



Towards European sustainable, innovative and inclusive **public transport**



RATP
GROUP



INTRODUCTION, AND RATP GROUP IN KEY FIGURES

With over a century of experience and unique know-how, RATP group dedicates every day to better city living. As a trusted partner across regions, both in France and worldwide, we provide highly efficient, innovative mobility and urban development services, making cities more sustainable, more inclusive, and more pleasant.

For over 70 years, RATP group has witnessed and contributed to the evolution of urban mobility. With every new transformation, our unique expertise, and the group's operational excellence in mass transit and multi-modal integration at a regional level, have grown from strength to strength. We provide an informed vision of the environmental considerations involved in producing an efficient mobility service offering that is accessible to all user categories.

Through our subsidiaries, which provide complementary skills, we offer custom-fit solutions that meet local requirements in France and abroad. Our solutions also serve in the construction, operation, and maintenance of comprehensive transport networks, asset management, development and upgrade of existing networks, engineering, and space management.

- Public transport is responsible for only 0.8% of greenhouse gas emissions in Europe, across sectors, and only 2.7% of transport sector emissions, compared to 67% from individual cars.
- 200 passengers require 160 cars, compared to only 3 buses, or 1 metro.

Bus2025 program: first large-scale bus fleet decarbonization project funded by the European Commission.

Between 2020 and 2022, the European Commission provided €54.5 million in funding towards the Bus2025 program to convert bus depots and rolling stock to electricity and biogas.

