

The automated metro: taking your city beyond its limits

RATP
GROUP



Just imagine.
Just imagine.
Just imagine.
Just imagine.

— RATP GROUP IN FIGURES

3rd largest urban transport operator in the world

€5,523m
in consolidated
revenue in 2020

69,000
employees worldwide

16
million journeys a day
worldwide, including
5.6 million by metro

World leader in automated metros

22
fully-automated or
semi-automated lines currently
operated by the Group or soon
to come into operation

A transport mode carrying millions of passengers per day in complete safety and with the best service quality.

A powerful and agile transport mode, perfectly suited to a complex, physically constrained and changing urban environment. A transport mode that meets city residents' needs.

That mode is the automated metro.

Over seventy years, we have developed unique expertise around this technology, to serve the transport authority and residents of one of the most densely populated regions in the world: Île-de-France. We have rolled this model out across several continents to help drive the economic and social growth of cities, in close partnership with transport authorities and local governments. Today, as the automated metro establishes itself as an innovative and sustainable solution for the future, we put the totality of this expertise at your disposal as you face your challenges.

The new challenges faced by cities

Agility

In a changing context, where climate, health and social crises come one after another, cities need to be able to respond in an agile and relevant way to unforeseen situations. The same applies to mobility infrastructure and services, as has been seen with the emergence of new approaches, such as tactical urban planning.

14

companies and 50,000 employees in Paris' main business and commercial precinct at La Défense, one of the cities busiest public transport interchange stations, are participating in a peak hour smoothing program launched in 2018 by RATP and the public transport authority Île-de-France Mobilités.

Passenger experience

Comfort, punctuality, cleanliness: users of public transport have multiple expectations. Travelling with peace of mind, in a well-designed environment and with improved flow, is a strong requirement today, and key to the attractiveness of an urban mobility network.



69% of passengers say that they want to continue using public transport as much as before or even more, in particular for its convenience and to avoid congestion and parking problems.

2020 Mobility Observatory – UTP.

Sustainable transition

All over the world, cities are engaged in an ecological transition that is essential to ensuring health and quality of life for communities and keeping cities attractive.

Transport, the second largest contributor to greenhouse gas emissions in the world, is one of the keys to this transition.

-22%

30 cities around the world, including Paris, have succeeded in reducing their CO₂ emissions by 22% on average over 10 years, notably by combining efficient public transport with a reduction in car traffic.

Population growth

By 2030, 61% of the world's population will live in cities, compared with 55% today. A quarter of these city residents will live in mega-cities with over 10 million inhabitants. In these expanding and developing cities, soft and alternative transport modes cannot meet all needs.



Three-quarters of automated metro networks are located in cities with high urban density (over 4,000 inhabitants per km²).

Source: Wavestone study.

The automated metro: the optimum urban transport solution

Pioneer of automated metros

For seventy years, RATP Group has been working to advance the automated metro. Through projects and innovations, teams have acquired **expertise in the field** that benefits millions of passengers every day. — **READ P. 6-7**

Integrated and open expertise

We control the **entire chain**: design, construction, operation and maintenance, and we work with industry leaders with complementary skills to push technological improvements even further. — **READ P. 8-9**

Innovation for all

Automated metro provides passengers of all abilities the highest level of service, particularly people with reduced mobility. Lines operated by RATP Group around the world offer an experience that meets the **highest standards**. — **READ P. 10-11**

Working together for more liveable cities

For cities seeking a **sustainable transition**, the high-capacity automated metro guarantees smooth, energy-efficient travel. With our industry leading partners, we are committed, throughout the world, to making this transition a reality. — **READ P. 12-13**

Upgrading, automating, transforming

With the **automation** of Paris' Metro line 1, and Metro line 4 currently in progress, our teams are mastering and acquiring the skills these complex projects require and at the same time learning how to provide new impetus to lines over one hundred-years-old. — **READ P. 14-15**

A committed partner to communities and regions

Our **commitments in communities** are numerous and very active. They inspire us to create relevant and bespoke solutions to make regions more attractive and more inclusive. — **READ P. 16-20**

Pioneer of automated metros

— **All over the world**, the automated metro is arousing great interest. Overcrowding and congestion on conventional metro lines, along with rising urban populations, represents a challenge for local governments and transport authorities. A major technological leap, the automated metro offers a highly effective solution for both the operator and users. It plays a decisive role in the creation of robust public transport architecture and is the backbone of the multimodal transport system wherever it is deployed.

