing its part in making a lasting difference on some of the major issues facing our society.

Drawing on a culture of responsibility and public service, RATP Group is committed to tackling social exclusion. For over twenty years, members of the RATP’s Recueil social (social outreach) unit have been working directly with socially excluded people across its networks and referring them to day and overnight shelters, if they wish.

Preventing and supporting

Today, the Group is doing even more. In 2018, it provided premises to the Paris Samu social, a humanitarian emergency service, to accommodate homeless women. In the coming months, RATP will team up with women’s health charity ADF – Agir pour la santé des femmes (Act for women’s health) to deploy patrols providing assistance to homeless women in the metro who need it. It will notably facilitate referring them to the Cité des dames homeless shelter for women. RATP has also successfully piloted a health and social care programme for drug addicts on the metro network, under a formal agreement signed with the Île-de-France region prefecture in late 2017. The programme enables 4 specialist charities to conduct joint patrols with RATP employees in our stations. These preventive measures supplement safety and security efforts, spearheaded by a local anti-delinquency grouping whereby RATP internal network protection and security officers work alongside the City of Paris and the city’s police force. Under the scheme, which comes under the authority of the Paris public prosecutor, over 200 drug dealers and 300 drug users were arrested in 2018.

Supporting the victims

The Group is determined to provide help and support to people who have been victims on the networks. A victims unit was set up ten years ago to assist people affected by accidents and adverse events. It works with other relevant stakeholders (prefecture, emergency services, Red Cross, charities, etc.).

Sexual harassment: the alert has been sent out

In 2018, RATP continued its combat against sexual harassment on public transport through a joint awareness campaign with the Île-de-France regional council, Île-de-France Mobilités and SNCF Transilien to heighten passenger awareness and remind them that everyone has a part to play in tackling such acts. The campaign also had a more practical side to it, informing passengers how to report incidents (3117 phone number, 31177 text number, “3117” app, emergency telephones) and encouraging witnesses to inform employees present on the line.

Supporting action through our Foundation

For over twenty years, the RATP Group Foundation has been helping local organisations “get their projects moving” and strengthening the Group’s local roots. The Foundation supports local programmes, focusing on access to culture, education, employment and the ecological transition. This year, for instance, it worked with Les Fourmis vertes, a charity that travels around the Île-de-France region to talk to residents, just near their homes, about environmental protection and sustainable development. Under the “Trajets d’avenir” (Paths to the future) programme, which encourages employees to give their time for a good cause, around 60 people volunteered to act as mentors and encourage 69 students from disadvantaged backgrounds to go on to higher education in the 2018-2019 academic year. In all this year, around 44,400 people benefited from projects supported by the Foundation.

Reassure and improve performance

Following an eighteen-month RATP-funded trial, the company has opted to continue using sniffer dog teams to detect explosives, especially for abandoned items. Since June 2018, 8 dog-handling teams – funded by Île-de-France Mobilités – have been operating at 215 metro stations and 31 RER line stations on our network. In 2018, the scheme was effective at keeping passengers safe and traffic flowing, avoiding 61 hours of disruption to train services.
Today, as has always been the case, we are running major projects in changing neighbourhoods that make daily life easier for everyone.

Increasing urbanisation is causing cities to grow and transform. We are working with cities to address land-use and mobility issues, alongside local decision-makers, as well as players in the sharing economy, the social and supportive economy, and the digital sector. As a responsible operator, we help them achieve their sustainability goals. Because we believe that mobility should be inclusive and supportive, we are designing innovative services that everyone can access.

Networks and projects
Our involvement in cities stretches well beyond our transport networks. We also launch ambitious industrial real-estate development projects in urban areas, driven by the expertise of our subsidiary RATP Real Estate. We have transformed our bus depots in Paris, and will be doing the same in London, Morocco and Dubai in the near future, as we look to help shape more compact, high-quality, mixed-use cities. Our RATP Connect subsidiary is rolling out the Île-de-France region’s biggest fibre optic network on our metro and RER suburban line infrastructure to promote city connectivity.

Changes
In 2018, Ateliers Jourdan-Corentin-Issoire – a mixed-use industrial site, on the location of a former late 19th-century bus depot in the 16th arrondissement of Paris – won several accolades. This project won the Urban Planning prize at the Ville, Rail & Transports “Grands Prix de la Région Capitale” awards. The former Ateliers Vaugirard industrial site in the 15th arrondissement of Paris is also being redeveloped. By 2026, the site will accommodate 440 housing units and a day-care centre. Both projects come under a memorandum of understanding RATP signed with the City of Paris in 2014. Under the agreement, 2,000 new housing units will be created in Paris on former industrial sites by 2024, at least 50% of which will be social housing.

Extending Casablanca’s tram network
Since it opened in 2012, Casablanca’s tram network has made a positive difference to the city’s economic and social development. Every day, some 140,000 passengers travel on the network, which offers an excellent alternative to congested roads and is playing an important role in transferring vital knowledge and expertise. RATP Dev has chosen Casablanca as the site of its Innovation Data Centre, which focuses on big data solutions, and has embarked on a recruitment and training drive to identify and support local talent.

