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2024  
Integrated  
Report

Société  
des Grands  
Projets

REPORT REPORT REPORT  
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# ABOUT THIS *INTEGRATED REPORT*

In this first integrated report, Société des grands projets presents a comprehensive and analytical view of its performance, combining financial and extra-financial results. It demonstrates how its value creation model is built on an ambitious CSR roadmap and transparent governance, delivering transformative projects for local regions while respecting the environment.

This report follows the Value Reporting Foundation framework<sup>(1)</sup>, which recommends a structured presentation focusing on key elements that provide a comprehensive yet concise overview of Société des grands projets. Integrated thinking encourages the organisation to analyse its impact and how it manages the main categories of resources and capital it uses to create value:

- human resources: employees, skills, organisational and management methods;
- industrial resources: contractors and worksites;
- financial resources: financing model and sources;
- territorial capital: relationships with local authorities, citizens and stakeholders, engagement methods;
- environmental capital: resource management systems, methods and innovations to protect the environment.

This document provides factual and quantified information on the organisation's most significant challenges, such as ethics, user safety, health and safety on worksites, and climate impact.

It also highlights the progress of its projects, from the Grand Paris Express to Metropolitan Regional Express Services, demonstrating Société des grands projets' commitment to driving sustainable and inclusive transformation of metropolitan areas in France.

<sup>(1)</sup> Ex-International Integrated Reporting Council – IIRC.

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# VOICES ON THE GROUND

We talked to the people who use the city every day: residents, neighbours, workers and students. What emerges from their accounts are shared aspirations and practical insights that shape the vision of a more desirable urban future.



“Some students at Créteil University can spend two to three hours a day on public transport. A metro line that reduces students’ travel time could be a factor in their academic success.”

MANON  
student at Créteil University



“There needs to be much greater awareness among car owners of the need for alternative means of transport, and we need to implement the most appropriate systems.”

A Hauts-de-France resident



“The Bagneux Theatre will soon be 200 metres from the new Grand Paris Express station and will be able to welcome audiences from across Paris.”

MARIE-LISE  
theatre director



“The Grand Paris Express will become an open-air museum, with each station offering a potential encounter with an artist.”

EVA JOSPIN  
artist who created the artwork at Hôpital Bicêtre station



“The metro is simple – it appeals to everyone, in every city in the world.”

LAURENT  
station manager at Orly Airport





**“I only travel by bicycle or public transport. I’ve heard about the project that will make it easier to travel around the region and reduce car use. It will also help relieve congestion in cities, as people can more easily live in the outskirts.”**

A resident of the Lille metropolitan area



**“We came for the Olympic Games, and the metro makes it easier to get to rugby matches.”**

A Parisian at Saint-Denis – Pleyel station



**“I hope there will be fewer cars and less traffic in my neighbourhood.”**

A resident living near Line 15



**“It will be a way to get to work and will change how we move around the city on a daily basis.”**

Resident near the future Antonypole – Wissous Centre station on Line 18



**“I sometimes hire a bike, and it’s handy having places nearby where you can park them easily.”**

A resident of a town served by Line 14



**“The idea is not to take the car, which leaves public transport as the only option.”**

A Line 14 user

**“I have family who live near the future Line 15. We’re looking forward to being able to visit my parents or my sister using only the metro.”**

A resident living near Line 15



# OUR VISION

## BUILDING SUPPORT FOR MAJOR MOBILITY PROJECTS

By JEAN-FRANÇOIS MONTEILS

**O**ur approach is to make ambitious urban and transport projects possible, tackle major technical challenges and overcome the difficulties inherent in this type of project. The Grand Paris Express is the result of the largest public consultation ever organised in Europe for a transport infrastructure project, and the governance structure set up to oversee it prioritises dialogue between the French government and local authorities.

From the outset of the Grand Paris Express, we have made support for the project the focus of our efforts and our priority.

This takes the form of ongoing dialogue with local elected officials. It also involves discussions with professional organisations and economic stakeholders, to transform our projects into springboards for local employment and foster a shared safety culture at all levels. We have chosen to involve the educational community and the arts and culture sector so they become stakeholders in this extraordinary project.

Lastly, this dialogue, which is part of a continuous improvement process, is also reflected on our worksites, behind the hoardings, thanks to all Société des grands projets teams working on the ground alongside the contractors carrying out the work.

Recently, Société des grands projets took things a step further by publishing the Grand Paris Express progress report on its website, making data readily available to everyone to accurately track construction progress, including the number of kilometres of tunnels dug and rails laid, and the latest developments in cross-functional systems. This exercise in transparency, unprecedented for a project developer, is in our view essential to inform our partners about project progress and the reality of challenges encountered, and to maintain confidence in effective publicly funded initiatives capable of delivering major projects.

Our ability to build consensus at the local level also guides our approach to rolling out Metropolitan Regional Express Services across the country. Each project is different, requiring a tailored approach that addresses local issues and works hand in hand with local stakeholders. Transport projects offer unique opportunities to rethink urban planning and accelerate regional transformation. This deep-seated conviction shapes everything we do. It spurs us on every day to understand the expectations of future passengers and residents near the infrastructure we are creating and the projects we are leading, to envision future uses, and to work towards building sustainable and innovative solutions. —



**JEAN-FRANÇOIS  
MONTEILS**  
Chairman of the  
Management Board



**FRÉDÉRIC  
BRÉDILLOT**  
Member of the  
Management Board



**BERNARD  
CATHELAIN**  
Member of the  
Management Board

**From the outset of the  
Grand Paris Express,  
we have made support  
for the project the  
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and our priority.**



**Involving all stakeholders to improve safety.**

## EXCELLENCE AT THE HEART OF COMPLEX PROJECTS

By **BERNARD CATHELAIN**

**P**lanning a mobility project, a new transport network as ambitious as Grand Paris Express, is much more than the complex construction of infrastructure comprising tunnels, viaducts, ground-level tracks, stations and service facilities. There is, of course, the time needed for studies, preparatory work, civil engineering, then fitting out and equipment installation, before the testing phase that precedes opening of the lines. Each of these stages has its own set of difficulties, hazards and interfaces, and managing them requires a great deal of technical expertise. Its construction will involve the mobilisation of more than thirty tunnel boring machines, a record in Europe for a single project. The delivery must be exemplary. This applies not only to resource management and the use of responsible construction methods to limit the environmental impact of the work as much as possible, but also to the mobilisation of teams, made up of thousands of workers. Here too, we must set an example. We are particularly mindful of safety on our worksites, especially as most are now entering the phase involving multiple on-site contractors. We want to improve practices and strengthen the involvement of all stakeholders, particularly to ensure better support for temporary workers throughout their assignment, even before they start work.

This proactive approach is the choice of a project developer aware of its special responsibilities, and one that intends to leverage its experience for other major infrastructure projects.

A turning point in the history of this titanic project came in 2024 with the delivery of the first stations built under the supervision of Société des grands projets, which worked closely with Île-de-France Mobilités and transport operators.

A transport project does not end with the challenges of construction. Ensuring the reliability of the transport system and preparing it to enter service are just as essential, and require increased cooperation with the subsequent project leaders. This means openly sharing difficulties and risks, and making clear decisions to resolve or limit them. This is what we have done over the past year, working very carefully and drawing on our initial feedback to refine the opening schedule for the new Grand Paris Express lines. This work is ambitious yet realistic, meticulous and collaborative, to meet all our partners' expectations and to approach the next decisive stages on solid and sound foundations. ■■■■

## DELIVERING MOBILITY THROUGH AGILITY

By **FRÉDÉRIC BRÉDILLOT**

**O**ur state-owned agency reaches a milestone in 2025 as we celebrate our 15<sup>th</sup> anniversary. Fifteen years of public service, fifteen years of designing and delivering mobility and urban transformation projects. From our initial team of fifty people, we have grown and evolved to successfully manage the Grand Paris Express, securing financing, awarding works contracts, managing risks, tackling day-to-day challenges, designing public spaces, and implementing innovative approaches to community engagement, environmental protection and worksite safety.

Drawing on our experience to date, we are now focusing all our expertise and energy on one key priority: delivering the first sections of Lines 15, 16, 17 and 18. Once again, Société des grands projets must show it can adapt to meet new challenges, just as we did in delivering the crucial infrastructure on time to ensure that the Paris 2024 Olympic and Paralympic Games ran smoothly.

This agility, rooted in our corporate culture, gives us a clear advantage as we expand beyond Paris region to manage Metropolitan Regional Express Services. Each project brings

its own unique challenges. From Lille to Saint-Étienne, Toulouse to Metz, Rouen to Clermont-Ferrand and Lyon to Strasbourg, the Société des grands projets teams work with local partners to analyse travel patterns and metropolitan economic realities, creating customised solutions. We understand how fundamental mobility is and how feeling cut off from education, culture and employment opportunities can create social and civic divisions in our society. The solution requires careful and patient work to rebuild connections and create seamless mobility networks. Here too, our agility as a state-owned agency and our ability to bring fresh thinking and engage with all stakeholders, beyond purely regulatory approaches, proves invaluable. ■■■■

**One key priority:  
delivering the first  
sections of Lines 15,  
16 and 18.**



THE OPINION OF THE SUPERVISORY BOARD



**MOBILITY CHALLENGES AT THE HEART OF OUR SOCIAL CONTRACT.**

**F**or Société des grands projets, 2024 was a year defined by several major milestones. The first was the opening of Saint-Denis – Pleyel station and the extension of Line 14 to Orly. Meeting these deadlines was crucial for welcoming visitors from across the globe to the Paris Olympic and Paralympic Games. We successfully met this challenge, and I want to congratulate everyone involved – the teams from Société des grands projets, RATP, Groupe ADP, Île-de-France Mobilités, and of course all the contractors who worked together to deliver on this commitment. With 60,000 visitors passing through its doors each day during this global sporting event, Saint-Denis – Pleyel station has proven itself as both a vital transport hub and an architectural icon of tomorrow’s Greater Paris.

A few months later, Villejuif – Gustave Roussy station opened its doors to Line 14 passengers, ahead of those who will use Line 15. Here again, we see outstanding architecture that perfectly symbolises the tangible benefits the new metro lines will bring to Greater Paris residents. The Grand Paris Express brings exceptional healthcare facilities within everyone’s reach, while improving access to education, universities, employment and culture. It is speeding up the transformation

of our neighbourhoods, enabling us to reimagine public spaces around stations and reorganise mobility to prioritise cyclists and pedestrians. It both simplifies life and brings a sense of calm to the city.

This year also saw the new metro’s project management team take its first steps beyond Île-de-France to support a range of emerging mobility projects. For the Supervisory Board, this demonstrates our recognised expertise and the unique approach we have developed since 2010 when the Grand Paris Express adventure began. It also reflects our strong belief that mobility challenges extend far beyond the Paris region, that the feeling of isolation and being trapped in one place is a reality in many suburbs, and that the challenges of the ecological transition and low-carbon transport affect all areas, particularly peri-urban and rural communities.

Implementing coherent solutions, guided by consultation and the public interest, and grounded in understanding of each area, is essential if we are to reinvigorate our social contract.

**KARIM BOUAMRANE**  
Chairman of the Supervisory Board

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Our unique model serving the community

UNITY COMMUNITY  
COMMUNITY COMMUNITY

# Our model and our framework for action

We are an industrial and commercial public agency (EPIC in French), created in 2010 by the French government to oversee the design and delivery of the Grand Paris Express. The Metropolitan Regional Express Services (SERM) Act of 27 December 2023 expanded our role: we now work with local authorities, mobility organising authorities, SNCF Réseau and SNCF Gares & Connexions to develop and implement specific projects. We are one of France's leading project developers. Our teams include specialists in engineering and transport and development project management. Together, we work closely with all stakeholders to deliver mobility solutions tailored to local needs.

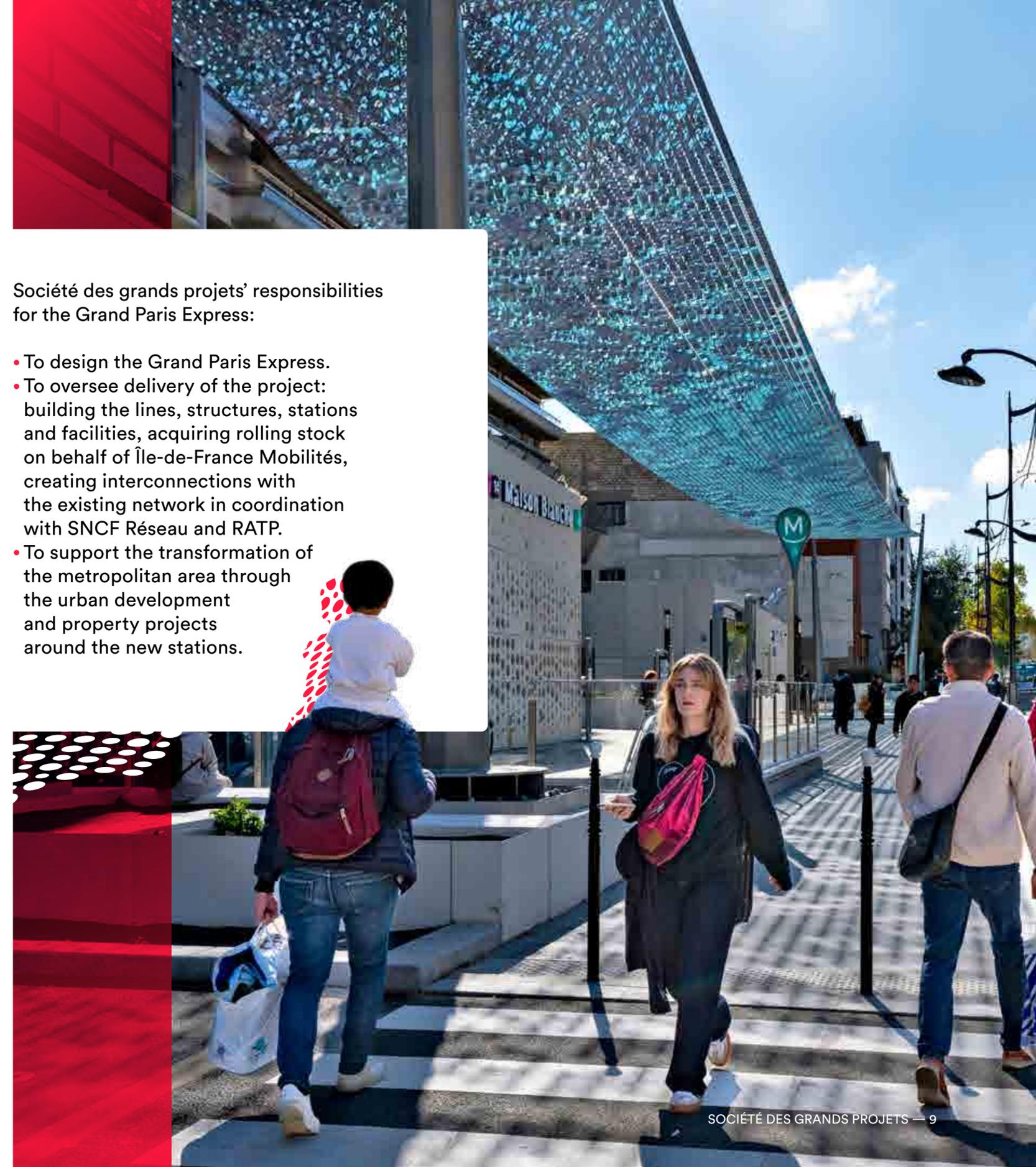
## Our role in the Grand Paris Express

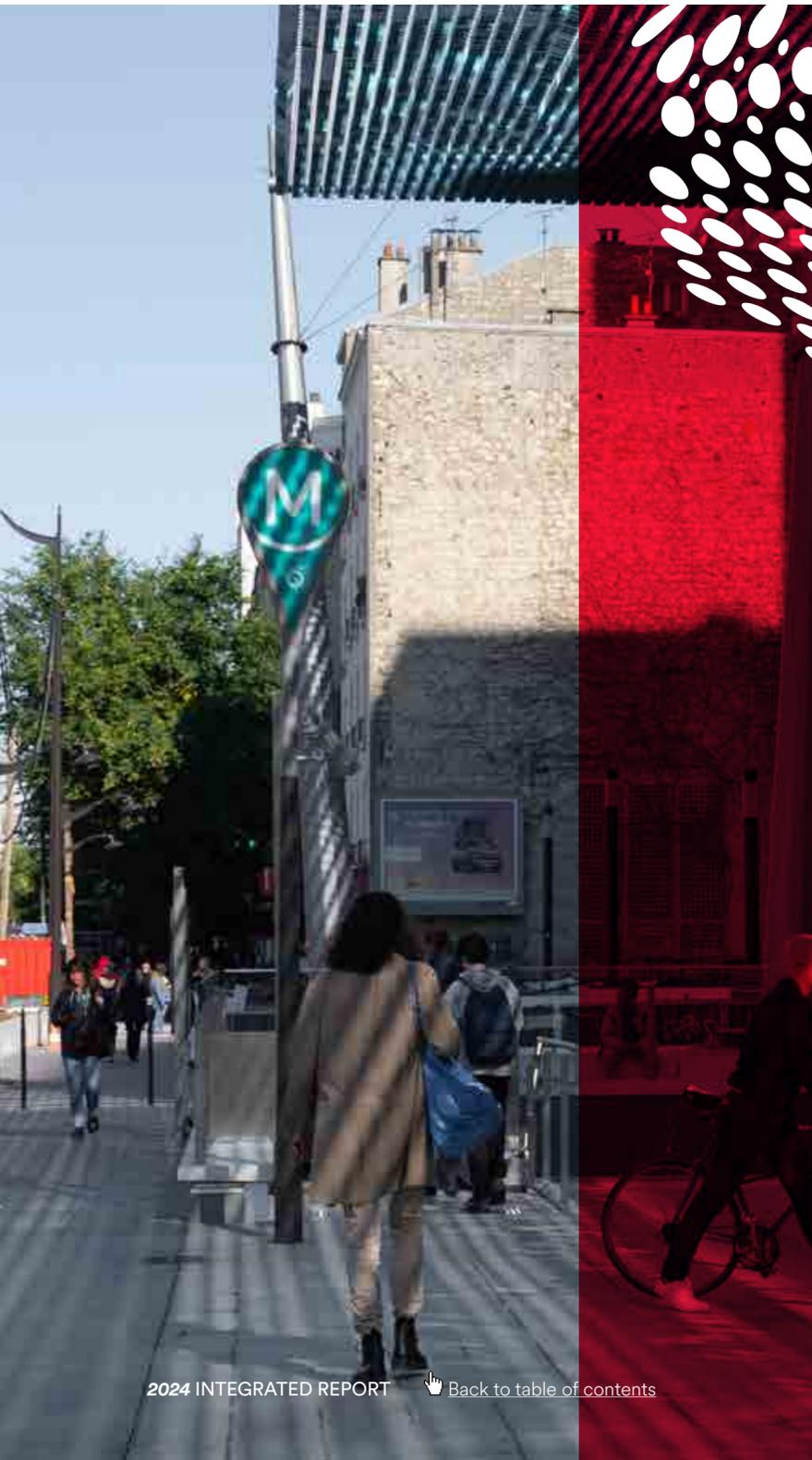
The **Grand Paris Act of 3 June 2010** created Société des grands projets, originally named Société du Grand Paris, to oversee the Grand Paris Express project. The project's scale, complexity and ambition required a dedicated organisation with its own financing and resources.

The Act defines Greater Paris as “an urban, social and economic project of national interest” aimed at promoting “sustainable and inclusive economic growth driving job opportunities in the Greater Paris region” to boost its appeal and “maintain its competitive edge on the world stage”. It specifies that this project must be underpinned by creating a public transport network with state-funded infrastructure: the Greater Paris public transport network.

Société des grands projets' responsibilities for the Grand Paris Express:

- To design the Grand Paris Express.
- To oversee delivery of the project: building the lines, structures, stations and facilities, acquiring rolling stock on behalf of Île-de-France Mobilités, creating interconnections with the existing network in coordination with SNCF Réseau and RATP.
- To support the transformation of the metropolitan area through the urban development and property projects around the new stations.