— **For seventy years, we have been tirelessly experimenting and innovating** in the field of automation to make the best technology available to passengers. In the complex and physically constrained environment of the Paris Metro, one of the densest networks in the world in terms of number of lines and passengers, we have done this alongside Île-de-France Mobilités. With proven experience on the ground, we have developed integrated skills in engineering, operation and maintenance of automated metros. Beyond this technological expertise, we have also acquired detailed knowledge of passengers' needs and expectations, allowing us to offer relevant and well adapted services. We build partnerships of trust with the communities our lines serve, ensuring collective progress for the benefit of the city and its residents, and we will continue to do so.

Key Dates

From **1952**,
RATP trials automated
metro control.

2012:
Full automation of Line 1.
The oldest and busiest line
on the Paris Metro,
converted without major
disruption to traffic.

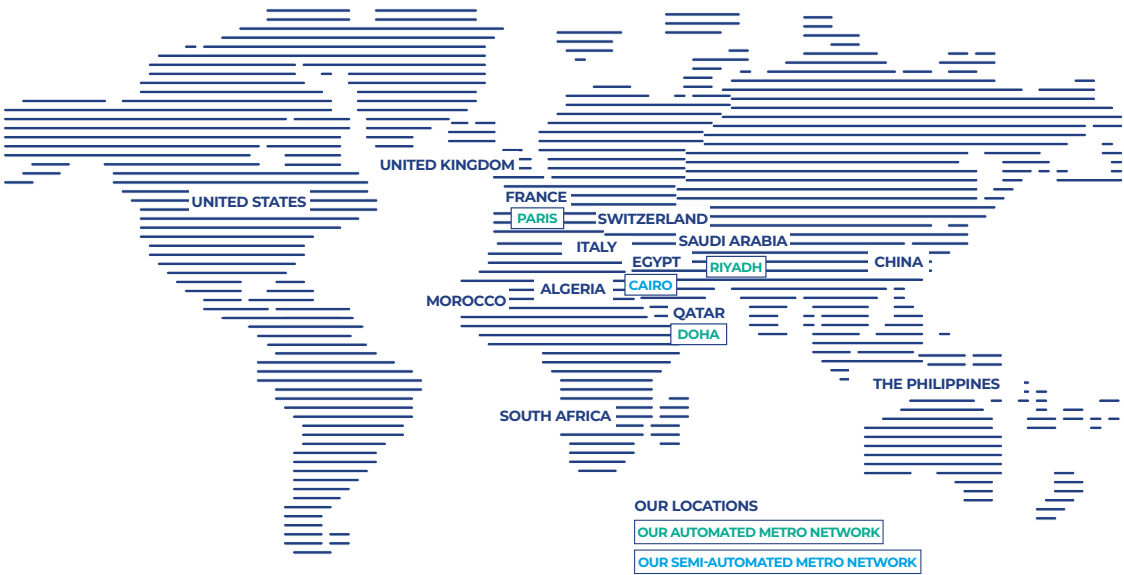
From **1979**,
90% of the network
operated by RATP
is under automated control
with staff on board.

2019:
The 3 automated lines
Doha Metro, Qatar,
fully operational.

1998:
Paris Metro Line 14
commissioned.
A world first for a high-
capacity, fully-automated line.

2023:
Paris Metro Line 4
will be fully automated.

Our presence in automated and semi-automated metro systems



- PARIS, France**
- 3 fully-automated lines currently in operation (Orlyval, Line 1 and Line 14), and soon a 4th with line 4
 - 11 semi-automated lines
 - Nearly 1.5 billion journeys per year on Paris Metro
- DOHA, Qatar**
- 3 fully-automated lines (Red, Green and Gold)
 - 76 km
 - 37 stations
 - 650,000 passengers per day expected by 2022
- RIYADH, Saudi Arabia**
- 2 fully-automated lines (Blue and Red)
 - 64 km
 - 40 stations
 - Up to 9,000 passengers per hour expected on line 1
- CAIRO, Egypt**
- 1 semi-automated line (Line 3)
 - By 2024 with the extension 40 km and 34 stations
 - 1.5 million passengers per day expected

Integrated and open expertise

— As an integrated company, RATP Group has all the technical and legal **skills**, and human resources required to design, build, operate and maintain an automated metro system. We also know how to jointly build projects with rail industry leaders. Our teams have worked with Alstom, Siemens and Hitachi to develop the common Octys framework. This allows solutions developed by other industrial suppliers to be seamlessly integrated into the Paris Metro network, and all are interchangeable. This outward-looking mindset also applies to our approach to innovation.