An RER station? No, an urban project
In Nogent-sur-Marne, the renovation of the RER station is part of a wider neighbourhood redevelopment programme, involving an urban operation that combined public facilities built by the town and a mixed-use housing, office and service development built by a private developer. We worked closely with the local authority on the project, a large part of which is built on RATP-owned land surrounding the RER station.
Towards sustainable cities

As part of its commitment to the energy transition, RATP Group works hard each day to keep city-dwellers happy and healthy.

The Group is doing whatever it can to shrink its environmental footprint, for instance by using fewer resources and reducing noise from our industrial operations. Today, 89% of its industrial sites are ISO 14001 certified. It is pioneering new initiatives to bring processes in line with the strictest possible standards to help cities cut air and noise pollution, tackle climate change, and successfully shift to new circular economy models. As a result of efforts, RATP is the only transport ISO 50001-certified operator for energy management practices, across its activities in the Île-de-France region. The certification was obtained in late 2017 and maintained in 2018. In early 2019, Afnor Certification awarded RATP the “Engagé RSE” (CSR commitment) label at the “confirmed” level based on the international standard ISO 26000 for its operations in the Île-de-France region. A first for a transport company, from the first initial assessment and over such a vast scope.

1.5 °C climate target
The Group wants to become a worldwide reference on low-carbon transport networks, and is aiming high in pursuit of that goal. RATP has set itself a target of halving greenhouse gas emissions per passenger-kilometre by 2025. To this end, its ambitious action plan covers all its activities (rolling stock, rail infrastructure, passenger spaces and buildings). In 2018, the Group was a founding member of the Net Zero Initiative – a network of businesses working together to reach a credible, harmonised definition of carbon neutrality. An outline framework for corporate carbon neutrality was presented in Katowice, Poland, in the context of the 24th climate conference (COP24).

100% clean
Buses account for almost 69% of greenhouse gas emissions from RATP’s energy use in Paris. Under its Bus2025 energy transition programme, RATP is working with Île-de-France Mobilités to bring about unprecedented technological developments and environmental change. By 2025, the aim is to operate a fleet of 100% clean buses. A major milestone was reached in 2018 when, together with Île-de-France Mobilités, Europe’s biggest tender for electric buses was launched, with a potential order book of 1,000 buses, investment of up to €400 million, and large-scale deliveries beginning in 2020.

Wood at industrial sites
In line with RATP Group’s commitment to upgrade its industrial assets and better incorporate its sites into the city, it signed a partnership agreement in January 2019 with Woodem, France’s leading low-carbon construction firm specialising in cross-laminated timber. Under the partnership, joint construction projects will be worked on at five RATP sites in Paris and the inner suburbs (up to 70,000 m² in total) without disrupting operations. Special construction methods will be developed for these projects.

1st multimodal operator in the world to be ISO 50001 certified
The programme will involve major changes to industrial sites to convert around 20 bus depots in Paris by 2025 to accommodate new electric or biogas-powered buses. Conversion, procurement and design work had begun at 12 of depots in 2018. In the United Kingdom, RATP Dev teamed up with the Greater London Authority to open a new bus depot in Shepherd’s Bush in November 2018. The depot is designed to accommodate Transport for London’s fully-electric buses running on routes C1 and 70.

A greener city
Lastly, in response to growing demand for more greenery in the city, RATP has pledged to install 4 hectares of green roofs across its real-estate portfolio by 2020, one third of which will be urban farms. In 2018, two projects on the Group’s real-estate assets – an urban farming and planting greenery project, and a green roof project – were selected as part of the City of Paris’ Parisculteurs call for proposals. Planting greenery in stations has also started, including the forecourt of Denfert-Rochereau station, where a 300-m² urban vegetable garden has been installed. Going forward, greenery will be planted as a matter of course whenever stations are renovated or new ones built on extended lines.

A neighbourhood where nothing is lost and everything is transformed
The quartier des Deux-Rives (Two-Banks district) will be the first circular neighbourhood in Paris. Launched and co-managed by RATP and the City of Paris following the circular economy public consultation in 2015, the 350-hectare neighbourhood straddles the 12th and 13th arrondissements. Since January 2018, it has been the site of a unique collaborative experiment between businesses, workers and residents, who have been asked to pool resources and share ideas on two themes (waste and mobility) via the lesdeuxrives.paris.com website.
Digital technologies are shaping smart cities.
We are inventing new ways to accompany the transformations of our cities.
Today’s world is changing fast. RATP Group has taken the bold step of accelerating that change, harnessing the collective intelligence of all its employees.

The company has embarked on an ambitious transformation programme to get its business, and employees, ready for the challenges that lie ahead. This spirit led the Group to organise the “Transformation Days”, a vast programme of meetings between Group management and over 4,000 managers, to discuss the challenges of this transformation. In all, 17 days of information, sharing and work to enable managers to better take on board the strategy and the tools required to have their teams adhere to this dynamic. In 2018, the Group also launched SMART, a new talent management programme under which it will explore new development opportunities and ensure the talented people who will take business forward in the future have the right skills. The premise? Under the programme, around 50 managers from across the Group work in cross-cutting project teams to explore growth strategies outside the company’s traditional core business. Each project is carried out on a short-term basis: the teams, with support from an Executive Committee or Steering Committee sponsor, have six months to develop a business idea into something sustainable and viable.