## Understanding the roles and responsibilities for the operation and maintenance of the Grand Paris Express

### Île-de-France Mobilités *Mobility Organising Authority*

- Defines the operating conditions and performance targets of the transportation service for the transport operators and infrastructure manager.
- Is responsible for (and finances) the maintenance and replacement of elements that fall outside the scope of the infrastructure manager (operational responsibility for maintenance will be assigned to the transport operators).
- Owns the rolling stock after handover from Société des grands projets (operational responsibility for maintenance will be assigned to the transport operators).
- Selects the transport operators.
- Contracts with the transport operators and the infrastructure manager.
- Finances the work of the transport operators and the infrastructure manager.



### RATP Infrastructures (IM) *Infrastructure Manager (IM)*

- Is responsible for maintenance and replacement of some of the assets that make up the Grand Paris Express (Ministerial decree of 8 February 2019).
- Contracts with Île-de-France Mobilités to define the operating conditions, performance targets and remuneration mechanisms for its work.
- Works with the transport operators to establish the procedures governing the infrastructure manager/transport operator interfaces.

### Keolis for Lines 16, 17 and 18, Consortium ORA (RATPDev, Alstom and ComfortDelGro) for Line 15 South *Transport Operators (TOs)*

- Operate the lines for which they are selected as operators by Île-de-France Mobilités, in line with the operating conditions and performance targets defined by contract.
- Maintain the rolling stock and assets that fall outside the scope of the infrastructure manager (included in the line operation contract).
- Work with RATP Infrastructures to establish the procedures governing the infrastructure manager/transport operator interfaces.

### Société des grands projets *Programme manager and owner of the Grand Paris Express*

- Designs and draws up the blueprint for the Grand Paris Express.
- Executes and finances the projects that make up the Grand Paris Express.
- Purchases all rolling stock; transfers ownership to Île-de-France Mobilités.
- Owns the infrastructure it builds.

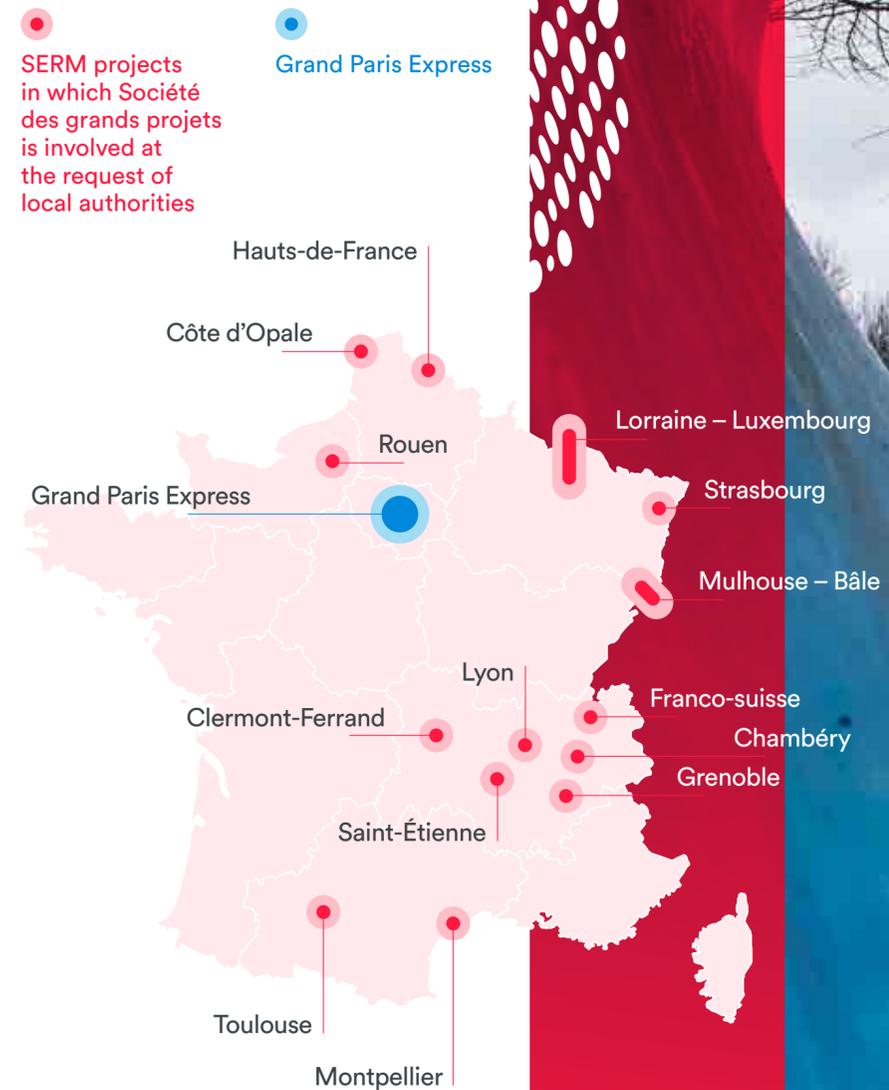
## Our role in Metropolitan Regional Express Services

The Metropolitan Regional Express Services Act of 27 December 2023 expanded Société des grands projets' responsibilities across France. Working alongside SNCF Réseau and SNCF Gares & Connexions, we can be called upon by local authorities behind SERM projects, such as mobility organising authorities (regions, metropolitan areas and inter-municipal cooperation bodies).

- **During the SERM preliminary planning phase,** Société des grands projets can provide expertise to:
  - lead the process to ensure coordinated and successful delivery;
  - align studies to strengthen and formalise the project's blueprint;
  - manage community engagement and develop projects that meet local needs.

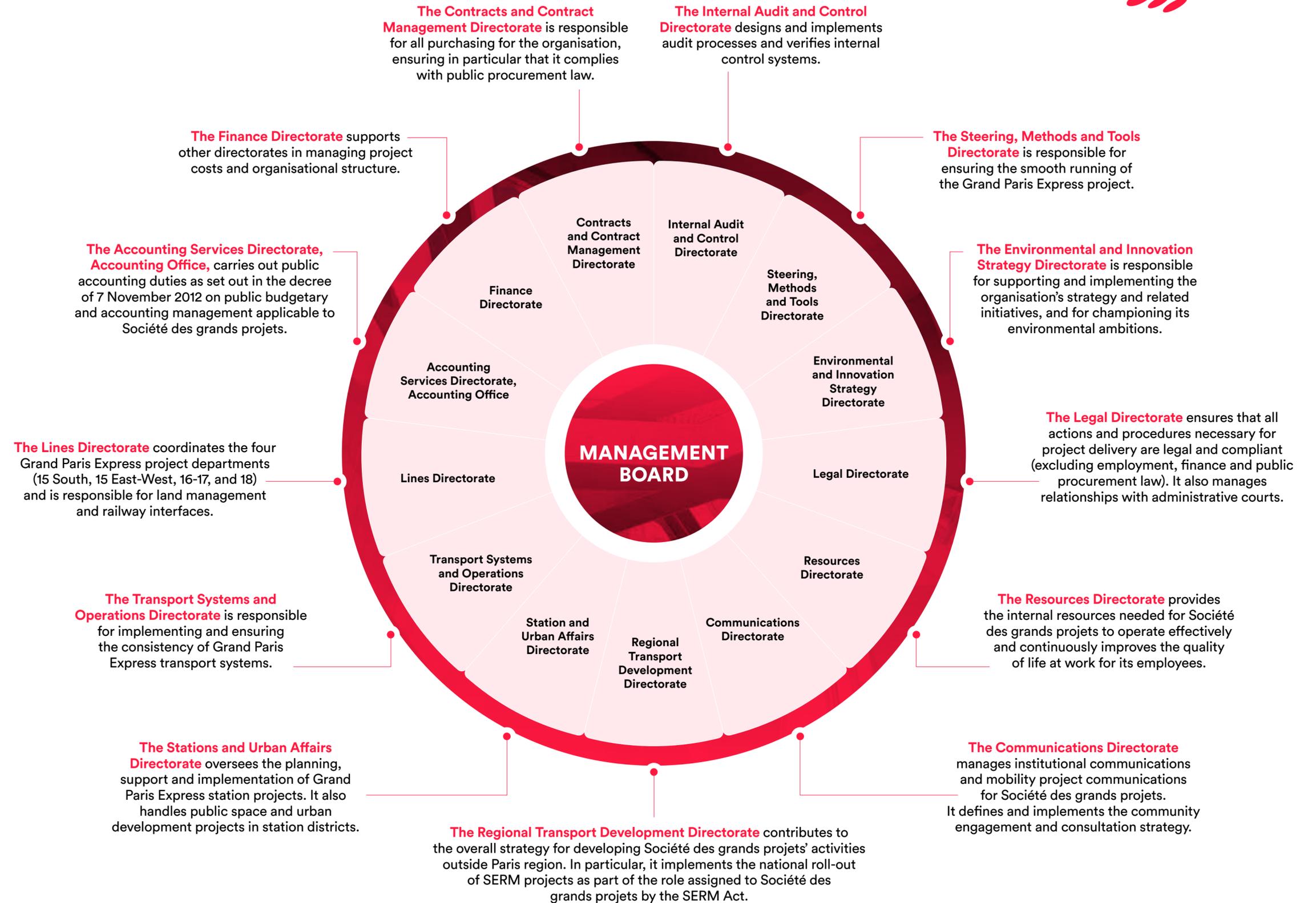
- **During the construction phase,** within the local coordination structure, Société des Grands Projets can:
  - act as programme manager and owner:
    - when appointed by the Minister for Transport for:
      - new infrastructure on the national rail network and new multimodal interchanges and passenger stations,
      - railway lines or sections of line with little or no use for five years.
    - when appointed by local authorities for:
      - projects to create or extend public transport infrastructure with at least one connection to the metropolitan regional express service network concerned,
      - railway lines whose ownership or management has been transferred to local authorities,
      - new maintenance workshops.
  - participate in project financing and coordination activities. Société des grands projets contribute to SERM financing, ensuring costs and schedules are met, and oversee effective coordination between the various project management teams within the local coordination structure.

### OUR PROJECTS IN FRANCE (Spring 2025)



# Understanding our organisation

We are structured into thirteen directorates which, together with the Management Board, form the Executive Committee. Each Executive Committee directorate is divided into several departments, units and centres. This matrix organisation enables us to deploy all the business expertise necessary within project platforms to deliver the Grand Paris Express. One of our directorates is dedicated to implementing Metropolitan Regional Express Services and supporting the relevant local authorities.



# Our governance bodies

Dialogue, consultation and transparency are essential to the successful outcome of a major transport and development project such as the Grand Paris Express. We involve all stakeholders at every stage of the new metro, from design to opening: the French government, local authorities, regional transport operators (Île-de-France Mobilités, RATP, SNCF), trade associations and, of course, local residents. The composition of our governing bodies facilitates ongoing consultation with elected officials.

## Management Board

Our Management Board comprises three members who exercise their functions on a collegiate basis: Jean-François Monteils, its Chairman since 17 March 2021, appointed by decree of the Council of Ministers. Bernard Cathelain, since 25 March 2015, and Frédéric Brédillot, since 20 April 2017, both appointed by decree of the President of the French Republic.

### Progress report: **A KEY MANAGEMENT TOOL FOR GRAND PARIS EXPRESS**

This report keeps the Supervisory Board informed of progress on the Grand Paris Express. It is available to everyone on our website, covers several key areas:

- Worksite safety;
- Cross-functional systems;
- Construction progress by line;
- Transport operators (operator mobilisation phase);
- Urban development (transport hub studies, property projects, Grand Paris Art);
- Grand Paris Express cost trends and projections;
- HR summary, focusing in particular on staffing levels.

From this year, it also includes the new mobility projects in which we are involved, such as the northern extension of Line 18 and Metropolitan Regional Express Services, providing our governance bodies with insights into our work on these expanded responsibilities.

## The Supervisory Board

- is made up of 21 representatives from the French government and local authorities;
- oversees the management of the Société des grands projets;
- deliberates on the company's general policy guidelines, financial statements and budget;
- meets at least twice every six months.

## The Audit and Commitments Committee

- issues opinions and comments to inform the Supervisory Board of the investment, audit, internal control, and risk management policy of Société des grands projets, as well as its budget, finance, and accounting management.
- meets before each meeting of the Supervisory Board.
- is made up of 12 members, ten of whom are appointed from members of the Supervisory Board (four representatives of the departmental councils, one representative of the Paris region, five government representatives) and two are qualified individuals (independent members) who are:
  - Patrice Garnier, independent director,
  - Sylvain Rousseau, Chairman and CEO of the Aresia Group.

## Two bodies to advise and assess mobility projects

### Société des grands projets' Scientific Council of Economists

- provides economic advice to Société des grands projets;
- expresses an opinion on certain major stages of the socio-economic assessments carried out by the public agency;
- develops and implements a research programme designed to advance knowledge on the economic and social issues involved in development in major cities and the role of public transport infrastructure;
- is made up of 11 members, including its chair – five members working mainly outside France and five members working mainly in France – as well as emeritus members.



## Société des grands projets' Assessment Board

- assesses the impact of projects on economic, social and environmental ecosystems;
- informs public debate and decision-making by the relevant public and private stakeholders at various stages;
- leads assessment work that draws on multidisciplinary expertise and is conducted according to the highest standards in the various fields. This work must provide a basis for comparing the impacts of projects with the targets set and the resources deployed.



## COMPOSITION OF THE SOCIÉTÉ DES GRANDS PROJETS GOVERNANCE BODIES

– At date of publication of this document

### Composition of the Société des grands projets Supervisory Board

#### ELECTED MEMBERS

- **Karim Bouamrane**  
Chairman of the Supervisory Board
- **Valérie Péresse**  
Chair of Paris region Regional Council
- **Anne Hidalgo**  
Mayor of Paris
- **Georges Siffredi**  
Chair of Hauts-de-Seine Departmental Council
- **Stéphane Troussel**  
Chair of Seine-Saint-Denis Departmental Council
- **Jean-François Parigi**  
Chair of Seine-et-Marne Departmental Council
- **Pierre Bédier**  
Chair of Yvelines Departmental Council
- **François Durovray**  
Chair of Essonne Departmental Council
- **Olivier Capitanio**  
Chair of Val-de-Marne Departmental Council
- **Marie-Christine Cavecchi**  
Chair of Val-d'Oise Departmental Council

#### GOVERNMENT REPRESENTATIVES

- **Rodolphe Gintz**  
Vice-Chair of the Supervisory Board, Director General for Infrastructure, Transport and Mobility
- **Jean Bensaid**  
Director of the Infrastructure Financing Support Mission – Treasury Department

- **Agnès Reiner**  
Deputy General Director – National Agency for Territorial Cohesion
- **Emmanuelle Gay**  
Regional and Interdepartmental Director of Equipment and Development for Paris region
- **Vincent Montrieux**  
Deputy Director of Housing, Urban Planning and Landscapes
- **Cécile Raquin**  
Director General of Local Authorities
- **Stéphan de Fay**  
Director General of public agency Grand Paris Aménagement
- **Matthieu Blet**  
Head of the Strategy, Contracts and Evaluation Office, Directorate-General for Local Authorities
- **Thomas Espeillac**  
Deputy Director, Fourth Division, Budget Directorate
- **Béatrice Bellier-Ganiere**  
Head of Department and Deputy Director, State Property Department
- **Hélène Fernandez**  
Deputy Director General, Heritage and Architecture Directorate (Architecture Lead)

#### ALSO ATTENDING THE SUPERVISORY BOARD IN AN ADVISORY CAPACITY

- **Jean-François Monteils**, Chairman of the Management Board, **Bernard Cathelain** and **Frédéric Brédillot**, Management Board members
- **Marc Guillaume**  
Prefect of the Paris region, Prefect of Paris, Government Commissioner
- **Philippe Dupuis**  
Inspector General of Finance, Budget Controller

- **Stéphane Liard**  
Société des grands projets Accounting Officer
- A staff representative appointed by the Social and Economic Committee

### Composition of the Société des grands projets Scientific Council of Economists

- Chair: **Jean-Paul Ourliac**, honorary Engineer General in the Corps of Bridges, Waters, and Forests.
- **Kristian Behrens, Jacques Lévy, Frédéric Robert-Nicoud, Andrés Rodríguez-Pose** and **Richard Shearmur**, members practising mainly outside France.
- **Guy Bourgeois, Marc Ivaldi, Guillaume Monchambert, Benoit Schmutz** and **Magali Talandier**, members practising mainly in France.
- **Jacques-François Thisse** and **Emile Quinet**, emeritus members, the latter acting as General Rapporteur.

#### ALSO INVOLVED IN AN ADVISORY CAPACITY IN THE WORK OF THE SCIENTIFIC COUNCIL:

- **William Roy**, appointed by the President of the Economy, Transport, Networks section of the General Inspectorate for the Environment and Sustainable Development.
- One member appointed by the Chair of the Council of Economic Advisors.
- One member appointed by the Chair of the Economic Commission for Sustainable Development.
- **Isabelle Kabla-Langlois**, appointed by the Director-General of Insee.
- **Jincheng Ni**, appointed by the Director-General of France Stratégie.

- **Pascal Gautier**, appointed by the Secretary General for Investment.

### Composition of the Société des grands projets Assessment Board

- The chairs of the Supervisory Board, Strategy Committee and Management Board of Société des grands projets: **Karim Bouamrane, Nicolas Samsoen** and **Jean-François Monteils**, respectively.
- The chair of the Scientific Council, **Jean-Paul Ourliac**, and three members appointed by him: **Émile Quinet** (Rapporteur), **Jacques Lévy** and **Guy Bourgeois**.
- Seven experts recognised for their expertise in the various fields involved: **Emmanuel Bellanger, Vincent Kaufmann, Jean-Marc Offner, Taoufik Souami, Sophie Szopa, Nicolas Coulombel** and **Philippe Gagnepain**.
- The directors of Apur (**Alexandre Labasse**), IPR (**Nicolas Bauquet**), Insee Paris region regional office (**Isabelle Kabla-Langlois**), Île-de-France Mobilités (**Laurent Probst**), Paris Région Entreprises (**Lionel Grotto**) and Driat (**Emmanuelle Gay**).

# Our Strategic Plan

Our 2025-2030 Strategic Plan is built on four key commitments that will guide our actions in the coming years. Developed in close collaboration with our employees, it reflects a collective and shared ambition: to establish Société des grands projets as a leading public project developer, serving communities and the public interest. A public programme owner that brings together expertise to transform everyday mobility.

## 1 DELIVER THE GRAND PARIS EXPRESS, showcasing our expertise

Bringing the first Grand Paris Express lines and stations into service is our priority. Our flagship project remains our greatest challenge and the one against which we will be measured. Its success is crucial as it will showcase our expertise for the future.

### OUR GOALS

- **Deliver** the Grand Paris Express lines on time and on budget.
- **Guarantee** service quality and infrastructure performance across all Grand Paris Express lines.
- **Implement** the urban development aspect of the Grand Paris Express.
- **Build on** and share our expertise.

## 3 DRIVE ECOLOGICAL TRANSITION and social cohesion

Our projects must drive transformation in both local communities and the construction and development sectors. We aim to push boundaries, for both environmental and social progress.

### OUR GOALS

- **Ensure** our projects have a social and cultural benefit in their communities.
- **Design and deliver** projects that maximise environmental and socio-economic performance.
- **Work to transform** the construction and development sectors alongside our partners.

## 2 ROLL OUT A NATIONWIDE RANGE of tailor-made, recognised services

Metropolitan Regional Express Services (SERMs) are now part of our roadmap. This requires us to adapt our expertise to each region and its specific features and constraints, providing practical, sustainable solutions.

### OUR GOALS

- **Roll out** initial service improvements across all our SERM projects.
- **Tailor** our approach to each region.
- **Implement** our CSR commitments in collaboration with our partners.

## 4 RISE TO THE CHALLENGES of Société des grands projets through necessary change

Our ability to adapt is crucial for project delivery. This commitment provides a framework for this transformation, in terms of both principles and method.

### OUR GOALS

- **Develop practices** to improve safety on worksites and in neighbouring areas.
- **Put in place** organisation and governance structures suited to our new model.
- **Turn the transformation** of Société des grands projets into an opportunity for everyone to develop their skills.