Experience on the ground

The teams within the Group's operational development agency provide design, advice and technical assistance in operational railway engineering. The agency brings together experts, operators and engineers who have forged their experience on the ground, in France and internationally, by assisting with all four stages in the commissioning of transport systems and projects.

100

new staff on Paris Metro Line 14 from 2020.

68%

of current vehicle users living close to the northern and southern extensions of Paris Metro Line 14 intend to use their vehicle less or give it up altogether.

Source: Ifop study.

1st

most important service expected by users of the extended Paris Metro Line 14: real-time information.

Source: Ifop study.



Louis Villié,
RATP Group Paris Metro
Line 14 Director

— Analysis

We want to make Paris Metro Line 14 the favourite line for Île-de-France residents and a showcase of the Group's expertise. The transformation under way is major, a real change of scale. The workforce will increase by 30%, not something that happens every day. We are in start-up mode! We have a threefold objective: first, we want extremely smooth flow and peace of mind for users; this is achieved through technical innovations, such as measuring passenger density on the platform and using this data to keep passengers informed and adjust our offer in real time. We also want a more human and personalised line; in 2024, line 14 will allow passengers to reach Orly airport from Gare de Lyon in 20 minutes; we are preparing to offer services adapted to this new audience, while continuing to satisfy existing regular users. We also want, if possible, to offer positive emotions and an element of surprise, for example by improving the interface between each station and its neighbourhood. At Bercy, an "open stage" that can accommodate a hundred spectators will eventually offer a venue for mini concerts, as a prelude to concerts scheduled at the AccorHotels Arena. The recurrent theme is to permanently keep in touch with our passengers, be attentive to their needs today, but also anticipating those of tomorrow; to this end, the line management team regularly visits stations to meet users.

Line 14, the great transformation

A CHANGE OF SCALE

• In 2024, Line 14 will link Saint-Denis Pleyel station to Orly airport. It will become the backbone of the Grand Paris Express, connecting with future lines 15, 16, 17 and 18. The length of the line will triple, and passenger numbers will double to reach 1 million journeys per day.

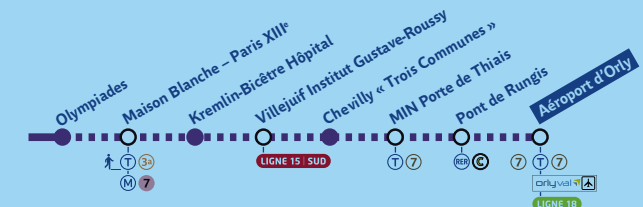
INNOVATION

• Organisation of the line has been redesigned with the participation of employees, and a ten-year transformation plan accompanies the extension project. Line 14 is a true laboratory and heralds the metro of the 21st century for passengers and regions, with stations transformed into service hubs. What else is on the agenda?

More responsive passenger information; less disruption, with intervention times divided by three for the most frequent incidents; improved system reliability through a predictive maintenance programme; and improved safety through better management of passenger flows in stations with the densest traffic.

PASSENGER SATISFACTION

• Even before final completion of the extension, efforts have been recognised and appreciated by passengers. In 2019, the satisfaction level for punctuality stood at 98.6%, making Paris Metro Line 14 the most popular on the RATP network.



Extension of line 14 to Orly airport.