Exemplary conduct
In today’s highly competitive and strictly regulated environment, the Group is continuing its efforts in relation to transparency and conducts its business to the very highest international standards. We created a new Compliance unit in 2018 and, at the beginning of 2019, we published a Code of Business Conduct, which we circulated to all employees.

Stimulating participatory innovation
An initiative in 2018 with the setting up of Urbanopolis, a network of labs to deploy the best innovation-boosting ideas across our departments and subsidiaries. Devised as part of the “[BOUGE!]” programme, the “SAM” (mobile warning system) app is a prime example of in-house innovation in action. The app was trialled in 2018 on two TVM buses in Val-de-Marne. It sends smartphone alerts to pedestrians walking in the vicinity of an approaching bus or tram. “SAM” certainly has a bright future, considering the increasing number of electric vehicles in cities.

Improving for the benefit of end customers
The Group has launched a cross-cutting operational excellence programme, spanning all operations and entities, as it looks to improve process quality and performance and better serve its end customers. The company has invested heavily in training and now has the biggest contingent of EFQM (European foundation for quality management) assessors to deploy this quality management model.

Running trials differently
In 2018, the Group ran an “Expérimentation bus” (Bus trial) project to prepare for the opening of the bus network to competition in 2025. The project was a clear example of its determination to support transformation. Employees from every level of the organisation embarked on a learning expedition, meeting other people from within the Group to talk about the bus of the future in all its facets – from performance and organisation to customer service. One of the highlights was a meeting with RATP Dev employees from Lorient, where they learned a new way to organise activities and shared business practices.

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growth strategies explored by some 50 managers representing the full diverse spectrum of staff working on the SMART programme

Taking up the challenge of transformation
Attracting talent

In pursuit of its strategic goal – to become a leading employer – the Group aims to identify and retain talented people and foster their professional development.

In early 2018, the Group launched its “Employer brand ambassador” programme on social media and forged closer ties with the schools and institutions it wants to recruit talented people from. In June, over 100 employees took part in the Challenge du monde des grandes écoles et universités (Grandes écoles and universities challenge) – a combined sporting competition and student/company social event involving more than 10,000 students and recent graduates. The Group also organised a job dating event (speed-dating for recruitment) to select future operations managers. The event took place at La Fabrique, one of its labs for innovation and major projects open to the public, at République station.

Well-being at work

The company is working hard to make work life conditions better for employees. Following a successful trial that began in 2016, it signed a new teleworking agreement with the labour relations partners in 2018. The agreement aligns with its mobility plan, which sets out how it is working to make travel easier for employees. Other agreements were also signed, including agreements on parents and family caregivers, which will help employees achieve a better work-life balance.

RATP women

The Group is firmly committed to diversity and gender equality. In 2017, it launched “RATP au féminin” (RATP women), a dedicated network, and regularly runs awareness campaigns for employees. It teamed up with Pôle emploi (the French job centre), the French Boxing Federation and charity Job Odyssée 2.0 to organise the Lady Boxing Day event, as it looks to recruit more women into roles where they are under-represented. The unique recruitment fair, themed around boxing, which an increasing number of women are taking up, attracted over 400 potential candidates.

Apprentices: a pool of future talent

Apprentices are an important part of workforce planning arrangements. In 2017, the Group opened a new CFA (centre de formation des apprentis – apprentice training centre) focusing on sustainable urban mobility. Over 400 apprentices have been trained at the centre to date to take up positions as bus drivers, traffic controllers, station desk staff or maintenance operatives. The CFA aims to train 500 apprentices at the centre each year by 2020, and to introduce more and more occupation-specific programmes over time.

Speaking to gamers

In 2018, RATP Group partnered for the first time with the Stepstone Digital Challenge, France’s biggest inter-campus e-sport competition. The event was a great opportunity to meet potential candidates with different skill sets, notably those with advanced digital skills.

At least 100 female drivers: this is RATP Dev’s hiring target for the future Riyadh bus network.

Over 7,500 employees joined the Group in 2018. In 2019, it plans to recruit around 4,700 new employees in France, with 4,300 in the Île-de-France region, including over 1,800 on back-to-work and apprenticeship contracts.

RATP Group — Activity and sustainable development report 2018
And tomorrow, what will city life be like?

*Three subjects to reflect on in cooperation with Usbek & Rica, the media that explores the future.*
Transport is the second largest contributor of greenhouse gas on the planet behind power generation. Given the urgency to combat climate change, the travel ideas and technologies of the past will no longer be the same in the future.

Therefore, new models are being tested. And the people in charge of developing in new cities in Asia and the Middle East would be well advised to avoid having to develop them by overlaying them on existing networks. However, are the transport perspectives they put forward really exemplary? Are they based on common levers? And will they emerge as the new standard?

**Cars: the urban exception of the future**

While Masdar City, Songdo, Liuzhou Forest City or Lusail are not at the same stage of development, they all mark the end of the individual combustion engine car as we know it today. Only private electric vehicles will be allowed, for example, in Liuzhou Forest City, an extension of the Chinese city of Liuzhou. In particular, they will be able to travel between the city-forest and the centre of Liuzhou, on a road along the high-speed railway line provided for the daily public transport of inhabitants.