As we become Société des grands projets, our organisation is evolving to take on new responsibilities while continuing to prioritise the delivery of the Grand Paris Express, the flagship project that demonstrates our expertise and capabilities as a public project owner. These new challenges require us to recommit to a common goal for all our employees and partners. We have developed this new strategic plan with this in mind, reinforcing our commitments to ecological transition and social cohesion, while also making the necessary changes for our organisation to meet its challenges of delivering the Grand Paris Express and rolling out tailored mobility solutions nationwide.

ARNAUD PACHECO  
Strategic Plan Manager



# Our CSR roadmap

We are fully committed to environmental, social and economic considerations in designing and delivering the Grand Paris Express. This project aims to actively contribute to the Paris region's ecological and energy transition. This ambition also guides our implementation of Metropolitan Regional Express Services. Our CSR roadmap, developed through collective reflection, builds on best practices gained from project delivery and addresses current societal challenges. It is an integral part of our strategy, based on three pillars.



## OVERSEE our projects responsibly through dialogue.

- Maintain ongoing dialogue with external stakeholders.
- Ensure transparency in our governance and fairness in our practices.
- Prevent project-related safety risks.
- Ensure the health, diversity, equal treatment and career development of our employees.



## BUILD while protecting the environment and contributing to resilience in local areas.

- Implement an ambitious policy for the climate and the energy transition.
- Preserve biodiversity, facilitate its inclusion in the city and limit disturbance caused by the project.
- Promote the circular economy and resource optimisation.



## CONTRIBUTE to the development of local areas.

- Promote access to employment and training for all.
- Support the economic, social and community-based development of local areas.
- Promote a social and intergenerational mix in property planning and public spaces.
- Deliver reliable and accessible transport services.



## SUSTAINABLE commitments

The three commitments in our CSR roadmap guide our actions supporting the United Nations' Sustainable Development Goals (SDGs), which set out 17 priorities to be achieved by 2030 to contribute to economic development that is respectful of people and the planet. As a member of the Global Compact since 2020, Société des grands projets is implementing appropriate policies in response to this common goal at national and international levels. This goal is to ensure the implementation of human rights, fight against inequalities, face the climate challenge and preserve natural resources.



# Our tools for managing and achieving our commitments

Drawing on our experience with the Grand Paris Express, we have developed unique expertise in understanding the environmental impacts of major transport and development projects. We have innovated across many areas by designing and implementing tools to better analyse, calculate and consider all dimensions of a project. These tools enable us to track our activity and share this information transparently. Made available to all construction stakeholders, they encourage innovative solutions and continuously improve practices through a collaborative approach.

## T-Rex: ensuring traceability of excavated material

We developed T-Rex, a tool for tracking excavated materials. Available to all stakeholders in the excavated material management chain, this tool is based on soil characterisation, weighing and digital process management. It requires immediate data entry upon dispatch and receipt of each consignment of soil. It accurately tracks information and various steps involved in the soil's journey and its destination: original location, quality and intended disposal route, tonnage, collection date and time, and acceptance or rejection by the receiving facility. This traceability improves the way we monitor excavated material and helps with compiling the reports that we send to government departments and local authorities.



**FRÉDÉRIC WILLEMIN**  
Deputy Director of Environmental and Innovation Strategy

Over time, various tools and approaches have been tested, implemented and adapted to meet Société des grands projets' needs and expectations. The format and stakeholders involved vary significantly. These might be targeted tools responding to regulatory requirements, such as waste management, which must be implemented by all stakeholders in the relevant sectors. Or they might be comprehensive approaches designed to maximise a particular project's environmental performance, such as Design To Planet. Their common denominator is combining innovation, forward planning and environmental progress.



## E<sup>2</sup>: driving environmental innovation with our railway partners

We have teamed up with SNCF Réseau, RATP, Syntec Ingénierie, FIF and Railenium to set up Environnement Express (E<sup>2</sup>), an environmental accelerator for the rail industry. The aim is to overcome technical, legal and regulatory barriers to the deployment of environmental innovations in this sector by engaging all relevant stakeholders (ordering parties, contractors and project managers). The programme is structured around seven working groups, led by programme management representatives. Société des grands projets is involved across the programme and specifically coordinates groups focusing on low-carbon concrete and innovative environmental procurement.



## Design to Planet: environmental performance-led management

*Design to Planet* offers a unique management approach that addresses environmental challenges by going beyond current best practice. Unlike the traditional approach of doing environmental “best efforts” within architectural goals and technical-economic constraints, *Design to Planet* manages projects based on environmental performance targets that often exceed regulatory requirements. This is a method that can be applied to all stages of a project.



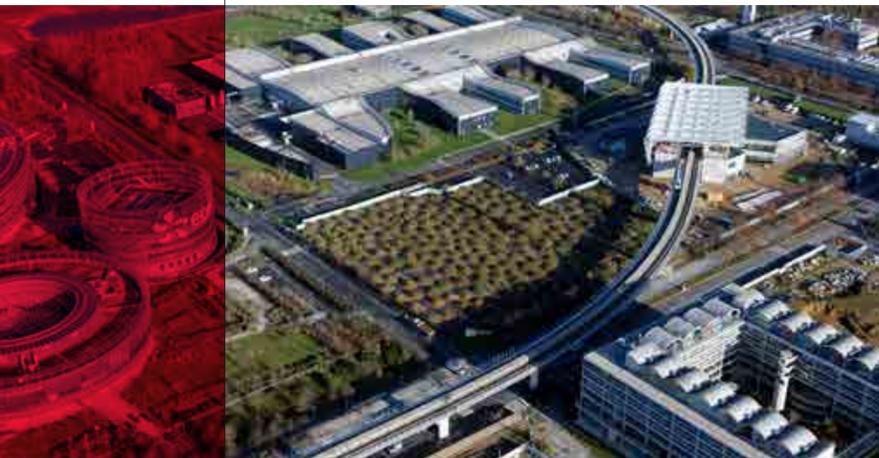
## CarbOptimum®: assessing carbon footprint

To assess the Grand Paris Express carbon footprint, we developed our own tool, CarbOptimum®. It considers five direct and indirect sources of greenhouse gas emissions that can be generated and avoided: studies and pre-construction works, infrastructure construction, infrastructure operation, impact on mobility in the Paris region, and impact on regional development. The carbon impact is calculated by comparing the carbon footprint generated by project construction and operating costs with the emissions avoided as a result of bringing it into service. This assessment is carried out in line with current standards. Developed with specialist consultancies, the tool draws on methodological aspects from Ademe and other international methodologies such as the *Greenhouse Gas Protocol*.



## Circulence®: driving a smarter circular economy

Circulence® is a tool that enables us, as public procurers, to change the way we do things by providing the entire ecosystem with indicators, requirements and recommendations to measure circularity performance more precisely. Several areas, such as compliance with the hierarchy of processing practices, the environmental performance of means of transport, or circular and sustainable procurement, can be subject to particularly high performance requirements on a project such as the Grand Paris Express. We have therefore developed indicators to use as rating criteria, to encourage architects, project managers and construction contractors to excel over and above merely fulfilling their obligations. All stakeholders in the public and private works sector can adopt these innovative criteria. As a registered trademark, Circulence® will remain a compliant solution that will continue to strive to achieve objectives and industrialise processes in the circular economy.



# Our Human Resources policy: the organisation's Employment & Working Conditions Report

NUMBER OF EMPLOYEES ON PERMANENT AND FIXED-TERM CONTRACTS

1,060



NUMBER OF CO-OP STUDENTS EMPLOYED

43

NUMBER OF EMPLOYEES WHO RECEIVED TRAINING

783

GENDER EQUALITY INDEX SCORE

92/100

% OF WOMEN ON THE EXECUTIVE COMMITTEE



## Training aligned with organisational and employee needs

In 2024, training provision was more targeted to reflect progress on the Grand Paris Express and individual employee needs related to their roles.

- 62% of total training hours dedicated to skills development for current roles.
- 33% of total training time devoted to strategic and regulatory training.

## An agreement to plan career paths and support employees

Société des grands projets delivers mobility projects that, by definition, come to an end once completed. This is the case for the Grand Paris Express lines that will gradually enter service between 2024 and 2031. To best support staff through to the end of their assignments, a Career and Skills Management Agreement was signed with trade unions. The result of high-quality employee-employer dialogue, it formalises the introduction of a set of measures designed to provide practical solutions for employee skills development and career management.

It is built on five pillars:

- **Recruitment and onboarding:** using fixed-term contracts for external recruitment where positions cannot be filled internally, continuing our youth training policy through apprenticeships, professional training contracts and internships.

- **Training and development:** an increased training budget, special focus on employees aged 50 and over, a mentoring programme that leverages the experience of senior staff members and promotes skills and knowledge transfer.
- **Assessment:** employees can play an active role in demonstrating their skills by building a “skills portfolio” that documents both the skills used in their current role and those acquired throughout their career.
- **Internal mobility:** priority given to long-term internal recruitment (minimum 30% of open positions).
- **External mobility:** career transition leave to help define and pursue a career plan outside the organisation, in collaboration with partner organisations.
- **End of career:** specific information and support measures for retirement, including assessment by an external service provider, pension rights assistance and phased retirement.

👉 [See our full Employment & Working Conditions Report \(French Content\)](#)



# Our risk management approach

We have designed and structured a risk management approach to identify, assess and control risks that may impact our activities and projects. This approach supports our teams in project delivery while providing our governance bodies and stakeholders with a guarantee that we are in control of our operations and that they are technically, financially and legally sound. This is underpinned by a key tool: risk mapping.

## 👉 THE TOP RISK OF 2024

1. **Worksite safety**
2. **External interfaces**  
– Infrastructure/Systems
3. **Contract execution**
4. **Revenue deterioration and financing conditions**

## Risk mapping methodology

The risk map is presented annually to the Management Board, the Committee of Oversight Bodies and the Audit and Commitments Committee. It identifies, evaluates and categorises macro risks that could affect Société des grands projets and its projects, using four risk levels with probabilities ranging from very high to low. Two macro-risk families have been identified:

- **Industrial risks:** specific to Société des grands projets as project owner, relating to Grand Paris Express worksite management (underground works, programme stability, etc.).
- **Corporate risks:** specific to Société des grands projets as an industrial and commercial public agency, relating to its organisation structure and processes, which may indirectly impact the delivery of the Grand Paris Express and Metropolitan Regional Express Services.



Their severity level is based on five types of impact:

- impact on safety
- impact on cost
- impact on schedule and project continuity
- impact on the environment
- impact on reputation linked to media coverage and legal aspects.

Annual risk map updates since 2016 provide regular monitoring of changes in risk and key control measures, managed by risk owners at the Société des grands projets Executive Committee level. Action plans are reviewed quarterly by the Executive Committee.

## Providing a strategic view of internal and external risks

### • Internal uses

The risk map feeds into the internal audit and internal control monitoring plans. Additionally, an analysis of the consistency between the macro risks and operational risk registers is performed after each update to the risk map, to identify and examine any gaps between operational and decision-making levels.

### • External uses

The Société des grands projets Management Board may share all or part of the risk map with external stakeholders (French Anti-Corruption Agency, statutory auditors, insurers and oversight bodies) to demonstrate changes in risks and the level of control over them. The risk map also supports the process of identifying non-financial risks as part of the CSR roadmap. It is also shared with the French Financial Markets Authority in connection with bond issues.

## 1. Worksite safety

The risk level continues to be critical despite the efforts made. Risk factors remain very high, mainly due to the large number of worksites, the simultaneous work of the multiple on-site contractors, the start of testing on Line 15 South, and the contracts' geographical scope.

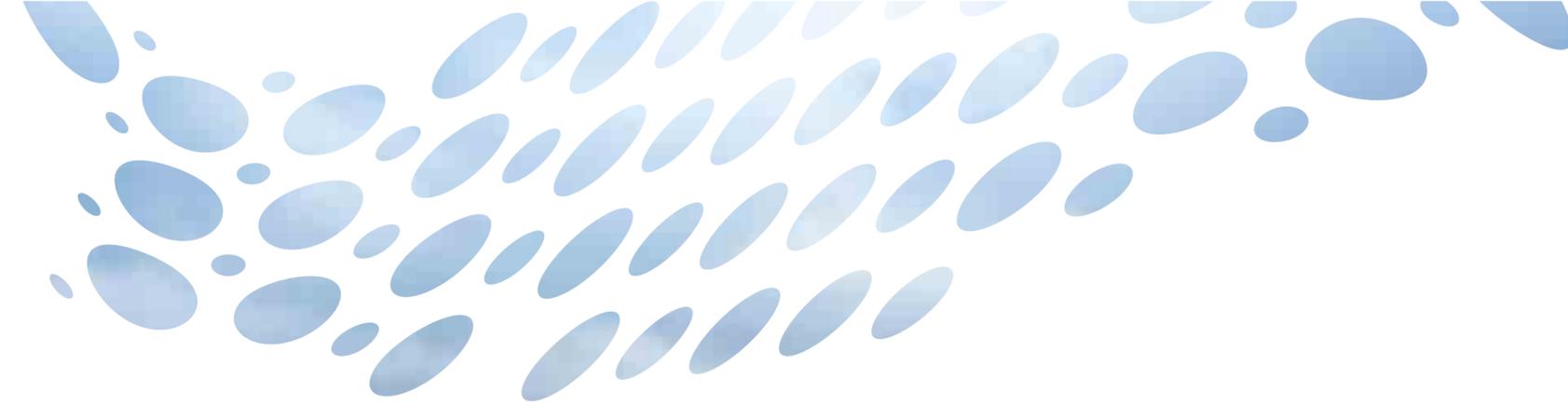


SUMMARY OF ASSOCIATED ACTION PLAN	STATUS
Conduct a cross-functional audit of the PPSPS (specific health and safety protection plan) and implement the corresponding action plan	<i>Ongoing</i>
Organise the 2024 worksite shutdown day and document the feedback	<i>Completed</i>
Oversee and support the Safety Board set up in 2024 and implement proposals for improvement	<i>Completed</i>
Organise the 2024 best practices competition	<i>Completed</i>
Implement a plan to strengthen safety culture following the assessment	<i>Completed</i>
Conduct an audit on the implementation of frequency rate and severity rate indicators and implement corrective actions	<i>Completed</i>
Set up a safety management system specifically for opening Line 14	<i>Completed</i>
Strengthen project owner involvement, in particular by recruiting safety officers on worksites and by conducting regular and ad hoc safety visits by “project teams”	<i>Completed</i>
Update the Construction Site Safety and Security Charter (including above-ground sites and systems – procedures for managing the red zone during the test phase)	<i>Completed</i>
Organise the Safety Forums and award the 2024 safety certifications	<i>Completed</i>
Roll out safety inspection kits to operational teams on existing worksites	<i>Completed</i>
Conduct annual audits on all worksites and cross-functional audits on specific areas (worksite access control, escalation procedures for excavation accidents, periodic checks, etc.)	<i>Ongoing</i>
Share feedback following incidents and best practices observed on worksites with all stakeholders in the work chain	<i>Ongoing</i>
Coordinate and manage emergency response and planning teams in conjunction with emergency services and public safety authorities	<i>Ongoing</i>
Improve worksite safety and security by creating a dedicated unit	<i>Completed</i>
Clarify the organisational structure and responsibilities of the chain for monitoring and dealing with damage to third parties	<i>Completed</i>

## 2. External interfaces – Infrastructure/Systems

This risk concerns the inadequate identification and handling of interfaces between contracts, studies and work carried out under the oversight of Société des grands projets, in particular infrastructure/systems interfaces, including concurrent engineering.

The unchanged criticality is due to new phases that are about to begin and lessons learned that we still need to leverage following the opening of the Saint-Denis – Pleyel, Aéroport d’Orly and Villejuif – Gustave Roussy stations. However, the various action plans already implemented and those currently underway suggest that criticality will decrease significantly by 2026.



SUMMARY OF ASSOCIATED ACTION PLAN	STATUS
Raise awareness of the systems among teams through the “overview of the Grand Paris Express systems and subsystems” training module	<i>Completed</i>
Implement the action plan resulting from the AI027 audit on “interface management”	<i>Completed</i>
Establish a committee for managing infrastructure/system interfaces within the platforms and across departments in 2021	<i>Completed</i>
Integrate the latest version of the interface data sheet register into contracts covering all trades	<i>Completed</i>
Set up a process for coordinating and managing infrastructure/system interfaces	<i>Completed</i>
Hold regular meetings of a committee of systems experts	<i>Ongoing</i>
Infrastructure/systems: Lead the process for coordinating and managing interfaces	<i>Ongoing</i>
Deploy an MA1 training module – Managing interfaces during the construction phase – to raise awareness of all interface-related issues	<i>Completed</i>
Renegotiate MOE-I and MOES contracts so that additional services such as “progress estimates” can be requested	<i>Completed</i>

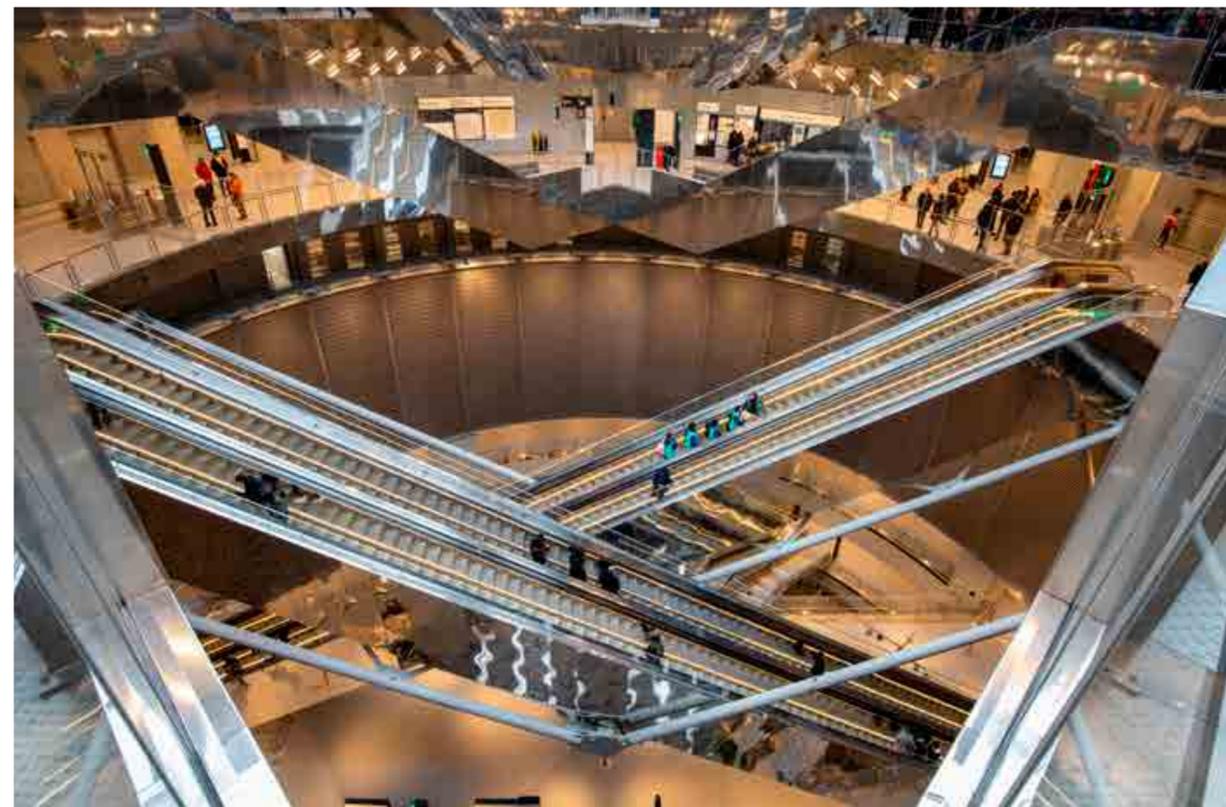
SPECIFIC ACTIONS CONCERNING THE DESIGN/CONSTRUCTION OF LINES 15 WEST AND 15 EAST	STATUS
Feedback from lines covered by the MOP Act (on public procurement management) is taken into account (during the contract award phase) by the programme coordination unit for lines under design-and-build contracts to improve the management of interfaces between the design-and-build consortium and cross-functional systems	<i>Completed</i>
Ensure the smooth running (during the contract execution phase) of the interface management process between the design-and-build construction and the cross-functional system contracts, under the supervision of ATMO/ISG (technical assistance to the project owner and general systems integrator); and arbitration if necessary by the Société des grands projets (contract awardee’s compliance with the committee procedure, audit of deliverables)	<i>Ongoing</i>

### 3. Contract execution

This risk concerns the alignment between the contract awardee’s deliverables and Société des grands projets’ requirements, through contracts, amendments and the legal and economic assessment of additional payment requests, in line with the objectives of the Grand Paris Express (cost, quality and deadline) established internally. It includes Société des grands projets’ ability to monitor changes to contracts (whether from the project owner, project manager or contract awardee), manage potential deviations (or disputes) effectively and operationally (traceability), and respond promptly to supplier difficulties during execution. The criticality remained unchanged in 2024, despite fewer contracts to manage and increased experience (learning curve). Although legal dispute risks will outweigh contract execution risks, there are still a number of outstanding deliverables for the Line 14 extension for which we do not yet have sufficient feedback, including:

- system contracts beyond the equipment installation phase (testing, etc.);
- design-and-build contracts just entering execution phase.