Innovation for all

— **The automated metro is popular with city residents** because it offers them an unparalleled high quality experience. With its frequency, speed, information, safety and accessibility, it meets all of the passengers' expectations. In 2020, the European Foundation for Quality Management (EFQM) awarded four stars to Paris Metro Line 1 and five stars to Paris Metro Line 14, which became the first high-traffic metro line in France to achieve this level of excellence. In the automated metro, accessibility is an integral aspect of service quality. Lines 1 and 14 are S3A⁽¹⁾ certified. Line 1 also holds the Cap'Handéo mobility label, recognising its accessibility for people with mental disabilities, and Line 14 is aiming for this label in 2021. Connectivity is another important aspect. The entire network operated by RATP Group, including the Paris Metro, has had 4G coverage since June 2020. For this achievement, it was awarded the Smart City prize by *Ville, Rail & Transports* magazine.

(1) S3A: symbol denoting welcome, support and accessibility.

80

seconds between trains at peak hour on Paris Metro Line 14 by 2024.



Denis Tassin,
RATP Group, Maintenance
Director Doha Network

— Analysis

The Doha Metro was put into operation in record time. Qatar is a country where decisions are made quickly, and client expectations are high. The teams from RATP Dev, an RATP Group subsidiary, met these expectations. We adapted our resources and called on Group support to respond in an agile way to changing and moving deadlines. We were also able to provide real support to the client during the facility handover phases. The Doha climate also presented real challenges: summers are very hot and humid, and rain is infrequent but torrential. Recruiting experts who knew the region well gave us a better understanding of the issues and allowed us to anticipate them, stepping up track inspections for example. Finally, the project has brought out expectations that are not only technical. Traditionally, maintenance is guided by performance indicators. We realised that we would also have to include the thoughts and feelings of clients and passengers. Therefore, in the computerised maintenance management system, we gave immediate priority to points that are not necessarily quantifiable. In Europe, waiting for the end of service before removing graffiti from a lift, so as not to disturb passengers, was the norm. Here, the transport authorities prefer immediate cleaning, even if it means taking the lift out of service. The image of the network is at stake.

New look for Doha on its greenfield urban network



The RKH Qitarat joint venture, set up by RATP Dev, Keolis and Qatari company Hamad Group, began operating of the first driverless urban rail network in Doha, the capital of Qatar, at the end of 2019. With a total of 3 metro lines and 37 stations, the network carries around 650,000 passengers a day on the first line of this greenfield network.

MOBILITY FOR ALL ON PARIS METRO LINE 1

Since 2018, Paris Metro Line 1 has held the "Cap'Handéo" mobility label, recognising its accessibility for people with mental, psychological, visual or hearing disabilities. RATP was the first public transport operator to obtain the certification. The line's 300 station staff have been through a dedicated training program, created jointly with Unapei⁽¹⁾ and the Paris

Île-de-France Regional Tourism Committee, allowing them to offer help to anyone with understanding or orientation difficulties, or who is under stress. In addition, the station equipment and signage has been adapted to allow passengers with sensory or cognitive disabilities to find their way calmly and easily.

(1) Lead association for the support of people with mental disabilities.

CROWDSOURCING CLEANLINESS ON PARIS METRO LINE 14

Among the innovations on Line 14 is providing passengers the possibility to report any cleanliness issues using a QR code which allows our cleaning teams to respond quickly.



Working together for more liveable cities

— We are committed to ensuring that the automated metro contributes to the energy transition of cities.

The Group obtained ISO 50001 certification for its energy management system in 2018 and a year later it became the first multimodal transport operator in the world to receive “Committed to CSR – Confirmed” status from Afnor Certification. Minimising our environmental impact is one of our top priorities. Whenever we replace rolling stock, we make every effort to reduce sound levels, both inside and outside the trains. In upgrading ventilation systems, we improve air quality across our facilities, and by optimising the electrical braking system on trains, we reduce particulate emissions. We are also working on recycling water: Paris Metro Line 14 has a new, environmentally friendly maintenance site, with on-site wastewater treatment and recycling of grey water from vehicle washing.

To offer the most relevant solutions, we form alliances with other industry leaders when this makes sense and there are strong synergies. In Australia, we have formed a partnership with Plenary, Siemens and We Build to create Parklife Metro and respond to the call to tender for the Western Sydney Airport Metro Line. In France, we have partnered with Getlink, a major player in mobility infrastructure that operates the Eurotunnel train service and freight services in France and internationally, to create Régionéo. This joint venture will help position us in the rail market in several French regions that are opening up to competition.