Songdo, in South Korea, is probably the most advanced city of its kind. In this new city on the outskirts of Seoul, employees of the business district, with an area of more than 600 hectares, have to leave their vehicles in underground car parks provided for this purpose. All the streets are of the pedestrian-only type. The ban on driving vehicles also applies to the city’s services. The solutions for eliminating CO₂ emissions are sometimes surprising! Household waste is thus collected by means of pneumatic tubes. Waste is conveyed by suction through a network of underground tubes to a huge sorting platform where operators handle its recycling. Outside this experimental district, the use of private vehicles is regulated. Alternate-day car use has become the norm, with its operation being enforced by scanning each licence plate when a car leaves a parking space. The goal being to promote the use of walking or cycling wherever possible.

**Soft or public, and notably green!**

This ambition is also shared by the new city of Masdar City in the United Arab Emirates. Pedestrian and cycle paths have been given a great deal of thought to encourage residents to prefer soft mobility. Better still, the location of services, shops and public transport access has been designed so that no one has to walk more than 200 metres to reach them. And in Songdo, each apartment or office is located less than fifteen minutes’ walk from a metro station or bus stop. And 145 kilometres of cycle paths make journeys by bicycle easier.

This promotion of soft mobility goes hand in hand with the development of public transport capacity, which is based on a network designed to benefit the entire population and with modes designed to cope with ridership ebbs and flows. For example, the operator 2getthere has been testing the Personal Rapid Transit (PRT) system for nearly eight years in Masdar City, a city built to accommodate 50,000 inhabitants and where about 6,000 people already live. This system, also known as robo-taxi, is based on battery-powered, wheeled, pod-like vehicles. Called by passengers pressing a button at the station, they then travel...
on a concrete road guided by magnets embedded in the road surface. As they are charged by power generated by the city’s solar panels, this innovative system has a very virtuous CO₂ emissions cycle. “And there are no emissions of fine dust particulate matter, which helps improve air quality,” said Carel van Helsdingen, 2getthere’s Director.

Lusail, a new city being built in Qatar, is faced with another scenario. With over 200,000 inhabitants expected to live there, 2022 presents a major challenge. Indeed, several thousand visitors are due to attend the football World Cup being held there. The city has chosen the tram as a high-capacity, sustainable mode of transport. The future tram network, which will be operated by the RATP Dev-Keolis consortium, will extend over 18 kilometres and will include 4 lines serving a total of 25 stations. It will be provided with fully-electric braking systems to save energy, and with LED lighting. While this choice was made to cope with the peak ridership levels expected at the next World Cup and provide football fans with the best possible transport experience, it was above all designed not to be oversized outside this exceptional event, and to meet the daily needs of a population expected to grow over the next ten years. Because the network’s sustainability is a key factor.

Transport of the future will be connected and autonomous

The autonomy of vehicles (pod, shuttle or tram) is one of the main underlying trends in the models that designers of new cities around the world want to develop. The shared ambition is to deploy on-demand, multimodal mobility solutions that are so effective that they will confirm, in practice, the abandoning of private motor vehicles.

All models without exception are based on digital tools to operate safe, smart networks. In Lusail, for example, all tram trains will be powered entirely from the ground and will be connected to a real-time control system through rolling stock provided with the latest communication technologies. In Masdar City, the PRT’s incident-free operation has allowed great strides to be made towards autonomy. Autonomous vehicles are controlled by a navigation system that uses magnets embedded in the road surface to determine their position, while on-board sensors detect any obstacles. After five years of use, the system’s availability and the vehicles’ reliability have reached success rates of 99.6% and 99.9% respectively. In Songdo, the centralised digital system implemented by Cisco has taken transport and traffic management directly into the future. Through the security cameras installed by the city, for example, the system is able to automatically alert the emergency services should an accident occur. It is also able to divert vehicles from the route involved by interacting with on-board navigation systems.

A few more years will no doubt be needed to prove the effectiveness of the transport models and technologies deployed in these new cities. But in the meantime, they are already a useful source of inspiration for other cities around the world. Other mobility modes are also being tested to create the best possible network and provide seamless, smooth-flowing, clean routes: provision of electric scooters, bicycles and other boards for micromobility in the city, or the deployment of park & ride solutions close to public transport. There is no shortage of ideas, even if they still focus primarily on urban spaces.

Will urban/rural or urban/metropolitan links be the next transport challenge?

How can we create a new paradigm in which transport spaces are more than just ways of getting around? Insight into the future of the urban landscape increasingly reflects city-dwellers’ need for continuity and optimised time. Transport of the future will be required to become destinations in their own right. At the forefront of new cultural projects, stations are becoming multifunctional spaces and forums for social interaction.

Will transport spaces soon cease to be just on the fringes of everyday social life? Station platforms, metro corridors and bus stops are not, on the face of it, conducive to creating bonds between people passing through, and for good reason. However, there are a growing number of initiatives and projects promoting conviviality at the meeting points of individual journeys. This quest for sociability is not just a promotional exercise. Its other goal is that of sustainable development, which is now high on the agenda of citizens. This has become even more the case in a country like France, where 1 in 2 residents are now regular users of public transport, and with that figure rising to 2 in 3 in cities of more than 100,000 inhabitants. However, this cannot be taken for granted.