SUMMARY OF ASSOCIATED ACTION PLAN	STATUS
Implement standardised management of the four design-and-build contracts	<i>Completed</i>
Prepare contract closures in line with cost targets	<i>Completed</i>
Implement the contract implementation guide through targeted technical data sheets	<i>Completed</i>
Include clauses to provide a framework for changes to development contracts (standard Special Conditions of Contract)	<i>Completed</i>
Recruit contract lawyers	<i>Completed</i>
Create a team of construction economists	<i>Completed</i>
Set up structured coordination by purchase category (as in procurement)	<i>Completed</i>



## 4. Revenue deterioration and financing conditions

This macro risk concerns our ability to finance and refinance the project sustainably (respecting debt ceiling and maximum maturity) against a backdrop of rising interest rates and inflation, while ensuring that Société des grands projets' business model remains balanced. This includes securing adequate resources (tax and fee revenues) and tax treatments related to the Grand Paris Express necessary to cover project expenses. This project's long-term viability depends on the macroeconomic environment and government decisions. This macro risk is assessed within the context of cost control for the current scope of the Grand Paris Express. In 2024, risk criticality increased due to factors independent of contract execution. Regarding revenue (excluding taxation), increased State-Region Plan Contract (CPER) charges are offset by the annual tax on office, commercial and storage premises (TSB) and fees paid by the mobility organising authority, Île-de-France Mobilités. Furthermore, there are still uncertainties over the future of TSB, particularly given the state of the property market post-Covid. With regard to the financing of the Grand Paris Express, the macroeconomic and political situation increases the risk of interest rate rises, to which Société des grands projets remains exposed given the constraints on its issuance policy.

SUMMARY OF ASSOCIATED ACTION PLAN		STATUS
<b>Key indicator analysis and monitoring</b>	Conduct financial sustainability analyses (sensitivity testing) to optimise debt structure	<i>Ongoing</i>
	Develop and monitor financial sustainability indicators for green bond issues for use by governance bodies	<i>Ongoing</i>
	Validate the business model's tax assumptions and their sustainability with the Tax Legislation Department (DLF) and maintain close communication with supervisory ministries on fees and tax revenue	<i>Ongoing</i>
<b>Implementation of a strategy to secure financing</b>	Diversify financing sources (non-bond, bank financing, other sources)	<i>Ongoing</i>
	Propose a diversified financing strategy (foreign currency bonds, private placements) and present it to the governance bodies for approval	<i>Pending</i>
	Propose an interest rate risk hedging policy to prevent or cover a deterioration in the economic conditions for borrowing (e.g. long-term rate variation hedging)	<i>Completed</i>
<b>Optimised operational management</b>	Protect Société des grands projets' cash flow to avoid a future payment crisis (continue bond issues or debt raising until annual financing needs are met)	<i>Ongoing</i>
	Issue at least one bond each year in line with the governance strategy	<i>Ongoing</i>
	Guarantee the long-term viability of the 100% Green Bonds EMTN programme	<i>Ongoing</i>
	Maintain the NEU CP programme with Banque de France (€3 billion ceiling)	<i>Ongoing</i>
	Deliver effective investor financial communications, in accordance with our legal obligations, on the changes Société des grands projets has undergone	<i>Ongoing</i>
	Secure financial flows (control of amounts payable and receivable and use of a TMS1 to secure the chain from the front office to the Société des grands projets accounting office in terms of cash flow notifications and accounting)	<i>Ongoing</i>

# PROJECTS PROJECTS PROJECTS PROJECTS PROJECTS

**Our projects  
for the benefit  
of local areas**

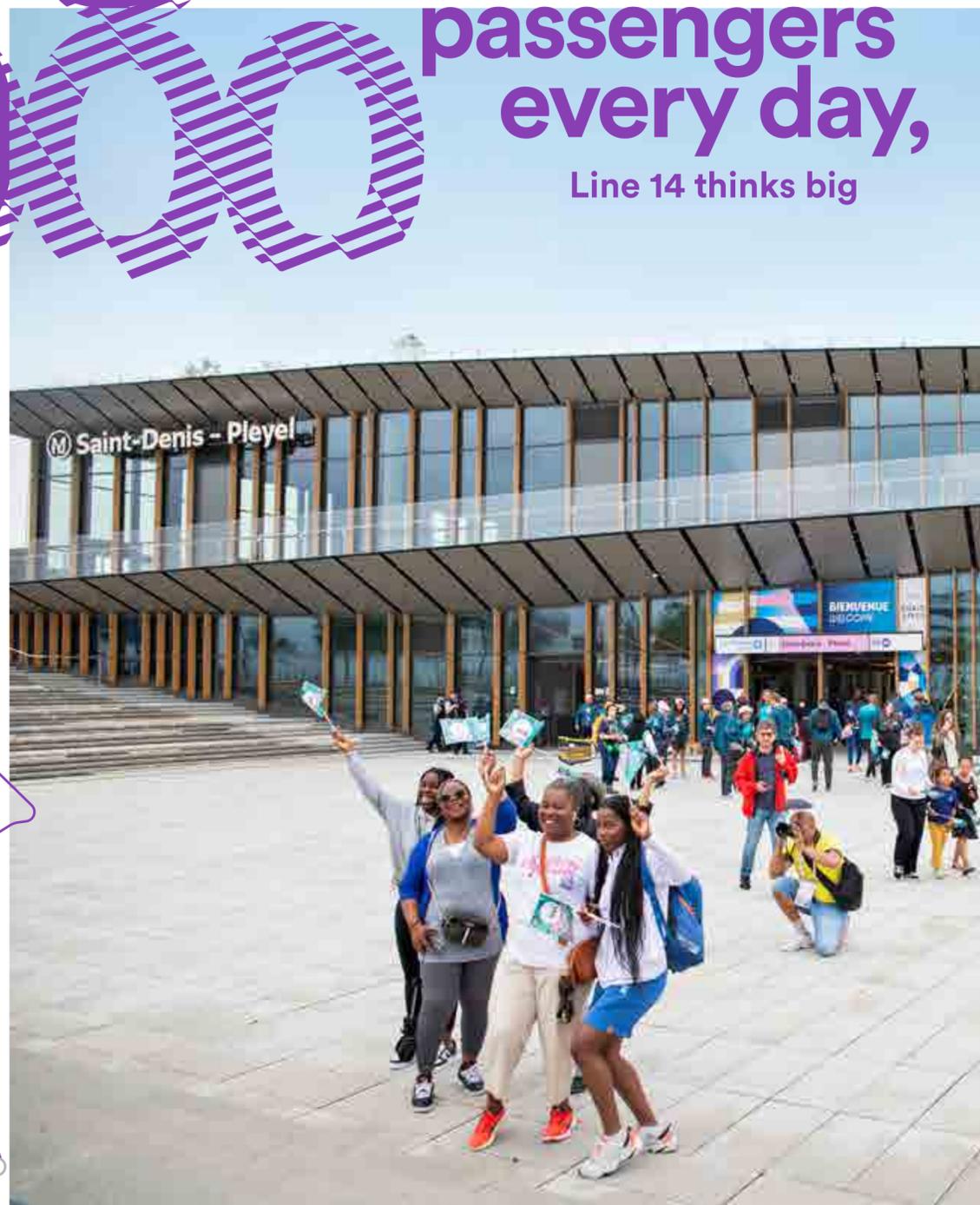
26 / Line 14 thinks big  
30 / Metropolitan Regional  
Express Services  
33 / Also in 2024



# EAS LOCAL AREAS LOCAL LOCAL LOCAL

800,000

passengers every day,  
Line 14 thinks big



1

Connecting Orly Airport to Saint-Denis – Pleyel since June 2024, Line 14 has become the backbone of the Grand Paris Express.

When it opened in 1998, Line 14 ran between Madeleine and Bibliothèque François Mitterrand. It later extended southward to Olympiades and northward to Saint-Lazare and then Mairie de Saint-Ouen. Now, with the Grand Paris Express extensions that opened in June 2024, expanding the line from 14 km to 30 km, passengers can travel from Orly Airport to Saint-Denis – Pleyel in just 40 minutes!

### A WORKING PARTNERSHIP

Creating this XXL-sized line required an unprecedented partnership between RATP and Société des grands projets. For the northern extension between Mairie de Saint-Ouen and Saint-Denis – Pleyel, Société des grands projets took care of the programme management, while RATP worked on laying the tracks and deploying the line's operating systems. For the southern section, Société des grands projets decided to transfer operational project management (infrastructure and systems) to RATP. This meant RATP was responsible for building the stations (except for Villejuif – Gustave Roussy and Aéroport d'Orly stations), boring 14 km of tunnel, laying tracks and installing operating systems across the entire line. Meanwhile, Société des grands projets oversaw land acquisitions, the real estate programme (including launching



2

a project opposite Thiais – Orly station), the cultural programme and relationships with local communities.

### PASSENGER NUMBERS SOAR

The results of this collaboration speak for themselves. According to Île-de-France Mobilités, daily passenger numbers have jumped from 650,000 to 800,000. Passengers not only save time but also take time to appreciate features such as Eva Jospin's monumental artwork on the Hôpital Bicêtre station façade or the vast mural at Aéroport d'Orly station, created by artist Vhils using 11,000 traditional Portuguese ceramic tiles. This too is part of the Grand Paris Express revolution.

## SAINT-DENIS – PLEYEL: A MAJESTIC STATION

### PREVIOUS PAGE

1. Saint-Denis – Pleyel station during the Olympic torch relay.

2. The work of artist Ned Kahn at Maison Blanche station: River of Air.

### BESIDE

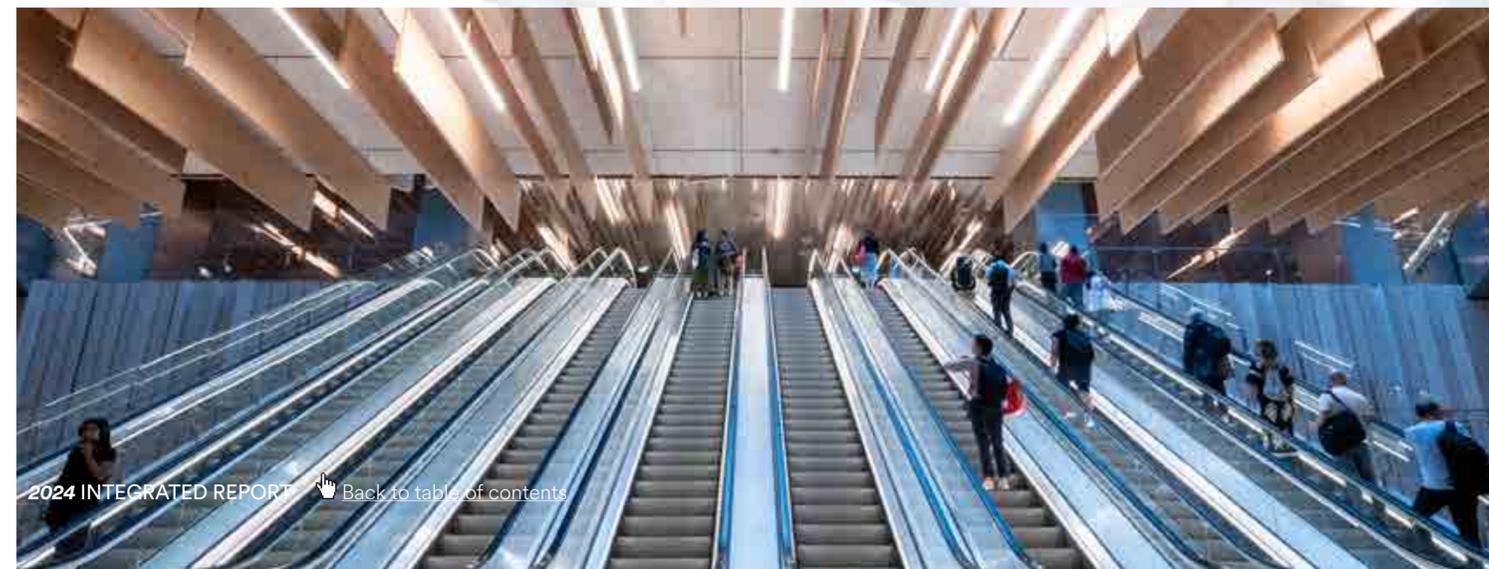
3 & 4. In Saint-Denis – Pleyel station, 56 escalators make it easy for passengers to move between its different levels.

Saint-Denis – Pleyel is the first station completed under Société des grands projets' leadership. Crucial to the success of the Paris 2024 Olympic Games, 60,000 passengers passed through its doors every day during this global event. Set in a landscape dominated by the 48 railway tracks that stretch northwards towards Europe, Saint-Denis – Pleyel is both a poetic statement and a magnificent facility. Since opening on 24 June, it has been unanimously praised by visitors for its soft lighting, warm materials and sleek architecture designed by Kengo Kuma.

### *An interchange for four metro lines*

In front of this cathedral-like station, the Pleyel side features a generous public space planted with young trees. On the La Plaine side, a 300-metre walkway leads to the office district. People often linger here, captivated by the railway ballet playing out below – much like how our parents and grandparents were fascinated by planes taking off at Orly. Times have changed, and now Saint-Denis – Pleyel and Orly are the last stops on Line 14's Grand Paris Express extension. Looking ahead, Saint-Denis – Pleyel will serve as an interchange for Lines 15, 16 and 17, as well as Line 14.

4



3



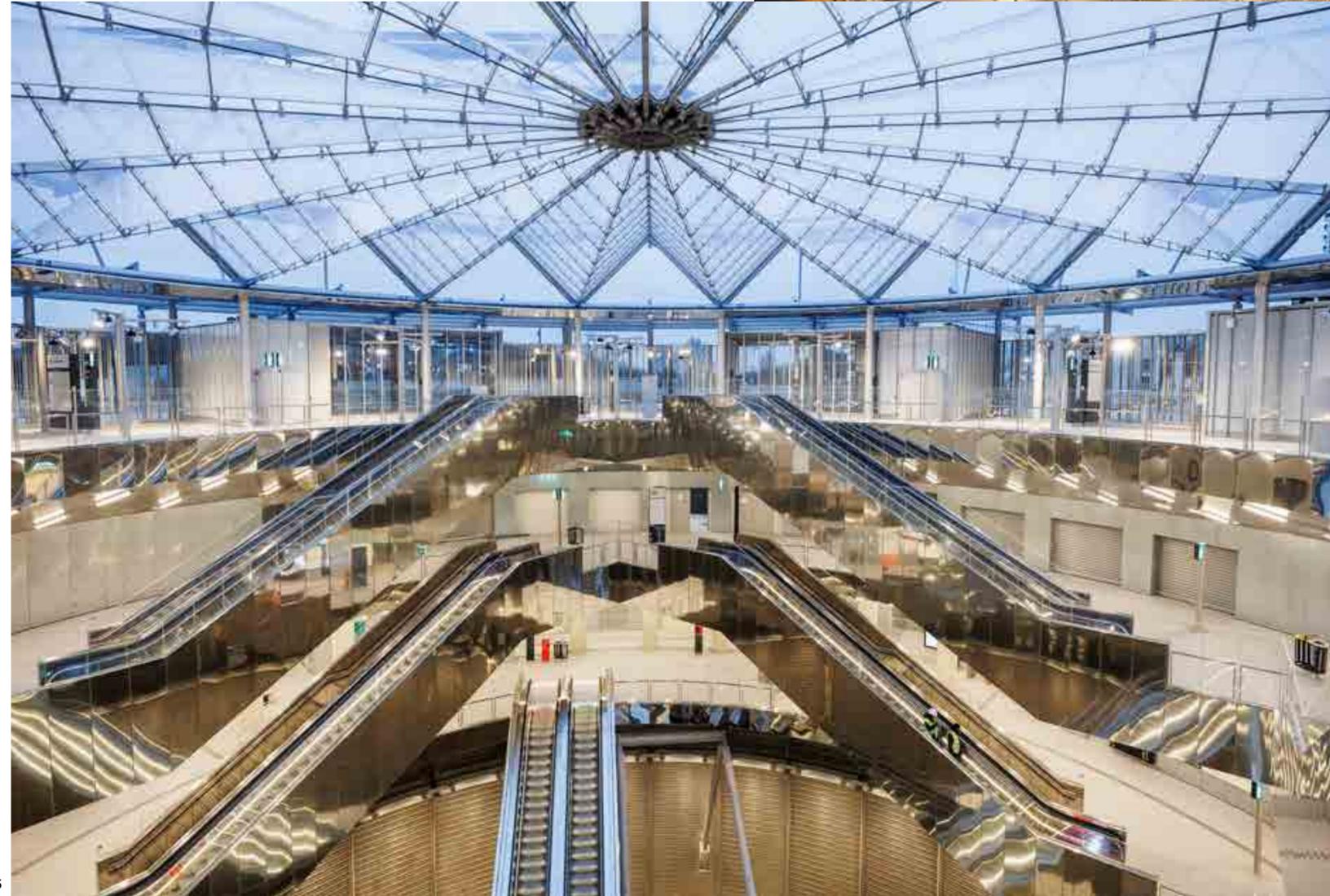
## VILLEJUIF – GUSTAVE ROUSSY: A STATION UNLIKE ANY OTHER

A metro station at the foot of Europe’s largest cancer treatment centre was a dream for researchers, healthcare staff, patients and their families. In recent months, this dream has become reality. Line 14’s extension features a spectacular station at Villejuif – Gustave Roussy, designed by architect Dominique Perrault. Between 6,500 and 7,000 people already pass through its barriers every day. By the end of 2026, passengers on line 15 will also be able to use this station.

### *Bathed in natural light*

Here, the Grand Paris Express seems to tick every box, improving access to key facilities in the metropolitan area, transforming a neighbourhood that will benefit from the arrival of the metro, and creating a station that will become of showcase of how public transport should be. It is “a journey within a journey”, as the architect describes it, having achieved the remarkable feat of designing a station bathed in natural light despite platforms lying 48 metres underground. Installing the monumental escalators that soar through the light well was one of the building’s greatest construction challenges. But what impressed the workers most of all was the fact that two tunnel boring machines passed through this 40-metre-diameter cylinder, just months apart. This feat required precision coordination between Société des grands projets, managing the construction of Line 15 South, and RATP, overseeing the Line 14 extension to Orly. This symbiotic relationship has forged an unshakeable partnership and made this station even more impressive.

6



5 & 6. Villejuif – Gustave Roussy station with its metal mesh roof and imposing escalators.

5



7



8



9

7, 8 & 9. OCEAN artwork by artist duo Nonotak in L'Haÿ-les-Roses station.

10. Eva Jospin's artwork on the walls of Hôpital Bicêtre station.

11. La Belle Vie Souterraine, artwork by artists Gerda Steiner and Jörg Lenzlinger on the Chevilly-Larue station walkway.



10

11



# Metropolitan Regional Express Services

in preliminary planning phase



1. Panoramic view of Valbenoite-Le Bernay-Valfuret, Saint-Étienne.



One year after the legislation creating them came into force, 26 Metropolitan Regional Express Services (SERMs) have already received government approval to enter their preliminary planning phase. This approval is a prerequisite to their implementation. Société des grands projets is involved in 14 of these projects at the request of local authorities.