For the Grand Paris Express, we are responding to the calls to tender for the operation and maintenance of the new automated Paris Metro Line 16 and Line 17 with Singaporean operator ComfortDelGro Transit and Alstom.

135 g

In Paris, using the metro instead of the car saves 135 grams of CO₂ emissions per person per kilometre travelled.

100%

of the air-conditioning and heating needs of Mairie de Saint-Ouen station on Paris Metro Line 14 is covered by geothermal energy.

“Partnership is one of the keys to success”



Dao Dam-Hieu,
RATP Group, Senior Vice President, Bid Development and Performance at RATP Dev

— Analysis

Delivering the best to our clients also means showing humility and agility by seeking out complementary skills and relevant innovations from industry leaders. In order to respond to the call for tenders for Grand Paris Express’ new Paris Metro Line 16 and 17, we have formed an alliance between RATP Dev and two world-class partners, ComfortDelGro Transit and Alstom. They bring an alternative perspective to addressing specific components of the tender: customer service, the cleaning process, predictive maintenance, detailed knowledge of rolling stock. Working in partnership is a key part of our approach. The same goes for public transport authorities who place their trust in us. We work with them in a real spirit of sharing. We do not just provide a service as the operator, we also offer them an increase in capacity and skills that benefits the region.



Didier Lescloupé,
RATP Group, Managing Director, Camco, Riyadh Metro

— Analysis

The city of Riyadh is very spread out, and everyone uses a car here. The authorities therefore wanted a world-class public transport system to relieve congestion and limit pollution in the capital. Though the metro is pretty much the same as the most recent lines in Paris, we have major weather constraints here: dust, sand, and temperatures above 40°C over several months.



RIYADH

Capital Metro Company (Camco), the joint venture between RATP Dev – an RATP Group subsidiary – and SAPTCO (Saudi Public Transport Company), was awarded the emblematic contract for operation and maintenance of lines 1 and 2 of the new metro network by the Royal Commission for Riyadh City (RCRC).

We have had to adapt and fully air-condition the stations. The cultural context also plays a major role. Service quality standards are very high and we are trying to do even better than 99.8% availability, regularity, cleanliness and safety on our lines. Finally, another of the project’s goals is to transfer our skills to the Saudis, so that all maintenance and operation can eventually be carried out by locals.



Upgrading, automating, transforming

— Automating an existing line in a dense and physically constrained urban environment is a real technical challenge.

For high traffic lines it improves energy performance, service quality and safety. Already pioneers of the fully automated metro on Metro line 14, we also have the know how to upgrade older metro lines to higher levels of automation and we are also a leader in upgrading train control systems on metro lines that are more than 100 years old. In 2012, our teams carried out a project that was a world first, the complete automation of Metro line 1 – Paris’ busiest and longest Metro line: working mostly at night across 13,500 sites the line which was used by 750,000 passengers every day, was transformed and upgraded without major disruption to traffic. Now Paris Metro line 4 is undergoing its transformation.

“We have experience that is unique in the world: automating existing lines”



Edgar Sée,
RATP Group, Director of Metro line 4
automation project

— Analysis

Metro line 4 is described as an “atypical high-traffic” line, with its stations serving the city’s entertainment hotspots as well as cultural and tourist destinations. Its automation, which will be completed by 2023, will improve service quality for passengers, as demonstrated by the performance results for metro line 1: since automation, 100% of traffic is now assured during peak hours compared with 92% before. Automating a line also means enhancing passenger information and service quality across the network. Line 4 platform-edge doors are fitted with real-time information displays, showing the exact waiting time before arrival of the next two trains. In the field of automating existing metro lines, RATP Group has unrivalled skills and experience. Each project is a further opportunity to build on our considerable expertise. On line 4, high platform-edge doors, in five-metre modules, are being installed along the old platforms, with each module coming into operation the day after it is put in place.

A new lease of life for line 4

Commissioned more than a century ago between Porte d’Orléans and Porte de Clignancourt, line 4 is a central part of the Île-de-France network, serving the main rail stations and strategic hubs such as Châtelet - Les Halles. Automating the line consists in making control and management of the trains

fully automated, which requires the upgrading of existing signalling and the development of infrastructure including platforms, platform-edge doors, rolling stock and the implementation of the train operation automation system (SAET). Work is continuing to extend the line beyond Montrouge to serve Bagneux.