The image of the jaded city dweller, harassed by noise and crowds, and wearied by what seems like endless waiting times in their usual journeys between their home and work, is deep-rooted. As a stranger in their own environment, how could they possibly establish the slightest interpersonal relationship with so many other individuals in the same situation? “A city-dweller’s experience is that of a foreigner,” wrote the German sociologist Georg Simmel at the beginning of the 20th century. The philosopher...
Céline Bonicco-Donato explained this idea(1). The transport user would be crushed by the city if they had to respond emotionally to all the demands surrounding them. For self-protection, they take refuge in indifference and weariness.

**The not so “inattentive” passenger**

Indifference? Weariness? This conclusion is not enough for others pondering on life in modern cities. Despite appearances and without always realising it, the city-dweller in a crowd does in fact develop social interactions and strategies for identifying with others. The American sociologist Erving Goffman, author of *The Presentation of Self in Everyday Life* (1959), introduced the idea of “civil inattention”. He claimed that everyone, even when immersed in a crowd, nevertheless seeks to stand out – and in so doing arouse possible attention – and find something of themselves in others.

Therefore, sociability does exist in transport and is even in demand. A survey(2) conducted in the Mexico City metro in 2012 confirmed this in its own way. A significant number of informal traders operated in the megalopolis’ stations and trains, even though already full of passengers. However, while the majority of those interviewed in this survey considered that their presence did tend to hinder or slow down their journey, only 4% actually called for their activity to be banned. The remainder called for spaces and facilities to be provided for them. What can be learned from this paradox? That the time spent in transport is, for many, a question of perception. As in weather forecasts, where there is a difference between actual and perceived temperatures, a similar difference is found when it comes to transport users. One thing is the passenger’s actual journey time. Another is the much longer time they feel it is taking. As a result, if transport infrastructures were organised differently and traffic simplified, entertainment along the way would almost certainly be appreciated rather than suffered.

**Stations, spaces to be re-purposed**

This difference is based on waiting times, which on average represent half the time a journey takes. It is on this basis, as recommended by the Swiss mobility expert Michael Flamm, that a positive approach to the time spent in transport can be developed. The specialist recommends that working time should include the time spent traveling between home and work. While the idea is gaining ground, is it enough to promote true sociability between passengers? In other words, to create an interaction? This would require mobility spaces to be re-purposed as community places. Optimising journey time, which is synonymous with better infrastructures, information and services, goes hand in hand with an overall improvement in the passenger’s transport environment. Providing a good internet connection to ensure that passengers are supplied with the best possible information is a necessary step. On another level, providing a piano in a station may help reduce perceived waiting time. Other innovative experiences or projects are now emerging so that stations in turn become part of “their” space.

Collective creation, games and animations are solutions that are particularly appreciated in trying to develop passenger interaction and shared stakeholder ownership of transport spaces. It is with this in mind that SNCF has been organising the “Shared stations” operation since 2016. The principle? At the Argenteuil station, creative workshops, under the responsibility of the Môm’Arte educational network, are provided for young children after school: a way to help turn a journey that is sometimes a chore for parents into a pleasant routine. Since creativity can be expressed at any age, RATP has also followed this approach in drawing on everyone’s inspiration on the first day of spring, during meetings with public poets in three of the network’s stations. This year’s theme is beauty. In these specific cases, the transport space develops its own versatility, by accommodating facilities outside its initial purpose. During the end-of-year festive season, the aptly-named Glacière above-ground metro station even accommodated an ice rink under its pillars. But can transport also generate sociability through its own resources? The means of transport itself can be fun, as shown by the experience of letting young passengers “drive” Paris metro lines 1 and 14 trains by means of imitation control panels. And what if a station’s space was in itself designed to facilitate interaction between passengers?

This is the whole idea behind the Brise-Glace (Icebreaker) project, backed by the Tubá and Erasme labs in Lyon as part of the “Challenge transport” (Transport challenge) operation. Its goal is to allow passengers to interact by solving puzzles on screens together. This is not the first time the Lyon metropolis has led the way in creating conviviality in transport spaces. In April 2015, the Lyon – Saint-Paul station was converted for three days into a playground and a forum for debate on new ways of urban living as part of the “Gare remix” collaborative event.

Discussing people’s common future in the very place where the present is collectively experienced. This idea could become a model and logically elevate transport spaces to the rank of priority communication spaces. Language courses would be systematically offered in them. The media would regularly hold their listeners’ forums in them. Politicians and citizens would meet there for mandate reports, consultations and deliberations. In the interaction between communication, mobility and citizenship, stations would be spaces for convergence rather than confluence.

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(1) Céline Bonicco-Donato, “The city as a form of modern life – the foreigner and the passer-by in the philosophy of Georg Simmel”, *Cahiers philosophiques,* n° Réseau Canopé, 2009

THE CAR PARKS OF THE FUTURE: between short-term accommodation and community spaces

In the city of tomorrow, clean, autonomous, shared vehicles will operate with no traffic jams, noise or pollution. They will coexist with softer modes of transport, which will sometimes also be shared. And all this will be part of a multimodality approach that has finally been achieved, in particular through the development of MaaS platforms. In this city of the future, where private cars will be used less and less, what will become of car parks?

The idea is that shared vehicles will drive around almost continuously to meet the needs of users throughout the city. Autonomous cars, which will also be primarily developed in shared modes, will only increase this trend: our streets will be populated by cars driven optimally and which only park during times they are used less (at night or during off-peak hours) or during charging (car parks will then be specially provided with electric or hydrogen charging stations).