3rd largest urban transport operator in the world

3.3 billion passengers per year across the globe

over **71,000**

employees, a quarter of whom work abroad

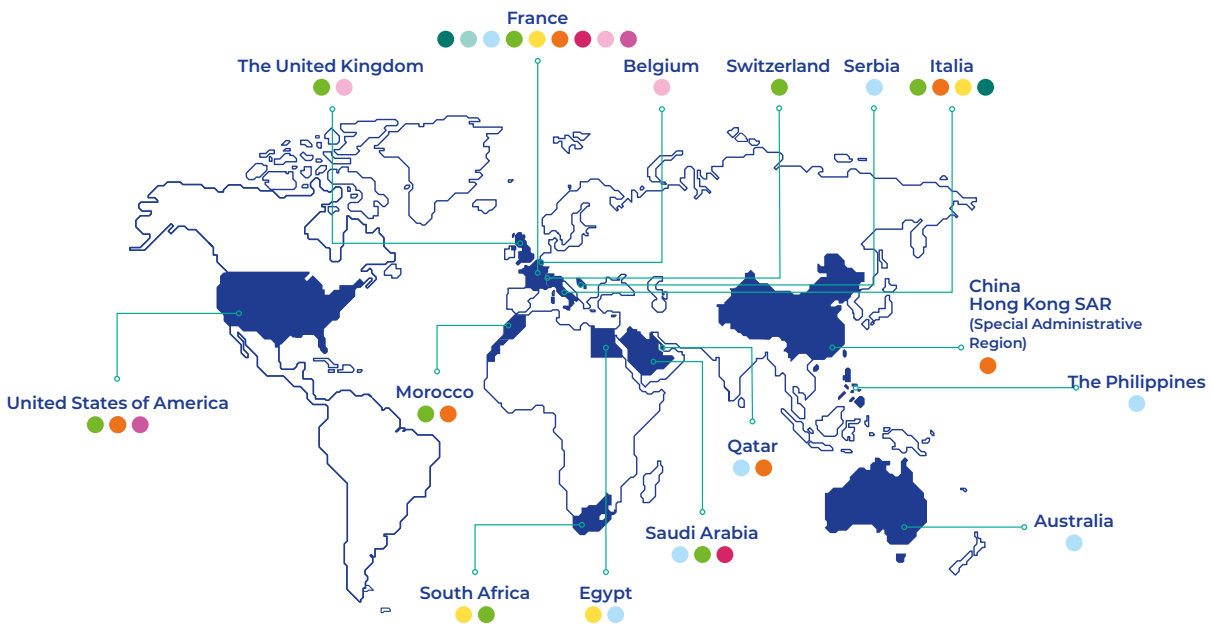
over **270**

professions represented

over **780**

cities have placed their trust in RATP Group through its subsidiaries

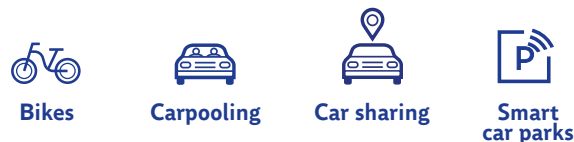
PRESENT IN 15 COUNTRIES



9 TRANSPORT MODES OPERATED



4 MODES OPERATED UNDER PARTNERSHIPS



5 AREAS OF EXPERTISE

Mobility • Infrastructure management and network upgrading • Security • Urban services • Additional services



As an integral feature of regional landscapes, a major employer offering jobs that cannot be outsourced abroad, and an indispensable component in resilient economies and social development, public transport rightly occupies a crucial role in local, regional, national, and European policies.

Throughout the Covid-19 crisis, the public transport sector effectively demonstrated its absolute necessity in preserving social and business activity, by guaranteeing public access to urban mobility. RATP group proved its resilience by adapting to public health requirements, as well as to European Green Deal environmental requirements, which neatly align with the goal of easing the sustainable transition to public transport.

The beginning of another European Parliament term, and the appointment of the new European Commission, have created prime conditions for the promotion of public transport as a main lever in policies that target carbon neutrality, digital development, and a fair transition in Member States. Whereas 75% of the European population live in urban areas, public transport has to be one of the major components in these three key fields of European policymaking. Public transport also has to be fully integrated into the strategic focuses of the European Commission, and supported accordingly, despite tighter European budgets.

RATP group calls for a concerted modal shift to public transport, upheld by a proactive European policy that charts a strategic course, determines a stable legislative framework, notably regarding the PSO regulation, and passenger rights, implements legislation that was adopted during the prior mandate, and creates more funding opportunities, which combine to enable essential long-term decisions and commitments to be made on a regional and local level. Public transport has to act as the backbone to urban and suburban mobility, to serve a very large volume of European residents.

Enrico Letta's April 2024 report clearly sets out public transport's role as an obvious area of focus in developing European social policy, following consultations with thousands of Europeans, who are aware of the pressing need for a fair and sustainable transition, and who seek to move freely in and between European capitals.

By relying on representatives of regional and local stakeholders, members of the European Parliament, the European Commission, and Member States have the means to turn this ambition into reality.

Given the scale of these considerations, we suggest that the portfolio managed by the European Commissioner for Transport be expanded to include infrastructure and energy, and that the Commissioner's role be elevated to the level of Vice-President of the European Commission, with authority over a single directorate-general.

Let's encourage sustainable, innovative, competitive, and inclusive Europe through public transport!

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as a key stakeholder in ecological,
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Promoting public transport
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SUPPORTING PUBLIC TRANSPORT AS A KEY STAKEHOLDER IN ECOLOGICAL, DIGITAL, AND FAIR TRANSITIONS

Implementing Green Deal progress

RATP group aims to guarantee the energy and carbon efficiency of its rolling stock and infrastructure by 2050. The energy transition, and the 2050 target to reach carbon neutrality factor in essential components such as the energy mix, and technological neutrality. The Bus2025 project, supported jointly by Île-de-France Mobilités and RATP group, relies on this model, making it possible to efficiently manage electricity and biomethane resources.

The newly elected Commission must work towards stabilizing the regulatory framework that was adopted over the past five years, so that organizations can meet the European benchmark. The European taxonomy framework must be clarified in order to comply with national regulations, and with the environmental goals of public transport stakeholders. The taxonomy currently does not take into account certain recycled materials.

Our proposals

- Diversify energy supply sources to reduce our reliance on fossil fuels, while retaining an energy mix that fits mobility methods.
- Implement the results of the study to be conducted by the European Commission in 2025 regarding biomethane, to include the purchase of new biomethane buses, if necessary, as part of the review to the regulation on CO₂ emissions from heavy-duty vehicles, which is scheduled for 2027.
- Align national levels with European levels, by mending regulatory inconsistencies in the European taxonomy, which excludes circular economy resources, such as retreaded tires.
- Define braking particulate emission limits for rolling stock manufacturers, to significantly improve indoor air quality.