700,000
passengers per day

2nd
busiest Paris
Metro line after
Metro line 1

1,062
platform-edge
doors installed
in 29 stations



SAET

The train operation automation system (SAET) brings together all the equipment (data transmission systems, supervision resources, etc.) needed to ensure the automated management of trains on the line. When traffic is busy, it allows additional automated trains to be brought into service.

A committed partner to communities and local regions

— The arrival of an automated metro generally makes regions more attractive and in the dynamic of diversity and inclusion we try to ensure that no one is excluded. The local origins of our teams ensures that we are able to work closely with elected officials, associations, companies and residents to better understand their needs, expectations and all the specificities of each town and neighbourhood.

Driven by our values and convictions, we believe the once in a lifetime Grand Paris Express project also needed to ensure sustainable and inclusive economic development and create jobs directly in the local regions and communities. In 2015 RATP signed the Corporate Social Responsibility – CSR – Charter for performance of the Grand Paris contracts.

On our work sites, we are committed to promoting and supporting good health and well-being practices, in terms of employment quality, occupational integration, working conditions, combating illegal work, and to facilitate access to contracts by small and medium enterprises. Our commitment extends to all our global operations. The operation and maintenance of an automated metro network by RATP Dev is always accompanied by recruitment and training of locals and the transfer of knowledge and skills. In Egypt, for example, RATP Dev Mobility Cairo offers many roles to local Egyptians, with a minimum target of 90% local contracts, and the creation of a training centre to ensure the transfer of knowledge and skills. For the Riyadh metro, the aim is to transfer the skills a minimum of 45% of positions, and for a 55% contribution from local suppliers and service providers.

700,000

hours of occupational integration planned for the northern and southern extensions of Paris Metro Line 14.

120

housing units built over the new Mairie de Saint-Ouen station (Seine-Saint-Denis department).

“Public transport is an important driver in reducing inequality”



Mathieu Hanotin,
Mayor of Saint-Denis and President
of the Plaine Commune Urban Community

— Insight

The extension of Paris Metro Line 14 to Saint-Ouen and then Pleyel is excellent news for our region. In fact, it is crucial. The health crisis we are going through has tragically highlighted a reality that we have been deploring for years: the glaring inequality between regions. We must act quickly to combat this - and public transport is an important driver in reducing this inequality. This is why I am very pleased and looking forward to the commissioning of this extension, and also Grand Paris Express, which will allow Paris Metro Line 14 to play its full role as the backbone of transport in the Île-de-France region with all the connections it offers. The extension of line 14 to the north should make it possible to respond to the threefold social, environmental and economic emergency that concerns our region in particular. It tackles first of all social concerns, by considerably improving transport and living conditions for our inhabitants (relieving congestion on Paris Metro Line 13, new routes to access jobs and leisure activities). This should be a driver for growth in the region, with the creation of new hubs

and the redevelopment of entire neighbourhoods. Then environmental concerns, by combating atmospheric, visual and noise pollution through the reduced use of cars. This is the challenge of the century and a public health issue. Since I am very committed to this, I have had a climate and environmental emergency declared by the Plaine Commune council and set up a low-emission zone. Finally, economic issues, because it should make the region more attractive for companies and bring our inhabitants even closer to economic and employment hubs in the Île-de-France region.



EXTENSION

To the south, the extended Paris Metro Line 14 crosses 12 towns and 3 departments. Its construction required 14 kilometres of additional tunnels.

NEW STATIONS

To the north, with 4 new stations serving the 17th arrondissement of Paris and the cities of Clichy-la-Garenne and Saint-Ouen, Paris Metro Line 14 will contribute to the region's dynamics. By crossing the ring road to serve 96,000 inhabitants and 72,000 jobs, it creates a new urban continuity.



Going Forward with the Regions

— As a long-term partner of the regions, we always ensure that we act responsibly in all aspects of our business activities. The structuring of projects required for the construction of a metro line have a major impact. This is the case for work on the southern extension of Paris Metro Line 14, which will change the regions and environs along the route of the line extension to Orly Airport. RATP is taking great care to limit the disturbance resulting from the works and applying environmental protection measures, notably in terms of construction and demolition waste management, noise and vibration reduction and control of dust emissions. In addition, work-site hours have been agreed in consultation with each region and local communities. Trucks are cleaned each time they leave the site to avoid soiling the public highway.