“If the mobility demand is met by shared vehicle fleets, the fundamental question is then: how many vehicles will be needed to meet a city’s mobility needs?” asked Carlo Ratti, head of MIT’s Senseable City Lab. In May 2018, his team of researchers published an article in Nature journal that provided an initial response: by observing the journeys made by New York cabs, they came to the conclusion that a better organised dispatch would reduce the number of vehicles by 40%. In addition to the mass transit solutions needed to channel the densest passenger flows, the “minimum fleet network” model prefigures a city in which “smarter rather than a greater number of infrastructures” are used to reduce the overall number of vehicles on the roads by 50%.

As car parks in city centres will then become large spaces of limited usefulness, they could potentially be used instead to provide housing space, community and cultural centres, as shown in our overview of successful conversions. They will play a fundamental role in multimodality on the outskirts of cities and near the mobility hubs that stations are destined to become (see boxed text). Rather than being mere dormitories for cars, car parks will then become transit places where people can easily switch from one mode of transport to another. All this is essentially very rational.

PARKING SPACES CONVERTED INTO MINI-APARTMENTS

THE UNITED STATES, THE NETHERLANDS AND THE UNITED KINGDOM

Large cities in post-industrial societies are facing an increasingly unacceptable paradox: it is more and more difficult to find housing, even though there are unoccupied premises, such as car parks, office buildings or former industrial sites, all around. To take advantage of this, some projects such as De Hub in the Netherlands and Shed in the United Kingdom offer to install small, modular, easily movable homes in them to accommodate young working people on the move as well as homeless people or migrants. In Atlanta, students from Savannah University have transformed parking spaces into functional, comfortable mini-apartments, with large communal areas and a shared garden.

GARAGES THAT HAVE BECOME SHORT-TERM ACCOMMODATION AND COMMUNITY CENTRES

THE UNITED STATES, THE UNITED KINGDOM

Old car park buildings also have a very high potential to be converted into short-term accommodation and community centres: these vast, sturdy structures are, unlike industrial buildings and warehouses, often located in city centres. In South London, Peckham Levels has thus taken up residence in a car park: the seven floors have become a colourful, bright “creativity and entertainment hub”, where workspaces, 3D printing studios, artists’ studios, restaurants, a hairdressing salon and a children’s play area coexist. While more conventional in its intent, The Summit has undergone a more spectacular makeover: this hotel complex/art gallery/conference centre in Cincinnati was once a warehouse that then was transformed into a car park. The result is both luxurious and novel.

URBAN FARMS REPLACING CARS

AUSTRALIA, FRANCE

And can anything be done with underground parking spaces? They can be filled with plants that bloom under artificial lights. La Caverne, as “the only organic farm in Paris”, has thus been set up in an underground car park in the 18th arrondissement. Mushrooms, endives and micro-sprouts are grown there and delivered by bicycle. In Sydney, the Cultivate urban farm has moved into the underground car parks of an office building. Employees working in the building and people from the local coffee shop can come and purchase arugula, chamomile, sage and mushrooms, and also take part in workshops on planting and urban agriculture. This pop-up project, initially planned for a six-week period, has been extended to a year. Finally, let’s not forget the urban farm units created by the French designer Damien Chivialle, which are small aquaponic farms housed in a container equaling the size of a parking space.
SETTING UP COMMUNITY SPACES IN STREETS — THE UNITED STATES

The dream future where there is almost no need for parking spaces in the street would allow the freeing up of an entire space next to the pavement. And such space is far from inconsequential, being enough to set up flower and vegetable containers, bicycle garages, small coffee shops, benches, pétanque grounds, etc. If this has already caught your imagination, you will be interested to know that in San Francisco, the Groundplay organisation, specialised in the temporary occupation of unused public spaces, allows anyone to design and set up a parklet in their neighbourhood: on average, such parklets use two parking spaces and allow residents to take back the ownership of their streets. The concept has already spread to other cities in the United States.

CAR PARKS DESIGNED TO BE CONVERTED INTO HOUSING OR OFFICES — THE UNITED STATES

On the strength of all these reconversion experiences, the architects who design today’s car parks are increasingly planning ahead for their second life. In Los Angeles, Avalon Bay residence car park was designed with straight rather than sloping floors to facilitate its conversion into shops when demand for parking spaces drops off. The new headquarters of the American company 84.51° has three floors of above-ground parking, with a frontage similar to the rest of the building and ceilings higher than in conventional parking spaces, to facilitate their conversion. The city of Minneapolis is also encouraging the construction of above-ground car parks, to allow them to be converted more easily. In short, the circular economy applied to garages.

Zenpark, the success story of shared car parks

Reinventing car parks is a highly topical issue, in particular with a view to alleviating congestion in urban areas, where nearly one in three motorists is driving around looking for a parking space. To facilitate parking, the French start-up Zenpark went into shared parking in 2013: its app offers parking spaces available in the private car parks of companies, at a lower cost than parking in the street. It has also developed a “smart parking” concept to optimise, from the design stage onwards, the number of parking spaces required in buildings and is also working to install electric vehicle charging stations and design autonomous car fleet solutions. At the end of January 2019, Zenpark raised just over €10 million, in particular from RATP Group.