## LEGISLATIVE FRAMEWORK AND SERM DEPLOYMENT IN FRANCE

*“I never arrive in Lille on time when leaving from Caudry, a small station I have to drive to. The regional train service is absolute torture – it’s become a daily source of frustration.” “Reviving Lille’s railway belt for passenger services is essential for providing fast and convenient journeys.”* Laëtitia and Pierre were among the Hauts-de-France residents who shared the expectations they had for mobility during the autumn 2024 consultation organised by Société des grands projets on the Metropolitan Regional Express Service. Online feedback, public meetings and even urban walks were among the various channels provided for residents to voice their opinions.

The Metropolitan Regional Express Services, created by the eponymous act of 27 December 2023, are gradually entering their preliminary planning phase across France. Through this new initiative, legislators aim to strengthen rail services and complement them with other highly integrated modes of transport, offering a genuine alternative to cars for everyday journeys. The vision is clear: service provision takes precedence over infrastructure.

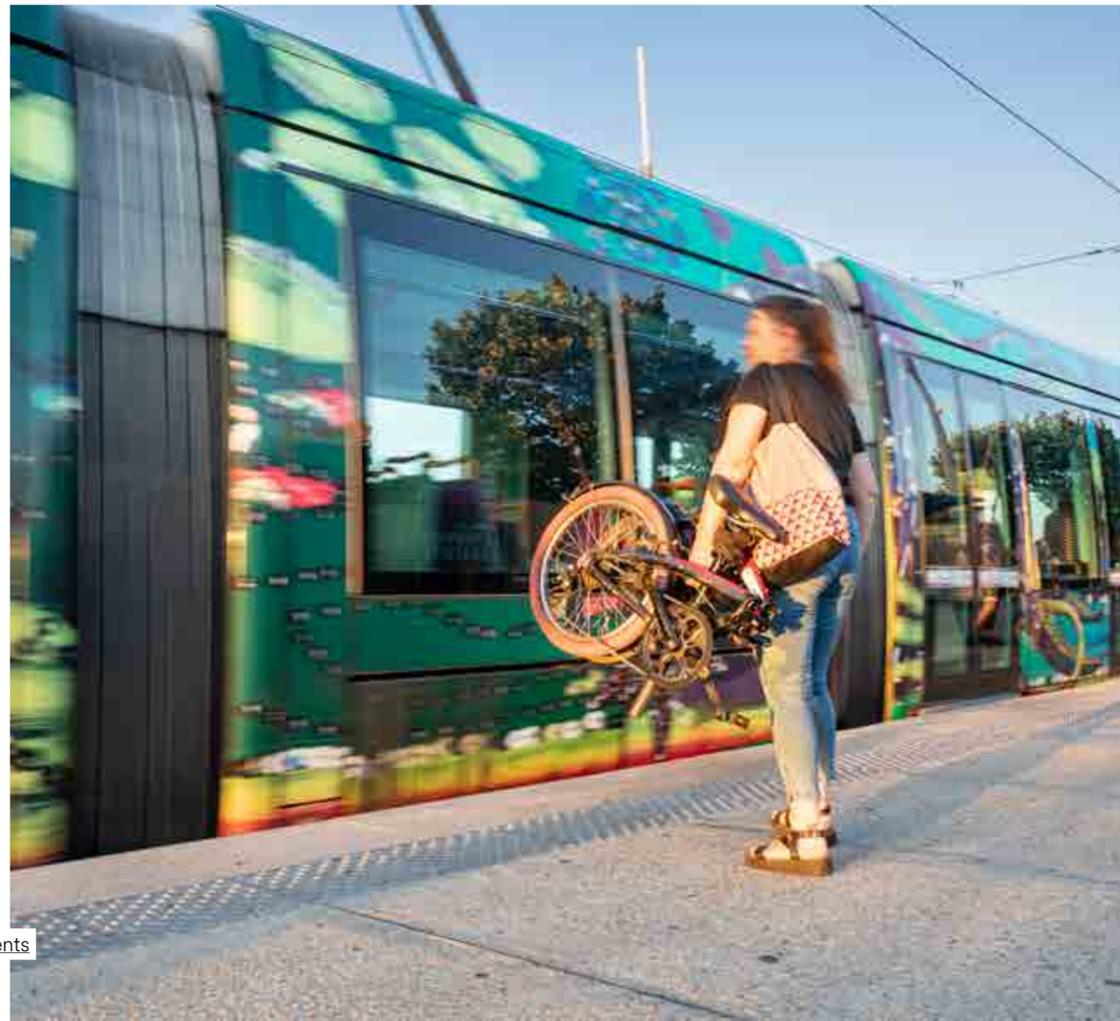




2. Lille Europe station.

3. Lens station forecourt.

4. Montpellier's tramway.



## FROM APPROVAL TO IMPLEMENTATION: KEY STAGES

To launch a Metropolitan Regional Express Service project, local authorities must present a joint proposal to the government. Once approved, the project enters the preliminary planning phase.

This phase, lasting approximately one year, involves drawing up the project blueprint and proposals for both a financing plan and a governance structure. It includes an initial phase of consultations with local stakeholders affected by the SERM, including environmental protection associations and user groups.

The project can then receive SERM status by ministerial decision. A local coordination body is then set up to oversee and manage project implementation.

The SERM-delivered services are rolled out in short, medium and long-term phases, so that users can benefit from improvements quickly.



5



# HAUTS-DE-FRANCE SERM, AN ALTERNATIVE FOR 5 MILLION RESIDENTS



## QUESTIONS FOR...

### LOLA HAILLOT

Local Relations  
Project Manager

### What is the current status of the Hauts-de-France SERM?

**L.H.:** In 2024, the Hauts-de-France SERM underwent a consolidation phase, with Société des grands projets appointed as coordinator alongside SNCF Réseau and SNCF Gares & Connexions. This phase is coming to an end with the preparation of a summary report for submission to the French Ministry of Transport to obtain SERM status. This report sets out the project's goals, the roadmap for achieving them, the proposed financing plan and the arrangements for delivering the service expansion programme.

5. Conversations with passengers during community engagement outside Lille Flandres station.

At the same time, we are coordinating the drafting of a new financing agreement with central government, the Hauts-de-France Region and relevant local areas to continue the studies needed to develop the SERM.

### What have you learned from the public consultation?

**L.H.:** As requested by the project's financing partners – the French government, Hauts-de-France Region and Lille European metropolitan area – we have been engaged in close dialogue with all areas affected by the SERM since 2023. Following on from this dialogue, and supporting the studies carried out during the consolidation phase, we organised a community engagement phase in autumn 2024. This served two purposes: to inform people about the project and its challenges, and to gather input from the public to help refine our understanding of mobility needs to feed directly into the project. It was also an opportunity to reconnect with the public following their last involvement in 2015 (on the previous version of the project).

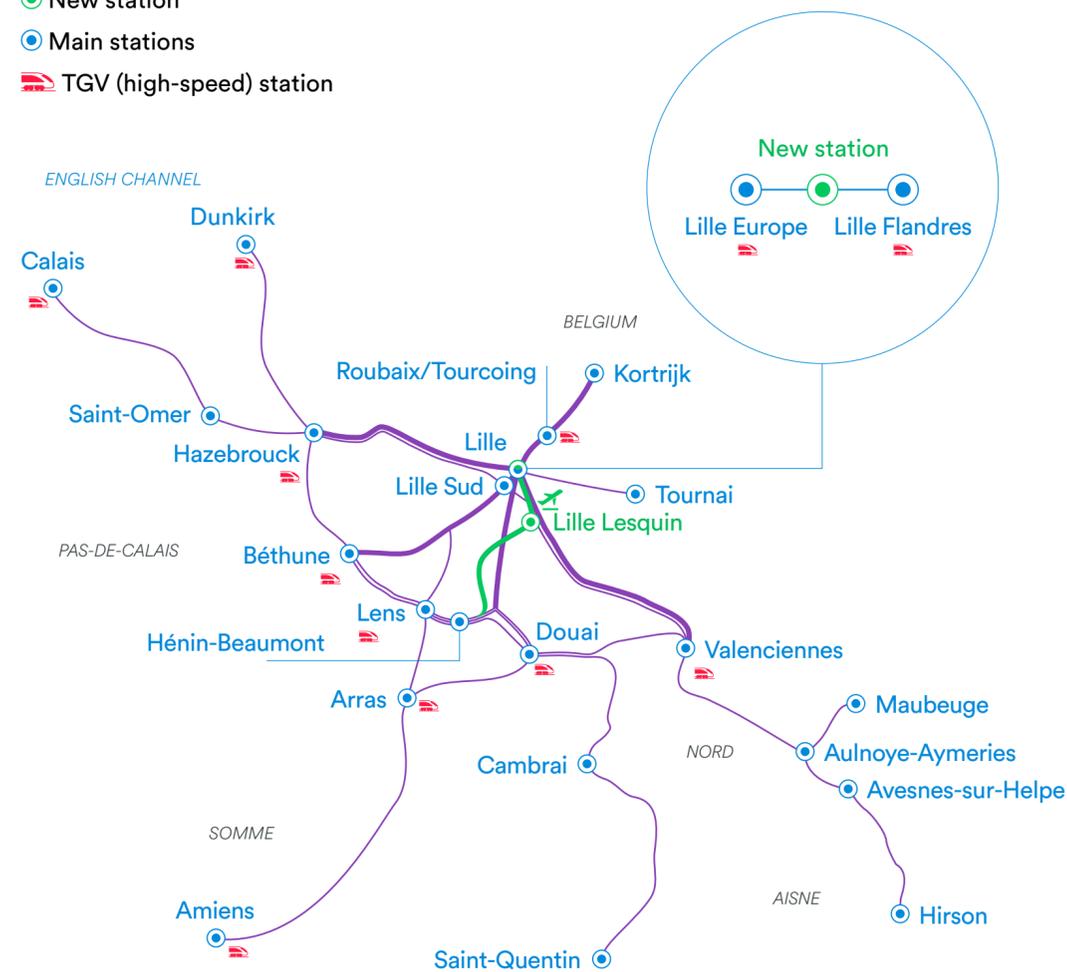
The community dialogue and subsequent engagement phase helped raise awareness of the Hauts-de-France SERM. A large majority of participants and regional stakeholders support the project's potential and agree on the expected benefits of more efficient travel.

### What will this project ultimately bring to the Region's residents?

**L.H.:** The Hauts-de-France SERM will improve everyday travel by making public transport journeys more reliable and efficient. Through improved train services and redesigned station connections, residents of Hauts-de-France and Belgium will benefit from a viable alternative to cars and easier access to jobs, education, shopping, services and culture.

## HAUTS-DE-FRANCE SERM SERVICE COVERAGE DIAGRAM

- A train every 5 to 10 minutes during peak hours
- A train every 15 to 30 minutes during peak hours
- New line – A train every 5 to 10 minutes during peak hours
- New station
- Main stations
- 🚄 TGV (high-speed) station



Also in



With the opening of the first stations, the launch of tunnel boring machines, the delivery of trains and the start of railway equipment testing, the Grand Paris Express certainly continued to hit new milestones in 2024. At the same time, Société des grands projets was involved in the launch of Metropolitan Regional Express Services across several regions to improve everyday mobility.



## Significant progress on the **GRAND PARIS EXPRESS**

< **26 FEBRUARY** Line 16 tunnelling completed.

**3 APRIL** Final rail welding on Line 15 South.

**7 MAY** Award of second and final design-and-build contract for Line 15 East.

**29 MAY** Awa, the last tunnel boring machine on Line 18, is christened at Guyancourt.

**29 MAY** Award of second and final design-and-build contract for Line 15 West.

**24 JUNE** Line 14 extension opens to passengers, connecting Saint-Denis – Pleyel in the north and Aéroport d’Orly in the south.

**SEPTEMBER** Testing phase begins on the southern section of Line 15.

> **2 OCTOBER** First train on Lines 16 and 17 arrives at Aulnay operations centre.

**15 OCTOBER** Virginie, the last tunnel boring machine on Line 17, is christened at Le Mesnil-Amelot.

✓ **19 DECEMBER** Complete of works at Villejuif – Gustave Roussy station and handover to Île-de-France Mobilités.



# TRANSFORMATIONS in the pipeline



**29 FEBRUARY** Supervisory Board approves financing agreement for Line 18 extension studies between Versailles and Nanterre.

> **12 APRIL** Grand Est SERM preliminary planning phase launched.

**17 APRIL** Hauts-de-France SERM preliminary planning phase launched.

**JULY** Development partners selected for real estate project around Line 14's Thiais – Orly station.

^ **30 SEPTEMBER** Rouen SERM preliminary planning phase launched.

## Significant EVENTS

**30 JANUARY** Société des grands projets' first New Year reception, attended by elected officials and partners, following legislation expanding its role.

**19 SEPTEMBER-30 OCTOBER** First public consultation phase in Hauts-de-France to gather input for the SERM project.

> **21 SEPTEMBER** Eight Grand Paris Express stations unveiled to the public during the European Heritage Days.

**26 SEPTEMBER** “Beneath the Tarmac, Flowers” collaborative project completed with university and high-school students near the future Stade de France station.

**2 OCTOBER** Second annual worksite shutdown day: 350 Société des grands projets employees join forces with Grand Paris Express construction workers to discuss major safety issues.

**19 NOVEMBER** Media outlet *Usbek & Rica*, in partnership with Société des grands projets, hosts “Court for Future Generations” event examining public transport’s environmental ambitions.

**10 DECEMBER** Société des grands projets brings together all its employees to unveil its 2025-2030 Strategic Plan.



# PERFORMANCE PERFORMANCE PERFORMANCE

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# ACT IMPACT IMPACT IMPACT IMPACT IMPACT IMPACT

# Our value creation model

## Our resources

### HUMAN capital

- A matrix organisation that brings together all business expertise on project platforms
- Contract management using market methodology
- 1,060 employees, 46% of whom are women and 54% men

### INDUSTRIAL capital

- 6,453 people working on construction sites for construction companies
- More than 6,349 VSEs/SMEs involved since work began

### FINANCIAL capital

- A financing model based on taxes levied in the Paris region and long-term financing through the financial markets and financial institutions
- 72% of the primary financing for the Grand Paris Express already secured
- A 100% green medium- to long-term bond issuance programme

### TERRITORIAL capital

- Ongoing dialogue with elected officials and people living in the areas concerned: 134 municipalities in 7 departments
- Public debate: more than 15,000 people at 55 public meetings

### ENVIRONMENTAL capital

- Many innovative projects focused on sustainable design and construction: a tool for tracking excavated material, use of fibre-reinforced concrete and ultra-low carbon concrete, etc.

## Our model

### Our CONTRIBUTION

Facilitate the implementation of key mobility projects that shape the regions they serve, benefit those who live there, and protect the environment

### Our 2030 STRATEGIC PLAN

#### Our ambition:

to become an orchestrator, serving local communities and the public interest

#### Our commitments

1. Bring the Grand Paris Express into service
2. Roll out a nationwide range of tailor-made, recognised services
3. Drive ecological transition and social cohesion
4. Rise to the challenges of Société des grands projets through necessary change

### GRAND PARIS EXPRESS

- Design and build
- Procure rolling stock on behalf of Île-de-France Mobilités
- Support the transformation of the station districts through the urban development and real estate projects

### Our ASSETS

- A CSR roadmap to create economic, social and environmental value (page 16)
- Research into innovation that benefits the environment (page 17)
- Green and transparent financing (page 71)
- Strong commitment to local communities: ongoing dialogue with our stakeholders since the creation of Société des grands projets (page 40)

## Our long-term value creation model

### OVERSEE THE PROJECT responsibly through dialogue

- 256 public meetings arranged in the municipalities involved in the project
- 68 job committee meetings with local authorities and businesses (since the start of the project)
- 55 amicable local-business compensation committee meetings (since the start of the project)
- €21.07 million allocated to compensate local residents (since the start of the project)
- 86% of employees have undergone awareness-raising on preventing corruption
- 82% of worksites audited for safety in 2024

### BUILD WHILE PROTECTING the environment and contributing to the resilience of tomorrow's cities

- 100% of worksites with environmental requirements
- Preserve biodiversity through avoidance, reduction and offsetting during the construction phase and through its integration into the city 70% of excavated material recycled
- Promote active, low-carbon mobility and client-resilient station districts
- Commitment to reduce CO<sub>2</sub> by 1 million tonnes during the construction phase

### CONTRIBUTE TO THE DEVELOPMENT of sustainable and inclusive cities

- 24 million tonnes of CO<sub>2</sub> equivalent saved by 2070
- A modern transport service to save time on everyday journeys in the Paris region
- Easier access to job opportunities, education (130 higher education institutions), healthcare (408 healthcare facilities), culture (656 cultural venues) and leisure activities
- More than 95% of people in the metropolitan area will live at less than 2 km from a station
- A metro system that is fully accessible to all passengers
- A collection of 70 contemporary artworks and 70 illustrations in Grand Paris Express stations
- 8,000 homes of various types
- 70% of real estate projects built using bio-based and geo-sourced materials
- 40% of space dedicated to eco-friendly real estate
- More than 115,000 jobs created upon completion of the lines, with at least 10% in work integration schemes during construction

# Cross-functional CSR governance

Governance is cross-functional within Société des grands projets. It is carried out by several bodies that coordinate the approach and disseminate it throughout the organisation.

## Our CSR strategy coordination bodies

- The Environmental and Innovation Strategy Directorate, whose Strategy Implementation and Project Acceleration Unit is responsible for developing and monitoring our strategic plan and CSR policy.
- Executive Committee and Supervisory Board oversight, validating the decisions made and strategic directions.

- A group of employees selected from each executive directorate implements the CSR guidelines and reports the non-financial indicators each year.
- A CSR Circle made up of 171 employees who keep abreast of CSR developments and take part in monthly presentations and discussions on selected topics.

### OUR ORGANISATION'S CSR INITIATIVES IN 2024

**Launch of a new CSR Circle:** a group of 171 employees who keep abreast CSR developments and take part in internal training, discussion and sharing sessions (environmental performance tools, cycling mobility, geothermal energy, circular economy, disability and inclusion, etc.).

**Participation in Club DDEP<sup>(1)</sup>:** informal network of public bodies actively committed to sustainable development, under the patronage of the French Ministry of Ecological Transition.

**Hosted the Paris region branch of the UN Global Compact Network France** to discuss water management and the impact on aquatic environments.

**Awarded Pro Vélo Employer GOLD certification** by the French Cycling Users Federation (FUB), recognising our commitment to promoting cycling among our employees and stakeholders.

**Implementation of a “Water Fresco” workshop for employees.** It aims to provide participant with a comprehensive overview of water-related issues, with ideas for practical steps that can be taken, both individually and within Société des grands projets, to preserve this resource essential for biodiversity and to adapt to climate change.

**Société des grands projets is a finalist in the Sustainable Development Goals (SDG) awards in the Inclusion and Diversity category.** This UN Global Compact distinction aims to encourage initiatives led by companies and organisations contributing to building a more sustainable future.

(1) Sustainable Development for State-Owned Institutions and Undertakings.

# Alignment with the European Green Taxonomy

Analysis of the various alignment criteria with the European Union’s taxonomy for the activity shows that the Grand Paris Express meets two of the substantial contribution objectives:

- **Climate change mitigation objective: 6.15.** Infrastructure enabling low-carbon road transport and public transport.
- **Climate change adaptation objective: 6.15.** Infrastructure enabling low-carbon road transport and public transport.

Eligible Grand Paris Express expenditure meets each of the environmental sustainability criteria for businesses set out in Article 3 of the EU taxonomy:

- It contributes substantially to one or more of the environmental objectives (adapts to and mitigates climate change).
- It does not significantly impede any of these environmental objectives.
- It is carried out in compliance with the minimum safeguards set out in the EU’s taxonomy.
- It complies with the technical screening criteria established by the European Commission.

This alignment stems from the nature of Grand Paris Express operations, the environmental and social requirements applicable and applied to the project, the many voluntary undertakings made, and the oversight and monitoring procedures employed. Sustainable Fitch, an independent third party, has approved this alignment in a *Second Party Opinion*.

## SECTIONS OF THE INTEGRATED REPORT REFERRING TO THE CSR PILLARS PRESENTING COMPLIANCE WITH THE EUROPEAN UNION TAXONOMY CRITERIA

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# Our Corporate Social Responsibility actions

This section covers our non-financial performance.