Supporting and encouraging the digital transition

European policy must continue supporting the digital transition (AI, cybersecurity, data, and other aspects). However, transport operators also require a certain length of time to implement legislation governing the sector.

The next term offers an the opportunity to facilitate trials and discussions on best practices regarding MaaS (Mobility as a Service) solutions.

RATP group would like to draw attention to the potential risk of Big Tech companies bypassing regulations, thereby leading to unfair competition. As such, technical measures to regulate market entry must be set up in favor of transport ticket distributors, notably MaaS operators.

Our proposals

- Implement enacted data protection legislation, while allowing for technology to be trialed and upgraded.
- Facilitate trials of autonomous vehicles of varying capacity (shuttles, buses, and others) in real-life conditions for the purposes of public transport, and management of autonomous vehicle fleets.
- Report Big Tech companies that bypass regulations, which may lead to unfair competition. Set up technical measures for entry into the transport ticketing market, as the distribution of transport tickets is a determining factor in transport operators' business models. Ensure that Big Tech companies are subject to the same rules as other MaaS operators when they fulfill the role of transport ticket distributor, even in an indirectly related capacity.

Leading a fair transition that prioritizes citizens' interests

Energy and digital transitions must not be carried out to the detriment of the most vulnerable European citizens. In line with this vision, public transport can significantly contribute in improving urban mobility for the most disadvantaged populations, through an accessible, inclusive, and low-cost transport offering.

In the meantime, the professions involved are undergoing thorough change, and transport networks are facing hiring difficulties.

European policy must facilitate the acquisition of the skills required to meet the sector's needs, and also has to invest in making transport networks accessible to all users.

Our proposals

- Recognize the role that urban transport operators play as “urban facilitators”, by involving them in plans to restructure city centers, and in social redevelopment projects -housing, businesses, recreation, culture, and others.
- Invest in accessibility through the Social Climate Fund, by conducting large-scale redevelopment studies on the optimal ways to accommodate various vulnerable populations such as senior citizens, people with reduced mobility, and by investing in accessibility upgrading projects.
- Roll out a training scheme across Europe to fill gaps in required skills, notably in new digital technology professions such as data, maintenance, systems, and others.
- Widely promote increased female representation in public transport professions, by guaranteeing safety, fairness, and equality through key indicators that reflect associated measures, notably through the Women in Transport – EU Platform for Change scheme to share best practices.

Public transport should be systematically mentioned in legislation on these three transitions, and in public statements by European leaders, in order to put in place the measures that are required for a concerted modal shift to public transport in urban and suburban areas.



SUPPORTING INNOVATION THAT BENEFITS THE TRANSITIONS

The European Union views these transitions as a source of opportunities, and a fertile environment for innovation that will benefit various aspects of mobility, and urban life. Innovation, by its very nature, comes with its own set of risks and uncertainty, which public policy, notably community policy, seeks to contain and reduce, through strategic, regulatory, and financial support. To ensure that public transport effectively and continuously contributes to these transitions, our proposals aim to strengthen the role of innovation in the mobility of the future.

Our proposals

- Support innovation in favor of energy-saving, energy-efficient rolling stock, and urban public transport infrastructure, in order to facilitate the modal shift to greener, more attractive transport modes.
- Improve indoor air quality in trains and stations, by supporting innovation and the pooling of best practices across Europe.
- Leverage data and artificial intelligence to optimize transport systems, facilitate inter-modal travel, and customize services.
- Oversee the development of autonomous vehicles, which open up opportunities for safety, comfort, and accessibility, while driving efforts to make them more socially acceptable, and ensuring their compliance with ethics.
- Enhance skills, by supporting technological, organizational, and societal transformations in the sector. Promote continuous training and increase the attractiveness of jobs in urban mobility.
- Support the circular economy, by investing in innovative, multi-disciplinary projects for sustainable cities, such as capturing heat from metro tunnels (transport/energy), and repurposing mine water (transport/water).
- Drive innovation in Europe, by accelerating research and trials through the dynamic Rail Open Lab (test and learn) model.