“Zenpark has a real vision of what the smart city of tomorrow will look like, and we want to work with them on implementing solutions combining parking and public transport in new multimodal centres such as Grand Paris stations.”

Stéphanie Bourgeais, RATP Group Head of New Growth Activities, RATP Capital Innovation M&A Director
GOVERNANCE AND FINANCIAL & CSR STATEMENTS
The Executive Committee

The Group’s Executive Committee, chaired by Catherine Guillouard, Chairwoman and Chief Executive Officer, is made up of ten members: five women and five men. Each member has complete responsibility for one or more departments within the parent company or Group entities for which they act as referral agents.

Catherine Guillouard
Chairwoman and Chief Executive Officer

Jean Agulhon
Deputy Chief Executive Officer, Director of Human Resources for the Group

Laurence Batlle
RATP Dev Chief Executive Officer

Jean-Yves Leclercq
Chief Financial Officer

Philippe Martin
Deputy Chief Executive Officer, Transport and Maintenance Operations

Hiba Farès
Customer experience, marketing and services

Marie-Claude Dupuis
Director, Strategy, Innovation and Development

Anaïs Lançon
Director, Communications and Brand Strategy

Christian Galivel
Deputy Chief Executive Officer, Projects, Engineering and Investments

Jérôme Harnois
Head of Risk Management, Safety and Institutional Affairs
The Board of Directors

The Board of Directors is made up of 27 members with an equal proportion of state representatives, salaried administrators and external personalities representing the socio-economic environments, customers and municipalities concerned by RATP operations. The Board is primarily responsible for setting out the company’s strategic priorities, notably economic, financial and technological.

**State representatives**
- Marie-Anne Bacot: Member of the General Council for the Environment and Sustainable Development
- Michel Cadot: Prefect of the Île-de-France region and Prefect of Paris
- Denis Charissoux: Assistant Director of the Budget Department
- Augustin de Romanet: Chairman and Chief Executive Officer of Aéroports de Paris
- Sylvie François: Former Assistant General Manager of Human Resources and Social Relations for La Poste
- Emmanuelle Gay: Regional and Interdepartmental Director of Facilities and Planning for the Île-de-France region
- Solenne Lepage: Director of Transport holdings at the Agence des participations de l’État (French State holdings agency)
- Roland Peylet: Honorary member of the Conseil d’État

**Elected representatives of towns or groups of towns concerned by the company’s activity**
- Annick Lepetit: Councillor for Paris
- Pascale Luciani-Boyer: Councillor for Saint-Maur-des-Fossés

**Representatives of socio-economic groups**
- Michèle Bellon: Former Chairwoman of ERDF
- Chiara Corazza: Managing Director of Women’s Forum for the Economy and Society
- Catherine Guillouard: RATP Chairwoman and Chief Executive Officer

**Representatives of public transport customers**
- Michel Babut: Representative of Fédération nationale des associations d’usagers des transports (Fnaut – National federation of transport users)
- Stéphane Bernardelli: Representative of Union nationale des associations familiales (UNAF – National union of family associations)

**Figures chosen for their personal expertise in the field of transport or travel policies**
- Bruno Angles: Director of Credif Suisse France and Belgium
- Patrice Raulin: Former Chairman of Société Lyon-Turin Ferroviaire

**Elected staff representatives**
- Laurence De Wilde-Chikh: Elected from the list submitted by UNSA
- Michel Fayolle: Elected from the list submitted by SUD
- Claire Jeunet-Mancy: Elected from the list submitted by CFE-CGC
- Abdel Halim Lalouani: Elected from the list submitted by UNSA
- Didier Le Pahun: Elected from the list submitted by CFE-CGC
- Fabrizio Piras: Elected from the list submitted by CGT
- Gilles Roué: Elected from the list submitted by CGT
- Gilles Saveret: Elected from the list submitted by CGT

**Other board members**
- Philippe Dupuis: Head of Financial and economic transport control mission (MCEFT)
- Marc Papinutti: Government Commissioner, General Manager of Infrastructures, Transport and the Sea

**Secretary to the Board of Directors**
- Paul Tirvaudey

**Board attendees**
- Frédéric Sarrassat: Secretary of the Comité social et économique (CSE – Social and economic committee)

**Members of the Executive Committee**
**FINANCIAL AND CSR STATEMENTS**

### CSR Dashboard

The dashboard presents the key indicators of RATP Group’s CSR roadmap covering the main extra-financial risk factors identified. All corporate social responsibility indicators are published in the table of indicators at the end of the extra-financial performance declaration.