Our actions are detailed through the three pillars of our CSR roadmap.

[Click on each section to read more about our CSR actions](#)

## PILLAR 1 – OVERSEE OUR PROJECTS RESPONSIBLY THROUGH DIALOGUE

The Grand Paris Express is a technical and human endeavour unlike any other in France. Over 6,000 workers are currently mobilised on its construction sites, and more than 1,000 employees are involved in its delivery within Société des grands projets. Our priority will always be guaranteeing everyone's safety and providing the best working conditions for all. To ensure that this major project is properly managed, integrity, transparency and stakeholder dialogue are essential to the way we conduct our business.

### 1 – Maintain ongoing dialogue with external stakeholders

- Work in consultation with local stakeholders
- Support for local residents and businesses affected by construction work
- Include CSR clauses in our contracts

### 2 – Ensure transparency in our governance and fairness in our practices

- Integrate CSR into Société des grands projets' strategy and management
- Guarantee the independence of our governance bodies
- Introduce a corruption, fraud and conflict of interest prevention policy

### 3 – Prevent project-related safety risks

- Implement a worksite safety prevention strategy that applies to everyone
- Protect data and information systems

### 4 – Ensure the health, diversity, equal treatment and career development of our employees

- Active policy on Quality of Work Life and Working Conditions (QWLWC) and psychosocial risk (PSR) prevention
- Develop employees' skills
- Implement a recruitment policy that promotes diversity and equal opportunities

## PILLAR 2 – BUILD WHILE PROTECTING THE ENVIRONMENT AND CONTRIBUTING TO THE RESILIENCE OF TOMORROW'S CITIES

The challenges of the energy transition and the scale of the Grand Paris Express mean that we have a duty to act responsibly and set an example. Our environmental policy permeates every stage of the project, with the aim of reducing its carbon impact, preserving biodiversity and limiting resource use.

### 1 – Implement an ambitious policy for the climate and the energy transition

- Anticipate and integrate climate risks in the design and build of structures and station districts
- Integrate energy efficiency into the design, build and operation of the Grand Paris Express
- Implement lower-emission processes and methods during construction and operation
- Develop intermodal transport connections around stations

### 2 – Preserve biodiversity, facilitate its inclusion in the city and limit disturbance caused by the project

- Implement measures to avoid, reduce and offset the environmental impact of construction work
- Manage disturbance around worksites and during metro operations

### 3 – Promote the circular economy and resource optimisation

- Manage and reuse excavated materials
- Use recycled and bio-based materials from the Grand Paris Express to build station structures and neighbourhoods
- Promote the processing and recycling of construction waste
- Apply eco-design principles in the design of station structures and neighbourhoods

## PILLAR 3 – CONTRIBUTE TO THE DEVELOPMENT OF SUSTAINABLE AND INCLUSIVE CITIES

The Grand Paris Express will make everyday life better and easier for millions of Paris region residents by offering them a real alternative to the car. It will also help redevelop the neighbourhoods around the new stations, through the construction of more affordable, energy-efficient housing and the expansion of local services and shops. These developments are being planned well in advance with local stakeholders. Technical choices are also being made early on to ensure the metro meets the needs of future generations. Société des grands projets is committed to ensuring that the construction period also benefits local areas by promoting local employment and economic growth.

### 1 – Promote access to employment and training for all

- Integrate long-term unemployed people into the construction of the Grand Paris Express and station districts
- Develop training and access for different audiences to future-oriented and high-demand occupations

### 2 – Support the economic, social and community-based development of local areas

- Include VSEs/SMEs and social economy enterprises in building the Grand Paris Express and station districts
- Encourage social and territorial innovation around worksites and future stations
- Develop local, mixed and responsible retail outlets in stations

- Deploy digital technology to improve the passenger experience and local development

### 3 – Foster social diversity in urban projects

- Develop affordable housing in station districts
- Promote diversity of use in public spaces

### 4 – Deliver reliable and accessible transport services

- Guarantee a maintainable, operable, sustainable network
- A 100% accessible metro
- Design stations as landmark cultural and heritage sites for the future

# Pillar 1: Oversee our projects responsibly through dialogue

## 1 – Maintain ongoing dialogue with external stakeholders

### Work in consultation with local stakeholders

Dialogue and consultation are essential to the successful outcome of any major transport and development project. Our strategy focuses on engaging local authorities, the public and other local stakeholders to ensure their involvement and participation in shaping mobility projects. The Grand Paris Express emerged from one of the most extensive public debates in Europe, conducted from October 2010 to January 2011 and involving over 15,000 people at 55 public meetings. Since then, we have continued to involve stakeholders at every stage of the new metro's design and delivery, including national and local government, Greater Paris metropolitan area, regional transport organisations (Île-de-France Mobilités, RATP and SNCF), trade associations and, of course, local residents and businesses.

Our dedicated community engagement teams work closely with local institutional stakeholders. This support is vital for developing solutions that work for each area, throughout the project's life cycle. Discussions with regional stakeholders take place through a number of local consultation bodies, including technical committees, works monitoring committees and steering committees. These forums are designed to ensure continuous communication, involve all stakeholders in decision-making and ensure that the project is managed with a focus on operational efficiency. We also hold specific meetings with transport and development partners to understand the needs of each local area, and to drive and coordinate urban transformation around new transport hubs.

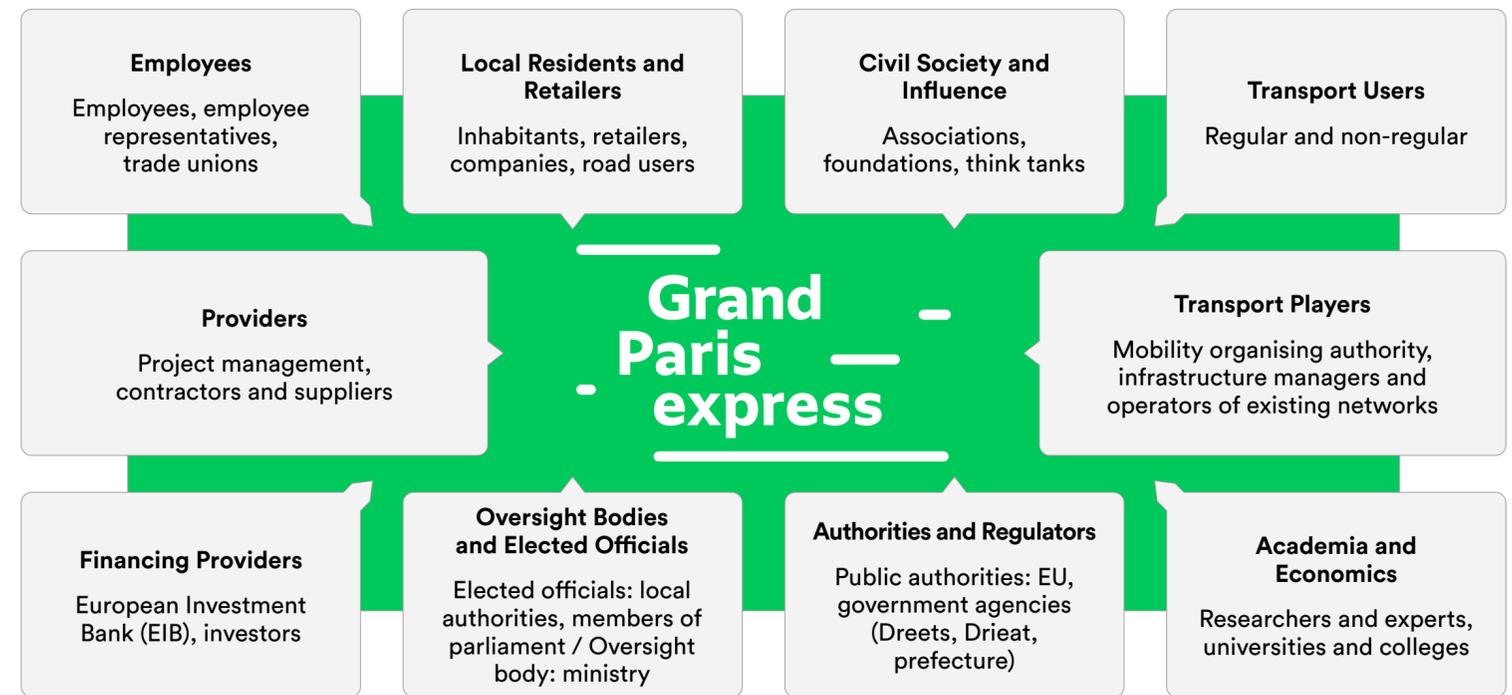
In addition to these regular local meetings, broader discussions are held at the line level. These annual events are intended to provide an update on construction progress and the local effect of the Grand Paris Express, helping create a shared vision of its short and medium-term challenges. We have also implemented numerous initiatives to give residents the opportunity to discuss the new metro and its construction.

As we implement the new Metropolitan Regional Express Services, we remain committed to the hands-on community engagement that is crucial for the success of mobility projects. We also intend to strengthen public engagement and participation in project planning and development through fresh approaches to consultation and dialogue.

## AWARD-WINNING approach

Société des grands projets' methodology received international recognition through Harvard University's Veronica Rudge Green Prize in Urban Design in 2022. The jury praised our programme management model, which makes consultation a key pillar of the project, involving all the stakeholders.

### THE GRAND PARIS EXPRESS STAKEHOLDERS



### Support for local residents and businesses affected by construction work

Most Grand Paris Express worksites are in densely populated urban areas. Noise, vibration, dust and traffic disruption from construction work negatively affect the daily lives of nearby residents and businesses. To reduce potential disturbance, we work with contractors to implement measures best suited to each site's surrounding environment (noise barriers, equipment movement and cleaning, etc.). Recognising that some disruption is inevitable, we have set up a dedicated residents' support unit to assist local households. This unit builds close relationships with local residents affected by the works by carefully considering each of their specific situations. This ongoing dialogue has proved invaluable in gaining local acceptance for these major works. Community liaison officers are on hand at worksites to provide information about the construction work and project, offer reassurance and help anticipate potential issues.

The residents' support unit also handles compensation claims on a case-by-case basis. Compensation is awarded based on the intangible disruption caused and follows principles of fairness. We have signed partnership agreements with social housing authorities to provide a holistic approach to apartment buildings affected by this disruption. Keeping residents informed throughout the project

is another key priority. For all construction work or phases that significantly impact access and travel for an extended period, we provide residents with information explaining the purpose and benefits of the project, along with its scope, nature and duration. Local residents can also ask questions directly through the Grand Paris Express website, at site events such as tunnel boring machine naming ceremonies and at the many information meetings held with local authorities.

We have introduced a compensation scheme for businesses operating near worksites that have been affected by construction work. Our aim is to maintain the appeal of retail and small-scale businesses throughout the project, right from the start of preparatory work. To this end, an amicable compensation committee has been set up to review compensation claims from business owners (retailers, craftspeople, self-employed workers, commercial landlords and professional service providers) operating around the worksites. This committee covers all Grand Paris Express lines, including Line 14 South under RATP's management. It is chaired by an honorary administrative judge and includes representatives from programme management, business organisations (Chamber of Commerce and Industry and Paris region Chamber of Trade and Crafts), central government departments (Urssaf, etc.) and local authorities.

The committee's decisions are made collectively by majority vote of attending members. It rules in accordance with the rules in force for no-fault liability in public works, as applied by administrative courts. After the committee has issued its opinion, we make a final decision on the compensation claim submitted by the affected business.

### Include CSR clauses in our contracts

In 2024, we adopted a Supplier Social Responsibility Charter outlining the mutual undertakings and expectations for professional conduct and business ethics. Our procurement policy is built on three pillars:

- 1. Public procurement compliance and effective implementation of the MOP Act on public programme management** – We uphold the fundamental principles of the French Public Procurement Code, including fair treatment for all bidders, open market access and procedural transparency.
- 2. Environment** – Going beyond regulatory requirements, our responsible procurement policy uses several approaches to deliver our environmental commitments.
- 3. Social and economic responsibility** – Our contracts include clauses promoting human rights and ethical practices, including social inclusion requirements, site safety, job creation, and access for SMEs and social economy enterprises.

In line with our commitment to continuous improvement and transparency, we have established a framework for responsible public procurement (SPASER) for 2024-2027, with the aim of meeting the National Sustainable Procurement Plan (PNAD) targets by 2025:

- 100% of awarded contracts to include environmental considerations;
- At least 30% to include social considerations.

Our responsible procurement policy is a key driver in achieving our CSR roadmap commitments.

## 2 – Ensure transparency in our governance and fairness in our practices

### Integrate CSR into Société des grands projets' strategy and management

We presented our 2030 Strategic Plan to all employees in 2024. This vision fully incorporates our organisation's CSR approach, which is reflected in each of our commitments:

#### 1. Deliver the Grand Paris Express, showcasing our expertise

Managing the Grand Paris Express must always be commensurate with the project and its human, social, environmental and economic ambitions. Our CSR roadmap guides every company decision and involves all directorates, every area of expertise and all job functions.

#### 2. Roll out a nationwide range of tailor-made, recognised services

As with the Grand Paris Express, we aim to implement our CSR commitments for each Metropolitan Regional Express Service (SERM), working closely with our partners. This commitment requires us to apply and strengthen our CSR approach, particularly during project design and study phases.

#### 3. Drive ecological transition and social cohesion

Across all our projects, we aim to:

- Ensure our projects have a social and cultural benefit in their communities.
- Design and deliver projects that maximise environmental and socio-economic performance.
- Work to transform the construction and development sectors alongside our partners.

#### 4. Rise to the challenges of Société des grands projets through necessary change

We aim to bring about changes in practices to improve worksite and neighbourhood safety, put in place an organisation and governance structure suited to our new model, and use organisational change as an opportunity for everyone to develop their skills.

Our executive bodies will regularly review our 2030 Strategic Plan to measure progress and make decisions crucial to its success. Progress meetings will be held to keep employees informed.

### Guarantee the independence of our governance bodies

The Grand Paris Act (law 2010-597 of 3 June 2010) and the implementing decree issued by the Council of State, published in the Official Journal 2010-756 of 7 July 2010, define our governance bodies' composition, organisation and operation, including the conditions and procedures for appointing their members and their responsibilities. Société des grands projets benefits from certain public authority prerogatives to build the Grand Paris Express. It will not operate the new metro; this will be the responsibility of a network operator. Financing for the project is guaranteed over the long term by the government and relies heavily on taxation through the underwriting of loans that will be amortised until 2070. Société des grands projets therefore has no shareholder and is not active in the competitive marketplace.

#### Supervisory Board

Société des grands projets is led by a Management Board operating under Supervisory Board oversight. The Supervisory Board comprises state representatives, who make up the majority, appointed on the government's recommendation, and elected officials of local authorities in the Paris region, including the presidents of the Île-de-France departmental councils and the president of the Paris region. Each member must submit a declaration of interests to the government's commissioner (the Paris region prefect) at the beginning of their term of office and when circumstances change.

The Chairman of the Management Board must also submit a declaration of interests of assets to the High Authority for Transparency in Public Life, in accordance with the Transparency in Public Life Act of 11 October 2013.

Additionally, any agreement between Société des grands projets and Supervisory Board members, Management Board members or organisations of which one of the members of these bodies is a director, manager, administrator, executive or shareholder with a voting interest of more than 5% and which is not a routine transaction concluded on normal terms, requires Supervisory Board approval.

#### Audit and Commitments Committee

The Audit and Commitments Committee is a committee formed by Société des grands projets' Supervisory Board. Its role is to issue opinions and comments to advise the Supervisory Board on the investment, audit, internal control and risk management policy of Société des grands projets, as well as its budget, finance and accounting management. It meets before each Supervisory Board meeting.

The Audit and Commitments Committee is made up of twelve members:

- ten of whom are appointed from members of the Supervisory Board (four representatives of the departmental councils, one representative of the Paris region, five government representatives)
- two of whom are qualified individuals (independent members) appointed for three years by the chairman of the Supervisory Board on the recommendation of the chairman of Société des grands projets' Management Board, based on their experience in auditing, internal control, budgetary and financial management, and risk management. The Management Board determines their remuneration.

The members of the Audit and Commitments Committee must report any conflicts of interest. Should any such conflict arise, they must refrain from taking part in the committee's work on the issues in question. The chairman of the committee may take any necessary measures to prevent such risks.

### Introduce a corruption, fraud and conflict of interest prevention policy

The Grand Paris Express maintains a focus on issues surrounding the security and confidentiality of strategic information relating to its financing, design and implementation (contract awards and execution, personal data, etc.).

We make every effort to ensure we comply with all applicable laws and regulations. Société des grands projets is subject to strict regulations designed to prevent corruption and conflicts of interest and protect sensitive information. We take firm action against any unethical behaviour, whether by our employees or suppliers. To this end, we have introduced comprehensive anti-corruption procedures. Working with the French Anti-Corruption Agency and the Anti-Corruption Steering Committee, we ensure that our employees comply with these procedures through measures such as our code of conduct and training on the risks associated with breaches of integrity and honesty. We have also put in place a corruption and conflict of interest prevention plan including risk mapping, and provide support to employees facing potential or actual conflicts of interest. Société des grands projets holds the ISO 37001 anti-corruption certification.

### *Ethics at the heart of everything we do*

We have adopted a Zero Tolerance policy on corruption and fraud, and we expect all employees and stakeholders to be vigilant in this regard. To prevent breaches of integrity and honesty, we have established rules that everyone must follow, individually and collectively, regardless of their position or role.

### *Our suppliers*

To gain a good understanding of our suppliers' standing, Société des grands projets assesses the corruption risks in companies we work with or plan to work with. Our procurement is governed by the French Public Procurement Code, which demands fair treatment for all bidders, open market access and procedural transparency. A contract procedures review committee verifies compliance with the contract procedures, issues opinions on bid rankings and the choice of the most economically advantageous offers, ensures a competitive balance and protects the financial interests of Société des grands projets.

### *Our ethics unit*

Our ethics unit is staffed by two lawyers and provides employees with guidance on key issues including:

- potential employee conflicts of interest;
- secondary employment;
- gifts and hospitality;
- the provisions of Société des grands projets' code of conduct.

## Our **WHISTLEBLOWING** platform

In response to recent regulatory changes regarding whistleblowing procedures and whistleblower protection (Act of 21 March 2022 and Decree of 3 October 2022), we have launched a secure digital platform on Société des grands projets' website. This allows employees and external project stakeholders to report concerns. This solution covers reports of fraud, corruption, conflicts of interest, non-compliance with public procurement rules, and environmental damage.

### THE PLATFORM:

- provides secure and simple reporting methods
- lets whistleblowers track the progress of their reports
- streamlines communication between whistleblowers and case handlers

### KEY GUARANTEES:

- optional anonymity for whistleblowers
- full implementation of whistleblower protection measures, as set out in the regulations.

### 3 – Prevent project-related safety risks

#### Implement a worksite safety prevention strategy that applies to everyone

Our safety policy aims for zero serious accidents on our worksites. As programme manager and instructing party, our top priority is worker safety, particularly given the high-risk environment of multiple concurrent activities. Unfortunately, there were still too many accidents on Grand Paris Express worksites in 2024, including four serious ones. We have a collective responsibility to reduce these numbers, and it is crucial that we prioritise safety above construction deadlines.

As project owner of the Grand Paris Express and future mobility projects, we have made three key commitments:

- To define, develop and enforce by all means necessary a safety framework that applies to everyone, everywhere and at all times, and therefore put in place the organisational, technical and human resources for monitoring, corrective measures and disciplinary action in relation to worksite safety.
- To create conditions for sharing feedback and promoting safety initiatives, for the benefit of an entire chain of stakeholders who would not typically share their expertise so openly.

- To develop, with the Grand Paris Express Safety Board, the measures, recommendations and partnerships needed to address the causes of accidents, which by their very nature extend beyond the project's immediate scope.