ENCOURAGING SEAMLESS MULTI-MODAL MOBILITY

Networks, like passengers, function in several modes. Multi-level networks that spread out into urban hubs cater to passengers' inter-modal travel habits and strike the best possible balance between daily mobility and international travel. However, the quality of multi-modal interfaces varies, and lower-quality hubs create weak links that prevent seamless mobility.

Whether on an international, inter-city or regional scale, weak hubs do more harm than good, as they oblige users to turn to high-carbon options, such as individual cars and airplanes. At a local level, while bicycles have a positive environmental impact, they do not necessarily combine well with other modes.

The European Union can aim to become the most connected continent, served by a vast interconnected network of systems, modes, and operators. However, this would require an ad hoc policy implementing several strong measures.

Our proposals

- Clearly announce policies in favor of inter-modal continuity across Europe through the TEN-T, by relying as much on spaces and hubs, as well as on transport lines.
- Promote urban hubs as a means for progress in urban nodes, which are key links in the TEN-T: European citizens will be able to recognize funding that the Connecting Europe Facility (CEF) channels towards hubs (studies) as political measures by the European Union aiming to improve their daily lives. Funding for the construction of hubs would be the logical extension of this strategy.
- Display goals defining high-quality hubs, so that national authorities, and the European Union can refer to them as criteria for funding. Create financial leverage in this way to promote progress, which serves to increase the attractiveness of decarbonized public transport.
- Ensure efficient governance of hubs, which guarantee the consistency and continuity of the customer experience through multi-modal interfaces.
- Promote projects that result in high-quality mixed-use urban facilities, which are jointly used by transport stakeholders, local authorities, and real estate developers, and which comply with New European Bauhaus principles. Such projects can be organized to set up bids focusing on urban hubs that may be emulated across the European Union.
- Create professional design-oriented gateways between digital and physical media, to facilitate innovative inter-modal connection projects that provide solid guarantees of passenger service continuity and consistency. Involve long-standing mass transit stakeholders, and contemporary shared mobility operators through digital media.

STRENGTHENING RESILIENCE, CYBERSECURITY, AND SAFETY

Crisis-resilient cities

To withstand the threat and recurrence of cybersecurity, terrorist, public health and climate crises, the transport infrastructure, and the community must demonstrate resilience. In the event of a crisis, if uninterrupted service becomes a downgraded service, and/or a crisis unit needs to be set up, how can passengers, employees and infrastructure be protected?

Our proposals

- Schedule crisis drills across Europe on long-distance cross-border and urban networks, to facilitate feedback and collaboration between stakeholders.
- Encourage the pooling of best practices across Europe regarding infrastructure resilience, and community protection, and develop standardized crisis management tools.
- Publicize European best practices to adopt during heatwaves: encourage energy efficiency, and healthy habits (hydration, deferred working hours, remote work, and other measures). Compile a “community resilience” kit to adapt to climate change.
- Provide funding to retrofit infrastructure, notably railway tracks, in response to climate change.
- Set up a CSA (Coordination and Support Action) unit to launch wide-ranging social and behavioral studies during crises, to finely adapt alert and prevention messages. The current European Cell Broadcast public warning system makes it possible to alert passengers in the event of severe incidents. However, during drills, warning messages caused unpredictable behavior and crowd crushes, which disrupted and endangered passengers and staff members.

Cybersecurity, a crucial consideration

While public transport stakeholders must contend with rapidly escalating cybersecurity threats, industrial systems have become increasingly vulnerable to such risks. According to the European Union Agency for Cybersecurity (ENISA), service disruptions arising from cyberattacks may become a common occurrence in the near future. As transport operators take into account their responsibilities, they also have to adapt to a fast-paced operational, legal, and regulatory environment.

Our proposals

- Set out what is expected of local authorities and regional administrations in terms of cybersecurity in public transport: determine the framework, and support the integration of cybersecurity requirements, notably regarding funding in calls for tenders.
- Anticipate cyber threats in the sector, by supporting data exchange formats that are open to organizations in order to share insight on attacks and incidents, and by sharing ENISA findings specifically regarding the public transport sector.
- Fill gaps in cybersecurity skills in the European market: a pan-European study may be conducted on market conditions, followed by the development of tools that facilitate the training of experts.
- Increase resilience to cyberattacks, by creating a European operational unit that can support businesses during major cyberattacks, and by making it easier to share models and best practices in incident management, and cyber resilience road maps.