“Strong links with the city”



Raphaël René-Bazin,
RATP Group, Director of the Regional Agency for Paris and Seine-et-Marne

— Analysis

Beyond the technical aspects, we are committed to developing other links with the city and the region. This is reflected in different ways. First of all, by understanding and respecting the urban environment. The Group wants to design stations that are architecturally ambitious, but above all integrated into their environment. We care for the heritage we create through a rewarding dialogue with architects and designers. Then, through the relationship between these stations and their neighbourhood, their link with residents, traders, cultural or sporting events. Finally, through all the inclusion actions that we are implementing: mobility workshops (Ateliers mobilité®), to allow everyone to master the use of public transport; promotion of RATP professions to attract future talent in collaboration with occupational integration agencies such as local associations or second-chance schools (Écoles de la 2^e chance).

Since 2011, there have been nearly **2.6** million hours of occupational integration through integration clauses included in RATP Group contracts.

In 2019, **99%** of the beneficiaries of these hours were Île-de-France residents.

“Our procurement contributes to inclusion in the regions”



Bénédicte de Mari,
RATP Group, Procurement Business Unit Manager

— Analysis

We have a clear strategy to use procurement as a lever for inclusion and to play our part in public employment policies. We include occupational integration clauses in contracts when and where appropriate. Real-estate and line extension operations in the Île-de-France region generate large volumes of occupational integration hours. RATP ensures that the regions affected by these operations can also benefit from them. We systematically contact local authorities to ensure that they are aware of how they can make use of these hours and recommend that they provide a facilitator to nominate candidates from the region to the companies. All the major projects currently in progress (extension of Paris Metro Line 4, Line 11 and Line 14; work on

maintenance workshops in Massy, Mitry-Mory and Sucy-en-Brie, etc.) are accompanied by a local facilitator. RATP is involved alongside the facilitator, to encourage its contract holders to promote sustainable employment, skills development, training and the construction of occupational integration pathways. Since 2018, RATP has been targeting the development of direct procurement from the occupational integration and disability sectors. It can thus meet its needs in terms of services and supplies, while supporting the economic activity of organisations that support people with difficulty accessing jobs (either through their disability or because of their social circumstances).



Orlyval, an exemplary line

Orlyval, a fully automated airport Metro Line in Paris is exemplary in its approach to diversity, inclusion, and QHSE. On the environment front, it competes favourably with the car emitting only 21 grams of CO₂ between Antony and Orly Airport, compared to 1,224 grams of a car.

In terms of accessibility, 100% of Orlyval stations are equipped with lifts and the trains are accessible to all. All frontline staff are well informed and trained in recognising disabilities and assisting passengers of all abilities. In 2020, the line obtained EFQM R4E⁽¹⁾ certification,



recognising the company's strong actions and the level of excellence in the areas of: communication, management, customer service, operations, maintenance,

safety and social responsibility. In 2019, Orlyval, an RATP Dev subsidiary, obtained a gender equality score of 92/100.

(1) European Foundation for Quality Management.

“We give everyone the chance to obtain qualifications through training programmes”



Catherine Blec,
Regional Manager Economic and Social
Development, Val-de-Marne-Essonne
Regional Agency RATP Group

— Analysis

RATP Group has made inclusion and diversity a major focus of their sustainable local development agenda. We subsidise and provide direct support to cover apprenticeship fees and associated levies for local education or specialised social enterprises such as the Cité des Métiers in Val-de-Marne, or one of the other 11 agencies in the local government area. We take an active role in these programs and promote partnerships that support people in marginalised circumstances

such as the second-chance school in Val-de-Marne or the Val-de-Marne South Employment Area Committee. We want to give everyone the chance to discover professions within our sector and business so they can obtain recognised qualifications through training programmes. This long-term commitment and partnership with employment and social agencies in the region promotes the sharing of our human and professional values contributing to the personal and collective success of all involved.

Design-production: **HAVAS PARIS**

Photo credits: © RATP – Bruno Marguerite (front cover).
Portrait of Mathieu Hanotin: © Henri Perrot.



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