We aim to fully embrace our role as a catalyst for the Grand Paris Express community and the construction industry across France, a watchdog for risks generated by this major project, and a driving force for improving construction industry safety practices. We are implementing a number of measures to meet these goals:

- **A single, shared worksite safety framework, incorporated into works contracts:** we have developed common standards with construction companies and consultants to ensure project-wide consistency. This framework combines legal requirements, regulations, recommendations and lessons learned. To achieve this, we are working closely with prevention bodies such as the French Labour Inspectorate, the Paris region regional health insurance fund (Cramif) and France's professional organisation for accident prevention in building and public works (OPPBTP).
- **External audits and regular inspections:** Afnor Certification carries out annual audit campaigns across all active Grand Paris Express worksites. It audited 150 worksites in 2024. Alongside this, teams from Société des grands projets and Health & Safety Coordinators (HSCs)

carry out visits to check whether prevention rules are being properly applied and to analyse and prevent risks from concurrent activities.

- **Dedicated safety personnel within the organisation:** about 15 staff members focus exclusively on worksite safety. As both safety advisors and experts, they support project teams on all safety matters, coordinate cross-functional issues affecting the entire project, and ensure compliance with requirements alongside project managers, works contractors and HSCs. In addition, all employees receive safety awareness training upon joining, regardless of their role. This structure enables expertise sharing and continuous feedback between teams and the various trades, helping build a safety culture throughout Société des grands projets.

- **Safety Forums:** launched in 2024, these meetings are intended to become an annual event. They bring together the entire Grand Paris Express worksite safety community and are an opportunity to share experiences, cross-fertilise expertise with stakeholders outside Grand Paris Express and launch safety initiatives. It is also the occasion for Société des grands projets to award safety certifications to the top-performing worksites. In 2024, seven worksites received certification for outstanding results.

- **Safety Best Practices Competition:** launched in 2024, this competition promotes and rewards innovative safety practices implemented by

contractors on worksites. Solutions are selected based on their innovation (the idea must be completely new), their reproducibility (the solution must be capable of being reproduced as many times as necessary, with no limit on number or location), their benefit (the cost/benefit ratio is good from a safety perspective) and their simplicity (in terms of the process, context or ongoing works).

- **Worksite Shutdown Day:** recognising that safety is everyone's responsibility, we have held an annual safety day across Grand Paris Express worksites since 2023. All sites pause work, providing an opportunity for direct dialogue between the project owner and the workers from construction companies and their subcontractors about their health and safety concerns.

## SAFETY board

Société des grands projets has created a Worksite Safety Board bringing together institutional partners and professional bodies representing various construction and civil engineering sectors. The board provides strategic insight, ensures the highest level of knowledge in the field of preventive safety, analyses accident data from Grand Paris Express workites, and reviews and proposes measures in response the to risks involved.

Its role is to make strategic recommendations and develop measures for particularly sensitive safety issues on the Grand Paris Express.

The board's first plenary meeting was held on 30 November 2023, and it focused on six key areas in 2024:

- Subcontractor management;
- Temporary staff: the Safety Board prepared a nationwide partnership agreement, signed in 2025 by Société des grands projets, OPPBTP and Prism'emploi, to improve the support and integration of temporary workers on Grand Paris Express workites;

- Contractor and worker awareness: in 2024, the Safety Board prepared a partnership agreement involving eight signatories, including Société des grands projets and seven trade associations, organisations and unions. The agreement was signed in 2025. It provides for the creation of training modules that will be mandatory for all companies working on these sites, covering specific worksite characteristics and associated risks;
- Management of unexpected situations on workites: in 2024, this working group developed guidance on "regulated" and "managed" safety. In 2025, Société des grands projets used this guidance to launch a major prevention awareness campaign across the Grand Paris Express. This campaign targeted both management teams and workers;
- Safety culture;
- Stakeholder roles and responsibilities.

## COMPOSITION OF THE SAFETY BOARD

The board is made up of public inspection or prevention organisations and national, regional and industry associations that are key to project delivery and to the companies involved in the work.

### Professional Associations and Organisations

- Professional Organisation for Accident Prevention in Building and Public Works (OPPBTP)
- National Federation of Public Works (FNTP)
  - French Building Federation (FFB)
  - Union of Land and Sea Trades (UMTM)
  - Railway Contractors' Union (SETVF)
- Syntec Engineering Professional Association
  - Prism'emploi



### Institutional Bodies

- Regional Unit for Support and Inspection Unit for Major Construction Sites (URACGC) of the Regional and Interdepartmental Directorate for Economy, Employment, Labour and Solidarity (Drieets)
- Paris region Regional Health Insurance Fund (Cramif)



### Trade Unions

- International Federation of Building and Wood Workers (IFBWW)

## Protect data and information systems

We have implemented internal policies and actions to protect Société des grands projets and its projects on a day-to-day basis from malicious acts, including data theft, tampering or destruction, cyberattacks (such as phishing), boardroom fraud, bank account fraud, etc. To strengthen this protection, all employees have a role to play in securing their work tools, documents and communications (emails and discussions).

Société des grands projets adopted a new privacy and confidentiality policy in 2021. The policy aims to protect all documents (written, printed and digital) accessed by employees and contractors. Every employee must adhere to this policy, particularly the document classification system with its four confidentiality levels.

Société des grands projets is committed to providing everyone with a secure IT environment, through enhanced security settings for hardware (computers and phones) and Wi-Fi connectivity, a strict password policy, secure shared servers, and audited and secured software programs. We also have internal procedures in place to deal with any fraudulent attempts targeting Société des grands projets' operations and IT systems, including automatic alerts and thorough investigation of any incidents.

## 4 – Ensure the health, diversity, equal treatment and career development of our employees

### Active policy on Quality of Work Life and Working Conditions (QWLWC) and psychosocial risk (PSR) prevention

The Société des grands projets management team has made a major commitment to workplace quality of life. From the offices, which meet the organisational demands of the workplace, to the various channels for employees to speak up and have their say, either directly or through representatives of the Social and Economic Committee, we do everything possible to provide each employee with optimal working conditions tailored to their specific role. Our five commitments to employee quality of work life and working conditions:

#### 1. Engage the entire organisation in the Quality of Work Life and Working Conditions (QWLWC) approach

Everyone pulling together is key to successfully implementing QWLWC and workplace health initiatives at Société des grands projets.

#### 2. Achieve a work-life balance for everyone

Organise working hours so that everyone can balance their work and personal lives.

#### 3. Provide healthy working conditions

Provide working conditions that match employee needs, which helps boost individual commitment and keeps teams performing well.

#### 4. Prevent occupational risks

Use a risk assessment process to identify potential risks and implement measures to ensure better health and safety standards for employees.

#### 5. Ensure health and safety in the workplace

Formalise and implement appropriate prevention measures to promote and safeguard health and safety in all work-related activities.

We conduct annual employee well-being and satisfaction surveys covering various topics including workplace atmosphere and equal treatment. These surveys help us identify our strengths and develop action plans for areas needing improvement.

### Develop employees' skills

Developing our employees' skills is central to our HR policy, and more specifically to our Career and Professional Development Management (GEPP) programme. The approach is designed to meet the organisation's performance and growth needs while ensuring that our employees continue to develop and remain employable both within and outside the company.

In line with our previous strategic plan, this priority features in our 2025-2030 Strategic Plan: "making Société des grands projets an opportunity for everyone to develop their skills".

Multiple approaches to skills development, growth and progression include:

- learning through on-the-job experience: feedback from managers or colleagues feedback, role development (new tasks, new responsibilities, project leadership, temporary assignments), trainer/mentor roles, job rotation, job shadowing, etc.
- learning through interaction with others: professional communities and events, business networks, coaching, learning expeditions, etc.
- learning through training: classroom training, online courses, MOOCs, self-study, e-learning, webinars, etc.

Job-related skills development needs are identified during annual appraisals and career path reviews. These meetings aim to:

- create an ideal forum for discussion between the employee and their manager (reflection, dialogue, perspective)
- give managers the opportunity to review employee performance, provide constructive feedback on the past year's work, discuss strengths and areas for development, and assess skills and performance
- allow employees to express their feelings and share their experiences within the organisation, take stock of their results, skills and performance, discuss their career path at Société des grands projets and their potential for advancement in their current position, and explore career development opportunities.

The introduction of performance assessment criteria in 2022 makes it easier to identify targeted development actions to help employees to continue to grow, regardless of their performance level. Because employees are responsible for their own professional development and managers are jointly responsible for the development and upskilling of their teams, skills development and action plans are discussed during career path reviews and throughout the year as needed:

- For training, managers and employees focus in particular on the skills previously identified as needing further development or new skills (technical, behavioural and/or managerial), before searching the Société des grands projets training catalogue directly for specific training topics or initiatives. If they cannot find the type of training they are looking for in the catalogue, they have the option of describing their needs. At the end of this discussion, managers propose or select training courses together with employees, taking into account schedules, priorities and training objectives. Training requests are then submitted for approval, with particular consideration given to the strategic objectives for the coming year. Each year, during the employee's career path review, the manager and employee discuss the results of the training courses the employee has completed

over the year in terms of how useful and effective they were and how well the skills gained have been put into practice.

- As training is not the only way to develop skills, managers are encouraged to identify other development opportunities they can implement within their own remit (learning through on-the-job experience and/or interaction with other employees), linked to previously identified areas for development, to provide employees with the best possible support and help them progress and evolve. A guide is available on the Managers' intranet that suggests a range of development opportunities, including mentoring interns or apprentices, new projects or assignments, and working with different teams.

During their career path reviews, employees can highlight any steps they have taken independently to develop their skills and/or advance their career (beyond training provided through Société des grands projets' skills development plan). These include skills assessments, recognition of prior learning or work experience, and self-directed learning (such as MOOCs). The HR training team can provide employees with information and help them take advantage of these opportunities.

Building on this development approach, targeted actions are identified and implemented throughout the year to support career progression or role changes, thereby creating the conditions for employees to succeed in their new roles.

### **Implement a recruitment policy that promotes diversity and equal opportunities**

#### **Gender equality in the workplace**

Our recruitment policy embraces diversity and is committed to equal opportunities. A workplace equality committee was established in early 2020, made up of elected committee members and chaired by a management representative, supported by HR team members. This committee meets several times a year to assist the Social and Economic Committee (CSE) with its work on workplace gender equality matters, prepare discussions on gender comparison reports and the workplace gender equality index, and support negotiations on equality in the workplace.

A collective agreement on gender equality in the workplace was signed in 2021. This agreement confirms management and employee representatives' commitment to gender equality as a key priority in Société des grands projets' HR policy. Like all aspects of diversity, it brings complementary perspectives, social balance and economic efficiency.

This agreement sets progression targets for workplace equality, defines actions to achieve them, and puts in place measurable monitoring indicators in the following areas:

- Remuneration
- Job classification and career advancement
- Training
- Recruitment
- Combating gender-based harassment, sexism and domestic violence

#### **Remuneration policy**

We are committed to fair pay. To this end, we monitor starting salaries to guarantee pay equity, analysing and correcting unwarranted differences for comparable positions and experience. Our market-competitive remuneration policy helps attract and retain essential skills.

We recognise individual and team results and performance in meeting the objectives set. We support long-term employee development through career management, skills development and performance assessment.

Our remuneration structure includes a base salary reflecting the level of responsibility, expertise and experience in that role, variable pay components, additional financial benefits (childcare costs, etc.) and employee benefits (employee welfare, time banks, etc.).

# Pillar 2: Build while protecting the environment and contributing to the resilience of tomorrow's cities

## 1 – Implement an ambitious policy for the climate and the energy transition

### Anticipate and integrate climate risks in the design and build of structures and station districts

Climate change studies conducted under the Paris regional climate plan showed a rise in temperatures in both summer and winter, alongside more frequent and intense spring rainfall. Météo France has warned of longer and more intense heatwaves, with winter rainfall increasing by over 10% and declining in summer.

These shifts in the climate will trigger extreme weather events such as heatwaves, floods and droughts with periods of rain that cause excess water run-off and landslides.

The resilience of the Grand Paris Express infrastructure is a critical issue in France's climate change adaptation strategy. Société des grands projets therefore has a pivotal role to play in preparing the Greater Paris metropolitan area for climate change.

In 2021, we conducted a physical vulnerability assessment of the Grand Paris Express components to climate hazards, with the aim of confirming the network's inherent physical resilience. The scope of the analysis covered a number of the Grand Paris Express transit system's components and categorised them by the network's above-ground sections, underground sections and passenger areas. Regulatory requirements and the Grand Paris Express technical and functional programme demand a high level of resilience to climate hazards and how they might change going forward. The component/climate hazard analysis demonstrates that climate risks are addressed in the design and construction of the Grand Paris Express. However, while not physically compromising the infrastructure, climate change inherently leads to residual sensitivity that varies from one structure to another, with implications for maintenance and operations (service quality, frequency of operation and maintenance costs). The adaptation solutions implemented have not shown any significant impact on adaptation efforts, or on the level of resilience to physical climate risks of other populations, nature, cultural heritage, property assets or other economic activities.

### Flood-related risks

Due to the proximity of waterways (the Seine and Marne rivers) in the area covered by the Grand Paris Express, the risk of flooding has been considered from the earliest stages of the project. This approach drew on data and rules from administrative documents, such as flood risk prevention plans (PPRIs). To ensure the resilience of infrastructure in the event of flooding, we have committed to a risk management approach that provides a higher level of protection than that required by regulations. As a result, openings in structures at risk of flooding (e.g. stations and safety structures) are located at least 20 centimetres above the required level (PPRI level + 20 cm). In addition, removable protective devices can be installed at very short notice to protect against a flood level known as R1.15 (i.e. 115% above the level of the 1919 Paris flood). All volume displaced by structures in flood expansion zones is compensated for nearby.

### Drought-related risks

The contraction and expansion of the surface clay soil caused by periods of severe drought periods could become more frequent and lead to settlement or swelling affecting buildings with shallow foundations. Drought conditions do not

impact the stability of Grand Paris Express infrastructure and structures. For above-ground sections, the design accounts for potential differential settlement due to ground contraction. Furthermore, although Grand Paris Express lines cross green clay deposits east of Paris, there is minimal risk of clay swelling as structures in flood-prone areas have deep foundations. Natural risk prevention plans (PPRNs) covering this problem were taken into account when choosing construction methods for the tunnels (use of tunnel boring machines) and stations (diaphragm wall technique).

### Temperature change-related risks

The infrastructure and rolling stock are designed to ensure the network continues to operate under stressful climate conditions, for example during times of heavy snow or high temperatures. With 90% of routes underground, structures have limited exposure to temperature stress. The Grand Paris Express is therefore inherently highly resilient to extreme heat. Each station is also adapted to its immediate environment to minimise urban heat island effects in dense urban areas. The design incorporates thermal comfort features to maintain a comfortable temperature for users in all conditions.

Particular attention has also been paid to summer comfort in trains. Working with the manufacturer, we have developed a system based on a dual air conditioning unit, automatically controlled by temperature sensors installed inside and outside the trains.

### **Physical risks assessed by a third party**

Société des grands projets hired climate strategy consulting firm Carbone 4 to assess the infrastructure's vulnerability to the most likely climate hazards in the Paris region. Carbone 4 pinpointed the risks by mapping out the hazards, based on the climate scenario analysis. The scope of the study included the network's above-ground sections (e.g. rails, electrical supply, concrete and metal structures), the underground sections and the passenger areas (elevated and underground stations). The study considered five major climate trends (temperature, fire, precipitation, humidity and strong winds) from 15 related hazard indicators. The study was based on forecasts taken from the DRIAS climate portal using the pessimistic RCP 8.5 scenario (+3.2 to 5.4 °C in 2100), taken from the Fifth Assessment Report of the Intergovernmental Panel on Climate Change (IPCC) for 2055 and 2085. The climate data came from the set of Eurocordex models (including CNRM, Institut Pierre-Simon Laplace and other climate centre models).

The study aims to prove that the Grand Paris Express is resilient and can continue operating under the future climate conditions that are currently being predicted. Over their lifetime, Grand Paris Express structures will theoretically experience few direct effects overall, particularly from gradual temperature increases. However, the above-ground sections of the Grand Paris Express (Lines 17 and 18, and ground-level structures) will be more vulnerable to extreme climate events, such as heatwaves and brush fires. However, service disruption to above-ground sections should not spread to the rest of the network. When it comes to operating and maintaining the network, Société des grands projets provides Grand Paris Express maintenance contractors and operators with protocols for extreme situations, such as vegetation clearance or additional heat inspection rounds during high temperatures.

### **Integrate energy efficiency into the design, build and operation of the Grand Paris Express**

Energy efficiency is one of the key challenges of the Grand Paris Express. Current estimates indicate that network operations and maintenance will consume approximately 877 GWh per year when fully operational. This is equivalent to the energy consumption of a city the size of Rennes.

### **Eco-design of the transport system**

The Grand Paris Express is based on a transport system that used the most advanced technologies to limit energy consumption.

### **Making the traction power chain more efficient**

The rolling stock specifications are designed to achieve the most efficient traction power chain performance possible. This is a significant challenge, as 20% to 25% of the energy fed into the overhead lines and the "third rail" is lost through dissipation.

### **Electrical braking**

The service braking system on trains will be 100% electrical. The trains will produce energy by reinjecting the energy from braking into the overhead power system. Energy savings compared with mechanical braking are estimated at 30%. Electrical braking also limits particle production and air pollution.

### **Coasting**

Coasting is movement with traction disengaged when approaching a stop or in a reduced speed zone. It naturally consumes less energy than running at full power, since less kinetic energy is used (20% less than at full power).

### **Optimised train traffic**

The metro will be controlled automatically, ensuring optimum driving performance and therefore lower energy consumption. Trains use energy when they accelerate, but they generate energy when braking.

### **Acceleration and braking**

Synchronising these two phases helps with natural energy exchanges between trains on the line and helps avoid energy loss. The synchronisation of these two phases is generally established when trains leave the terminal stations. Some trains may be delayed along the way, upsetting the energy optimisation balance. The innovation on the Grand Paris Express is that train traffic will be controlled in real time along the entire line, allowing adjustments in response to unexpected events.

### **Energy-efficient lighting**

High-performance, energy-efficient LED lighting will be used on the trains. This will be combined with a system that optimises lighting based on different usage scenarios to reduce energy consumption while ensuring adequate lighting levels.

## Implement lower-emission processes and methods during construction and operation

Société des grands projets has committed to reducing metro construction-related greenhouse gas emissions by at least 25%, equivalent to avoiding 1.1 million tonnes of CO<sub>2</sub>, by prioritising the use of suitable construction methods and innovation solutions.

Procurement clauses in contracts are also one of the main levers for implementing low-carbon solutions on worksites. These contractual mechanisms include:

- The introduction of the Reverse Carbon Initiative scheme to financially incentivise our contractors to propose low-carbon solutions based on CO<sub>2</sub> savings achieved. Since implementation, 40 ktCO<sub>2</sub>eq of emissions have been avoided. Solutions proposed by bidders include using low-carbon steel for rails and alternatives to concrete for lining tunnels.
- The inclusion of ambitious clauses in our civil engineering contracts, with specific carbon targets for each contract, with end-of-contract bonuses or penalties depending on whether the target has been met. Improved monitoring of materials-related emissions using BIM is an innovation in itself.

We have also launched innovations and trials across a number of areas:

- Development of calcined clays as a low-carbon binder.
- Testing of various low-carbon concrete solutions.
- Experimentation with optimising concrete structures to reduce material usage.

Actual emissions from construction of the Grand Paris Express are monitored annually, based on contractor reporting and data recorded in our excavated materials tracking tool, [T-Rex](#). The reporting data is audited by an external service provider to ensure its reliability. The consolidated annual carbon footprint, calculated using our [CarbOptimum®](#) tool, is also audited by statutory auditors before publication. This monitoring process allows us to track current and projected emissions from construction of the Grand Paris Express and measure performance against our 25% reduction target. With cumulative emissions of 2,228 tCO<sub>2</sub>eq at the end of 2024, Société des grands projets is on track to meet this target.

## E<sup>2</sup>: the environmental accelerator

To help drive change in construction and rail practices and address the challenges of carbon reduction, the circular economy and biodiversity protection, Société des grands projets has created “Environnement Express”, or E<sup>2</sup>. Launched in March 2024, this initiative aims to accelerate the development of environmental value chains in the transport and rail infrastructure sector, through the development of shared tools and standards, support for skills development across the wider sector, and the implementation of joint initiatives to develop regulatory frameworks.