Security, an imperative

Security on public transport is a major daily area of focus that can be leveraged to increase the attractiveness of various transport modes, by guaranteeing a secure and peaceful passenger experience. It is also a key factor in the business continuity of passenger transport. RATP group has been entrusted with guaranteeing security on the Grand Paris Express transport network. As a large public service organization, we face delinquency and geopolitical instability on the front-line, which jeopardize security. To stay prepared for such situations, we must provide operational teams with reliable, robust, modern, and scalable tools.

Our proposals

- Facilitate the implementation of video surveillance, augmented cameras, and new technology, such as features that look out for vulnerable members of the public, or which detect clashes, while complying notably with regulatory requirements governing personal data protection, and privacy. Some of the deepest concerns for European transport operators include unattended items and the subsequent search for their owners, network intrusion, and passenger counting, which require pan-European benchmarking, and pooling of best practices.
- Take stock of the methods, processes, and adapted tools (AI to assist in detection and incident response, and which relies on monitoring tools) across Europe, to anticipate and manage crowding more effectively. Across our networks, which accommodate extremely high passenger volumes at certain times of the day, and during major events, the slightest incident may trigger situations that can quickly spiral out of control, and endanger members of the public.
- Deter graffiti, a scourge that truly plagues Europe, and which costs a considerable amount in public funds: lead an exploratory phase that incorporates the entire life cycle (social, societal, and psycho-social aspects to consider on an international scale); set up tools (such as AI and intersecting technologies) to prevent, detect, and respond; and secure points of entry to our premises. The vast majority of research projects essentially aimed to reduce the impact of damage, and restore property (laminated glass and graffiti removal).
- Explore the opportunity and added value of sound processing in public transport stations to detect anomalies. To comply with regulatory requirements, recorded sounds can be analyzed after they have been made anonymous with dedicated tools.



TARGETING AND PROVIDING GREATER FUNDING FOR PUBLIC TRANSPORT, IN LINE WITH THE HIGH STAKES INVOLVED

For the ecological, digital, and fair transition to take full effect, the modal shift to public transport is essential. Urban public transport that will ease the transition has to be greener, more attractive, more accessible, and more resilient.

To achieve this, the sector requires long-term support, so that it can innovate, upgrade, develop, and adapt infrastructure and the service offering. The European Union has to secure funding, and increase existing investment programs if possible - CEF, LIFE program, Horizon Europe, Digital Europe, regional funds, among others - as well as better distribute European funds, and provide a long-term outlook, as the sector operates in long cycles, and requires visibility.

Beyond its positive ecological impact, investment in public transport also leads to higher household purchasing power. Indeed, according to estimates, public transport for an average household costs ten times less than individual car use. Such investments also contribute to reducing road traffic congestion, which has an estimated €270-billion yearly social, economic, and environmental impact across the European Union.

To strengthen the European Union's financial capacity, RATP group also encourages the Union to channel its own resources into urban public transport, and calls for new ambitious funding mechanisms to be devised.

Our proposals

- In the Connecting Europe Facility (CEF), increase the amount of European funding allocated to public transport infrastructure: multiply the current CEF amount by 10 for urban nodes by increasing the amount from 1% to 10% of the budget, in line with the increased number of urban nodes in the revised TEN-T regulation.
- Dedicate funding to urban and suburban rail networks, notably with the CEF and allocation of funding to urban public transport in the Europe's Rail Joint Undertaking.
- Increase the share of funding dedicated to urban public transport in programs that support the ecological (), digital (), and social () transition, through programs such as Horizon Europe and LIFE, Digital Europe as well as the European Social Fund
- Fund R&D and innovation in urban public transport, with a dedicated destination in Cluster 5 of the Horizon Europe program, and its successor FP10.
- Channel the European Union's own resources into public transport, notably with revenue from the Carbon Border Adjustment Mechanism (CBAM), and review the ETS directives, pushing for Member States to assign national revenues to urban transport.
- Push for Member States to allocate a substantial share of future Social Climate Fund allocations to public transport, notably to make them more accessible.
- Encourage discussion regarding a new common European loan dedicated to developing transport infrastructure by means of a new Infrastructure recovery plan.
- Through the Global Gateway program, build up urban public transport in developing countries with funding that covers more than merely the cost of engineering and construction, but also covers that of operations and maintenance or O&M as well, to ensure sustainable service quality. To guarantee that public transport in these countries meets the highest international standards, measures have to be taken to mitigate European transport operators' O&M financial risks.