### STRATEGIC FOCUS 1: BE A MAJOR PLAYER IN MOBILITY AND SUSTAINABLE CITIES

#### Associated CSR risk

<table>
<thead>
<tr>
<th>KPI</th>
<th>Scope</th>
<th>Target</th>
<th>2018 value</th>
<th>Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Security and safety</td>
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<tr>
<td>Network protection and security officers average daily on-duty time in networks (shift hour/day)</td>
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<tr>
<td>Trends in rail network accidents (number of accidents per year per million commercial kilometres)</td>
<td>RATP</td>
<td>–</td>
<td>561</td>
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<tr>
<td>Trends in bus network accidents (accident rate per 100,000 km)</td>
<td>RATP</td>
<td>–</td>
<td>6.72</td>
<td>🟢</td>
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<tr>
<td>Quality of service and network accessibility</td>
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<tr>
<td>Passenger satisfaction rate</td>
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<tr>
<td>Percentage of accessible buses (Île-de-France region)</td>
<td>RATP</td>
<td>100% by 2022</td>
<td>83%</td>
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<tr>
<td>Percentage of accessible RER stations (Île-de-France region)</td>
<td>RATP</td>
<td>100% by 2021</td>
<td>97%</td>
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<td>Percentage of assistance staff in stations trained to assist people with mental disabilities (S3A label)</td>
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<td>Particulate matter levels in the 3 underground stations of the Squales network (average concentration of PM10 particles in µg/m³)</td>
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<td>Environmental health</td>
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<tr>
<td>Number of people exposed (noise black spots)</td>
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<tr>
<td>Number of noise- and vibration-related complaints and claims</td>
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<tr>
<td>Percentage of rolling stock with a low noise level (bus, rail)</td>
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<td>Number of electromagnetic field measurements carried out during the year</td>
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<tr>
<td>Compliance with changes in environmental regulations</td>
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<td>Number of industrial sites ISO 14001 certified</td>
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<td>Number of ICPE formal notices</td>
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### STRATEGIC FOCUS 2: REDUCE ITS ENVIRONMENTAL FOOTPRINT

#### Associated CSR risk

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<td>Energy savings per pasenger/kilometre compared to 2015</td>
<td>RATP</td>
<td>–20% by 2025</td>
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<tr>
<td>Reduction in greenhouse gas emissions per pasenger/kilometre compared to 2015</td>
<td>RATP</td>
<td>–50% by 2025</td>
<td>9%</td>
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## STRATEGIC FOCUS 3: CONFIRM OUR SOCIAL AND SOCIETAL RESPONSIBILITY

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<th>Scope</th>
<th>Target</th>
<th>2018 value</th>
<th>Trend</th>
</tr>
</thead>
<tbody>
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<td>Social conflicts</td>
<td>Conflict rate (number of days off work due to strikes/average number of employees)</td>
<td>RATP</td>
<td>–</td>
<td>0.56</td>
<td></td>
</tr>
<tr>
<td>Equal opportunities</td>
<td>Percentage of women in senior management</td>
<td>RATP Dev</td>
<td>30% by 2022</td>
<td>30.1%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Percentage of women in the total workforce</td>
<td>RATP Dev</td>
<td>20% by 2022</td>
<td>16.4%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Percentage of women recruited</td>
<td>RATP</td>
<td>23% by 2021</td>
<td>19.2%</td>
<td></td>
</tr>
<tr>
<td>Occupational health and safety</td>
<td>Number of employees awaiting reclassification following a permanent incapacity decision</td>
<td>RATP</td>
<td>Have the number by 2020 (2015 baseline)</td>
<td>284</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Occupational accident frequency rate (number of occupational accidents with time-off work x 1,000,000 / number of hours worked)</td>
<td>RATP</td>
<td>Have the frequency rate by 2020 (2015 baseline)</td>
<td>31.36</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Occupational accident severity rate (number of days lost due to occupational accidents x 1,000 / number of hours worked)</td>
<td>RATP</td>
<td>Have the severity rate by 2020 (2015 baseline)</td>
<td>2.88</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Percentage of operational units ISO 45001 certified by 2020</td>
<td>RATP</td>
<td>100% by 2020 (2015 baseline)</td>
<td>55%</td>
<td></td>
</tr>
<tr>
<td>Business ethics</td>
<td>Number of alerts</td>
<td>RATP</td>
<td>2018 data not available</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regional anchoring</td>
<td>Rates of assistance for homeless people in directing them to social support services</td>
<td>RATP</td>
<td>–</td>
<td>73%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Number of direct and indirect beneficiaries of the Foundation’s projects</td>
<td>RATP Group</td>
<td>–</td>
<td>44,383</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Number of direct, indirect and induced jobs resulting from RATP’s businesses</td>
<td>RATP</td>
<td>–</td>
<td>128,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Number of beneficiaries of Ateliers mobile®</td>
<td>RATP</td>
<td>3,000</td>
<td>3,173</td>
<td></td>
</tr>
<tr>
<td>Taking CSR into account in purchasing</td>
<td>Amount of solidarity purchases (in millions of euros)</td>
<td>RATP</td>
<td>€1.4 million by 2020</td>
<td>1.3</td>
<td></td>
</tr>
<tr>
<td>Personal data protection</td>
<td>Number of notifications sent to CNIL in the event of personal data breaches</td>
<td>RATP Group, excluding RATP Dev, excluding RATP Smart Systems</td>
<td>–</td>
<td>0</td>
<td>New indicator</td>
</tr>
</tbody>
</table>

- **Result achieved against target or positive trend.**
- **Result not achieved against target or negative trend.**

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**FINANCIAL AND CSR STATEMENTS**

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**GRAPHIC DESIGN AND PRODUCTION:** NAVAS PARIS

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**PRINTING:** PPA Esprint – Printed on Fabriano Life paper, FSC-certified paper made of 80% recycled fibres and manufactured by Fedrigoni Group.

**FOR PRACTICAL PURPOSES:** The activity and sustainable development report is also available electronically on www.ratpgroup.com and www.ratp.fr.