IDENTIFYING PUBLIC TRANSPORT AS A LEVER FOR COMPETITIVENESS, AND EUROPEAN SOVEREIGNTY

The projects that shape the mobility of the future will be carried out over the long term and require continuous European political support.

Public transport is a strategic sector that public authorities must promote in order to uphold its position as the backbone of urban and suburban mobility.

European public transport that covers engineering, rolling stock, infrastructure, operations, and maintenance, is an industry that meets international standards of excellence, and which has retained its full value chain in the European territory, from the manufacture of rolling stock to network operations. This industry shapes the continent, creates jobs, and exports its expertise. Through European coordination across the sector, goals such as carbon neutrality, re-industrialization, and social cohesion can be met. The sector-wide coordination will also contribute to the European Union's goals of strategic autonomy, and sovereignty.

Environmental and economic service efficiency throughout the life cycle pushes the European industrial sector to expand in order to increase its ability to do more collectively, and to examine how it can reduce costs, as well as its environmental footprint.

Our proposals

- Preserve competition in the European market to maintain competitiveness among European companies, and keep prices fair mainly in light of aggressive dumping practices.
- Lower costs across the value chain through standardization, to cope with international competition, and to shorten production lead times.
- Secure supply chains by carefully curating suppliers, and by increasing the number of preferred European sources.
- Assist in developing the attractiveness of public transport jobs, notably in manufacturing, which requires specific, demanding skill sets, and which tend to lack visibility.
- Support the autonomous bus industry in Europe through an Important Project of Common European Interest or IPCEI, to guarantee the design and production of buses in the European Union.
- Ensure that standard-setting European regulations do not affect long-term investments.
- Increase upstream and not downstream consultation with stakeholders in legislative procedures, conduct systematic impact studies, and obtain more frequent feedback to better assess the impact of legislation.
- Push for change in the provisions of European regulations regarding procurement and concessions, in favor of European products and industrial players/operators through a Buy European Act.
- Raise the requirements of CSR criteria in European calls for tenders, to prioritize organizations that apply the most virtuous processes.
- Involve industrial players to a greater degree in the European Commission's groups of experts, notably in research and innovation.

PROMOTING PUBLIC TRANSPORT IN EUROPEAN COMMUNICATION CAMPAIGNS

Public transport and urban mobility are determining factors in various European transport policies. It has become increasingly crucial for urban networks to be promoted in shaping the trans-European transport network, which requires a seamless modal shift in urban nodes such as those in Paris and Lyon for example. The European Commission must publicly promote this modal shift, similarly to the major communication campaigns on cycling in Europe, with the goal of giving citizens greater responsibility. The next mandate must therefore communicate more effectively on how public transport is a reliable, sustainable, and innovative sector.

Our proposals

- Publish a high-profile European declaration on the crucial role that public transport plays in urban mobility, similar to the declaration on cycling. Urban Mobility Days can be the opportunity for the European Commission to promote the declaration internationally.
- Create an event dedicated to hubs of various forms, which can be a celebration of mixed-use developments: macro-hubs or interchanges spread out into micro-hubs for shared mobility, digital and physical projects, transport projects, public areas, and real estate.
- During the mandate, launch a “European Year of Public Transport”, which will gather stakeholders in urban mobility to promote the modal shift, and encourage European citizens to use public transport. This event will encourage community initiatives, and the pooling of best practices among European stakeholders.
- Make progress with the proposed European Rail Pass, and include a European urban mobility pass, which will facilitate movement for young people in major European cities, and encourage the daily use of public transport.



Notes

Lined area for taking notes with horizontal ruling lines.

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