## Develop intermodal transport connections around stations

When the Grand Paris Express is fully open, 95% of residents in the Greater Paris metropolitan area will live less than 2 km from a station. Intermodal connections are therefore central to plans for the successful development of station districts, making it easier for people to leave their cars at home and use alternative – and hopefully less emissions-intensive – modes of transport. Priority will be given to active modes of transport, such as walking and cycling, for getting around the neighbourhood or accessing the station. The bus network will be rerouted to make each station easily accessible to as many people as possible from the surrounding neighbourhoods.

However, intermodal connections and changing modes of transport also require careful public space planning. Société des grands projets is working with local authorities and Île-de-France Mobilités, using hub-based approaches, to promote the use of efficient, environmentally friendly modes of transport that can be combined as required by residents of the Paris region. The aim is to create public spaces that serve not only as transport hubs but as vibrant, shared community spaces.

### Hub studies with Société des grands projets' partners

In 2015, Société des grands projets teamed up with Île-de-France Mobilités to launch a series of “hub” studies involving all its partners. These studies are used collaboratively to define the development plan and intermodal facilities to be built around stations (cycle parking and routes, bus bays, meeting areas, drop-off and pick-up points). The two organisations work within their respective remits: Île-de-France Mobilités is responsible for intermodal transport connections and mobility, while Société des grands projets is responsible for public space design. These studies are being conducted by the local authorities or public development agencies.

Each involves three stages, starting with a site assessment and definition of the preliminary plan for intermodal connections, followed by a proposal outlining development scenarios for the hub and formalisation of a development plan, and lastly, definition of the project owners, financing providers and managers and formalisation of the hub's reference plans. All hub studies are funded by Société des grands projets, at a total cost of just over €6 million. As of 2024, 65% of hub programmes have been defined, paving the way for design studies and then implementation:

- 42 hub programmes have been approved
- 26 hubs are in the design phase
- 16 hubs are under construction.

### **A guide to 40 operational design principles**

In 2019, Société des grands projets published *Places du Grand Paris – Design Principles for Grand Paris Express Public Spaces*. Developed in collaboration with local authorities and institutional partners, and aligned with ongoing local initiatives, it sets out a shared vision for integrating Grand Paris Express stations into urban and landscape settings. This guide is intended to assist all programme managers responsible for designing Grand Paris Express public spaces through 40 operational design principles covering all aspects of public spaces: mobility, usage, lighting, landscape, water and street furniture.

Société des grands projets and Île-de-France Mobilités assess projects proposed by project owners (cities, departments or developers) around stations against hub study requirements to ensure they meet objectives before awarding subsidies for their implementation.

## **MAKING CYCLING one of the main feeder options for the metro**

Since 2022, we have been working with Collectif Vélo Île-de-France, pooling our expertise to provide more cycle parking at or near stations and improve cycle route connectivity around the new metro.

This partnership will continue until 2027. It gives us the scope to tackle all cycling-related challenges and develop practical solutions based on actual user needs. The aim is to move from a quantitative to a qualitative approach that focuses on tailor-made solutions. This involves analysing passenger flows and journeys.

We currently provide nearly 14,000 bicycle parking locker spaces or racks on Société des grands projets land acquired for the construction of Grand Paris Express.

We plan to build on this collaborative approach to strengthen the cycling-related aspects of the SERM projects we are leading.

## **2 – Preserve biodiversity, facilitate its inclusion in the city and limit disturbance caused by the project**

**Implement measures to avoid, reduce and offset the environmental impact of construction work**

### **Land artificialisation**

In Paris region, 22% of the region's surface area is considered artificialised (source: Insee). This use of land is higher than the European average and is growing faster than the population. Artificialisation is the transformation of agricultural, natural or forest land through development that disrupts the original soil's functions as a result of surface sealing. These functions include water absorption, carbon storage (through vegetation), support for biodiversity (flora and fauna) and crop production. Artificialisation is one of the main drivers of climate change and biodiversity loss. The Grand Paris Express helps combat urban sprawl by promoting urban regeneration in the inner suburbs.

Measures have been taken to mitigate the artificialisation associated with the construction of the network, including:

- Building most of the infrastructure underground to minimise the impact at ground level.
- Locating above-ground structures (stations, maintenance centres) on brownfield sites, in previously developed areas or along roads, wherever possible.

Based on technical data from design studies and contractors, the maximum total surface area artificialised during construction is currently estimated at 177 hectares, with permanent artificialisation during the operational phase, after station construction, at 60 hectares.

In January 2023, Société des grands projets' Socio-Economic Studies Unit estimated the number of hectares saved from artificialisation as a result of urban densification policies in the Grand Paris Express station districts. This figure is estimated at between 2,400 and 3,400 hectares, mainly in the outer suburbs. This is down to a combination of three effects: improved accessibility in the area served by the new metro, compact urban development, and routing through already heavily built-up areas, leading to urban renewal.

### Natural restoration approach

The term “renaturation” (restoration to natural state) was defined in the 2021 Climate and Resilience Act: “Soil restoration, or de-artificialisation, involves actions or operations to restore or improve soil functionality, transforming artificialised land back to a more natural state”.

This concept will be applied when the criteria for classifying artificialised and non-de-artificialised land come into force in 2031. Société des grands projets has committed to this principle by incorporating these considerations into the design and construction of its structures.

The restoration approach aims to restore a site’s ecological functions. Restoring natural and planted spaces in urban areas significantly improves local residents’ quality of life while supporting biodiversity, maintaining wildlife corridors, creating shaded areas, managing local rainwater and storing carbon. Some initial measures have been put in place, most notably in Guyancourt with the creation of a new wooded area.

This project will support local biodiversity, improve rainwater management, combat urban heat islands and enhance carbon storage. The initiative was implemented in partnership with the town of Guyancourt. Regular habitat management, including microhabitat monitoring

and invasive species control, will preserve the different vegetation layers and create suitable conditions for wildlife – all without using pesticides or herbicides. Société des grands projets will manage and monitor this project for the next five years before transferring responsibility to the municipality of Guyancourt.

## NATURAL RESTORATION AT GUYANCOURT: a first for Grand Paris Express

Several initiatives have been undertaken to restore natural habitats at the “Petite Minière” site in Guyancourt:

- Removing artificial surfaces from a disused tennis court to create new woodland habitat to support biodiversity.
- Replacing a cherry laurel hedgerow, an invasive species that offers little value to biodiversity, with native species.
- Creating microhabitats including nesting boxes and hibernation shelters to support the life cycle of two protected species found on the site: the house sparrow and common wall lizard.

### Biodiversity

In delivering the Grand Paris Express, Société des grands projets follows the avoid-reduce-offset approach. Building predominantly underground is one of the key avoidance measures when it comes to potential impacts on biodiversity. Other impact avoidance and reduction measures include choosing routes with the least impact, creating alternative areas of shelter or refuge for wildlife, and installing low fences and anti-intrusion devices to deter small animals. For the Line 18 viaduct, specific measures to protect birds and bats include avoiding the use of overhead power lines and installing steel cable nets at a level higher than the rolling stock.

Société des grands projets tackles the spread of invasive species from the project design phase onwards, and implements the specific measures identified during construction. For example, Line 16’s environmental impact study specifies measures to prevent the proliferation of invasive species, including specific protocols for topsoil stripping, storage and removal, and seeding with hardy native species. Where avoidance and reduction measures for construction of the Grand Paris Express prove insufficient and residual impacts remain, environmental offsetting measures become necessary.

Working with partners including CDC Biodiversité, Société des grands projets is now implementing, managing and monitoring over 20 offset sites across the Paris region.

A key challenge with these offsetting measures is assessing the environmental gains against residual impacts from construction of the Grand Paris Express. Given the lack of a national methodological framework, Société des grands projets called on CDC Biodiversité to develop a specific method, suited to the characteristics of the Grand Paris Express.

This method quantifies and compares potential biodiversity losses caused by the project against potential gains provided by the environmental offsetting measures, in order to calculate net losses/gains and determine whether the “no net loss of biodiversity” objective has been achieved. To improve biodiversity conservation, Société des grands projets is trialling a range of innovative approaches with institutional partners (National Museum of Natural History and CDC Biodiversité) and private partners (construction companies and startups). These include developing local plant seed supply chains, testing multi-species wildlife shelters, and looking at new methods for assessing project biodiversity impacts, with a particular focus on digital solutions.

## Manage disturbance around worksites and during metro operations

### Noise pollution

Infrastructure construction and operation can create disturbance for nearby residents. This issue has been considered from early on in the studies process and integrated into every phase. A comprehensive baseline assessment was conducted, drawing on available literature and noise measurements. Given the issues identified, Société des grands projets was quick to rule out certain construction methods deemed too disruptive, such as pile driving.

Several measures reduce potential disturbance during construction:

- noise considerations are taken into account when choosing the location of worksites;
- the least disruptive construction methods are selected;
- nuisance reduction measures are put in place: use of the “Cri du Lynx” system to avoid the need for reversing beepers, noise barriers around worksites, site layout planning to position the noisiest equipment as far away as possible from homes, engine covers, machinery that complies with the latest standards;
- real-time monitoring and open-data sharing of worksite noise levels using a “construction weather” application.

Once the metro is operational, noise pollution sources mainly come from above-ground structures, including stations, service infrastructure, maintenance sites, viaducts and ground-level sections. Baseline noise measurements have been taken at each structure location. Noise modelling is carried out as part of environmental studies and administrative procedures to determine operational noise thresholds for the metro.

This is used to ensure that equipment at service infrastructure sites is suitable for its surrounding environment. For above-ground sections, the modelling shows that noise levels are acceptable when trains are passing.

The depth of the tunnel (up to more than 50 metres below ground) will reduce the transmission of train vibrations to the surface once the metro is in service (by way of comparison, the original Paris metro sometimes runs only a few metres below the surface). To prevent the transmission of train vibrations, anti-vibration pads will be installed between the ground and the rails along the entire route, with additional reinforcement in more sensitive areas.

To limit noise pollution during the operational phase, particularly at sensitive sites, soundproofing systems will be installed inside the safety structures located every 800 metres for firefighter tunnel access.

### Air pollution

Measures have been put in place to reduce dust and pollutant emissions during construction and maintenance work. The Grand Paris Express worksites comply with French regulations and follow Classified Installations for Environmental Protection (ICPE) procedures.

Various measures have been taken to protect passengers from air pollution once the new metro lines are operational. Air quality sensors will be installed in stations, and full-height platform screen doors will protect passengers on platforms. In tunnels, fine particle emissions will be reduced at source through the use of electrical braking across almost the entire network and a 25%-35% reduction in axle load compared to current RER trains. Air renewal and cooling systems in trains will limit the spread of particles found in the tunnels. Ventilation systems also will be separate for tunnels and stations.

For external review of these measures, Société des grands projets is currently forging a partnership with rolling stock manufacturer Alstom and a laboratory at the Estaca engineering school, which specialises in aeronautics, automotive, naval, space and guided transport industries. This partnership has two goals: to model particulate pollutant production and movement to better understand how pollutants are spread between tunnels, stations and surrounding areas, and to evaluate the Grand Paris Express air quality measurement system to quantify the benefits.

On a broader scale, the Grand Paris Express will encourage people to switch from cars to the metro, contributing to overall air quality improvement in Paris region. Studies will be conducted to assess this improvement.

Société des grands projets is currently working with the Paris Urbanism Agency (Aur) and Institut Paris Région to set up an environmental observatory for station districts. This observatory will track environmental indicators over the long term, monitoring the impact of the arrival of the Grand Paris Express and urban renewal in station districts. Air quality, noise levels and issues relating to biodiversity and mobility will be independently monitored to objectively measure Grand Paris Express's long-term benefits.

### 3 – Promote the circular economy and resource optimisation

#### Manage and reuse excavated materials

The total volume of waste from the Grand Paris Express project is estimated to reach around 47.5 million tonnes by the time the project is completed.

Almost 99% of this consists of excavated material (approximately 47 million tonnes) from building the tunnels, stations and essential facilities for the metro network, such as maintenance centres and ancillary structures. The remaining 1% consists of rubble from the demolition of buildings and non-building structures (e.g. bridges and roads), which will reach a total of approximately 525,000 tonnes by project completion.

Société des grands projets aims to recover 70% of all material excavated from the Grand Paris Express, in line with the 2008 European Framework Directive, France’s Energy Transition for Green Growth Act and Paris region’s Regional Waste Prevention and Management Plan.

A blueprint for managing and recycling excavated material has been developed for each metro line, specifically addressing removal methods and routes. Measures have been implemented to reduce construction and demolition waste. A resources inventory lists the relevant materials and identifies the most environmentally friendly channels for their reuse.

We have also released a circular economy toolkit focusing on excavated soil, detailing solutions that support closed-loop systems within the Grand Paris Express project.

This strategy covers three key areas for excavated soil: traceability, using alternatives to road haulage to transport them, and soil recycling.

The main waste generated by construction of the Grand Paris Express is excavated soil. Traceability determines its potential for reuse. Understanding the origin and quality of the excavated material provides certainty for end users, mainly developers and manufacturers. This information is also required to comply with the decree of 31 May 2021, which specifies the content requirements for waste, excavated soil and sediment registers. Since 2017, we have recorded traceability information for this excavated material using our data collection platform: [the T-Rex tool](#). This online tool tracks excavated material from extraction to final destination. The use of this tool is mandatory for all parties responsible for a consignment of excavated material from the Grand Paris Express works.

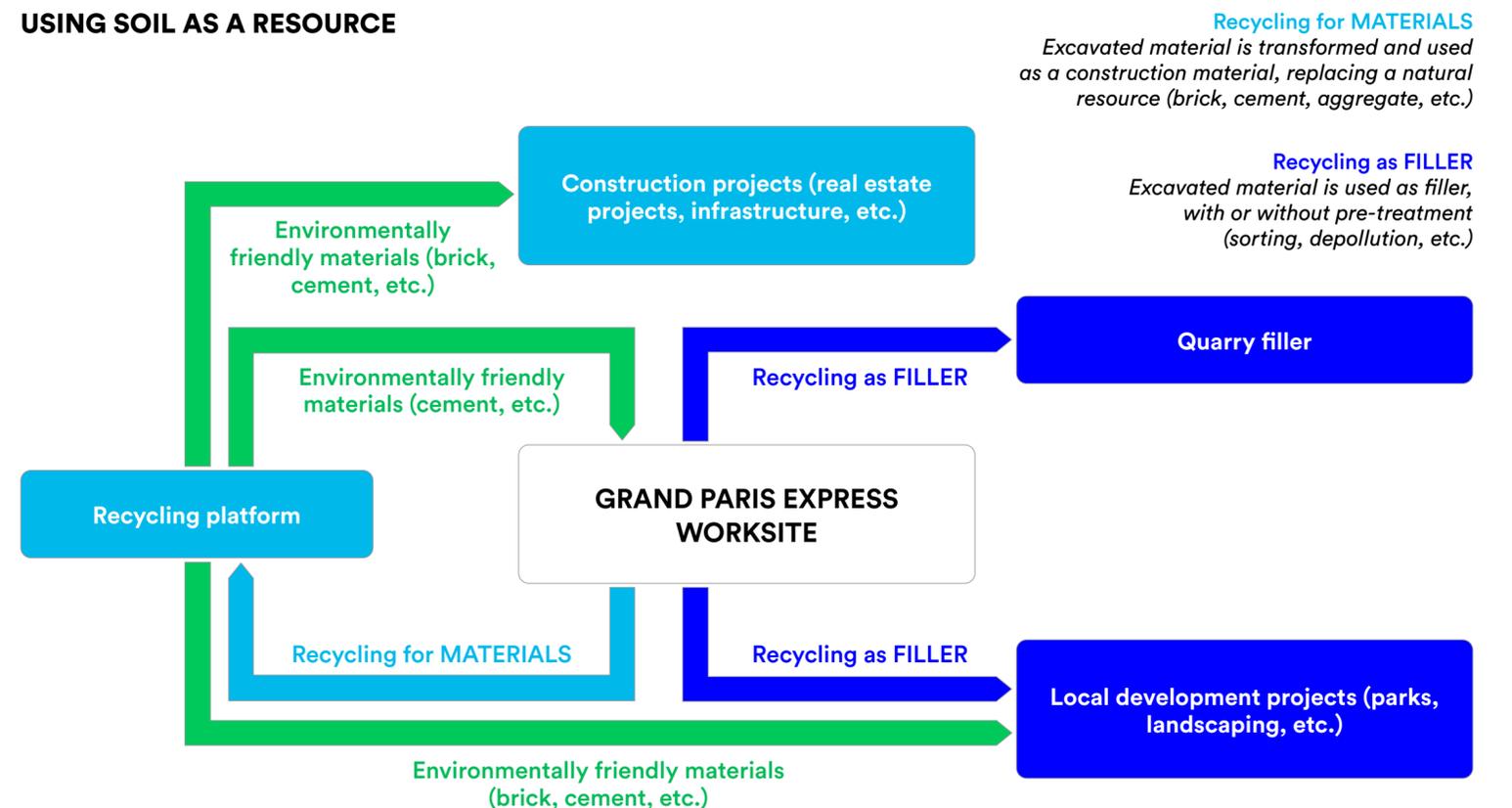
Recycling means limiting the disposal of excavated material at approved sites as far as possible, favouring instead its reuse, repurposing and conversion into environmentally friendly products and materials. Société des grands projets has pioneered a number of innovative soil recycling projects and forged partnerships with operators in the waste management and development project sectors.

Some contracts distinguish between recycling for materials (transforming excavated material into other materials, such as bricks and concrete) and recycling as filler (e.g. reuse as is, quarry restoration and development projects).

Trials are underway to develop new recycling channels, such as using the millstone clay from Line 18 worksites in cement production. We have also developed internal guidelines, procedures and best practice guides on waste management and waste prevention.

Lastly, to limit disruption caused by our worksites and optimise the environmental impact of transporting waste, Société des grands projets uses water- and rail-connected disposal sites where possible, with the target of 15% of total excavated material transported by means other than road.

#### USING SOIL AS A RESOURCE





## Use recycled and bio-based materials from the Grand Paris Express to build station structures and neighbourhoods

This focus area is one of seven circular economy pillars proposed by Ademe, which we have incorporated into our operational strategy:

1. Sustainable extraction/exploitation and procurement
2. Eco-design
3. Industrial and territorial ecology
4. Functional economy
5. Responsible consumption
6. Extended useful life
7. Improved waste prevention, management and recycling

This circular economy is best described as a cascade of interlinked concepts that are difficult to consider separately when aiming for a high level of circularity. Focusing solely on waste management with marginal design adaptations leads to weak circularity, incompatible with the target set by France's national low-carbon strategy (National Institute for Circular Economy, 2023). This is why Société des grands projets is exploring the potential use of reused and recycled materials in its structures. We are encouraging our suppliers to propose the use of these materials by including relevant criteria in our bid evaluation process (e.g. fertile substrates) and have set expectations for specific applications, such as tunnel lining materials (40%) and backfill (20%) in contracts for Lines 15 West and 15 East.

A decision-support tool has been developed for selecting materials to be used in public spaces, based on both their functional properties and environmental criteria, such as carbon impact over their lifetime and their potential for reuse. Société des grands projets has been a signatory to the Wood & Bio-Based Materials Pact since 2020 and is committed to building its real estate projects using over 70% bio-based materials, particularly wood (50%). More broadly, we have developed a method for quantifying circular practices, called [Circulence®](#), which helps us assess bidders' proposals during the tender phase and monitor them once they are implemented.

### Promote the processing and recycling of construction waste

The European Union taxonomy's Do No Significant Harm (DNSH) criterion excludes non-hazardous soil and stone waste. These are not included when calculating the 70% recycling requirement. For Grand Paris Express, this criterion therefore applies exclusively to non-hazardous waste from the demolition of buildings and non-building structures during preparatory works. The total tonnage for these two waste categories for the entire project is estimated at approximately 525,000 tonnes.

The recycling rate for this demolition waste is calculated by cross-referencing various information sources, including waste and tracking records, data from Worksite Waste Management and Organisation Plans required for all demolition contracts, or, for a more conservative estimate, by applying average national recycling rates.

The current estimated recovery rate for all demolition work on the Grand Paris Express is 82%. This will be updated annually based on information gathered from current and future demolitions. These waste materials have been fully tracked using our [T-Rex](#) tool since 2023. To maintain or improve this recycling rate, Société des grands projets uses incentive systems and bonus/penalty mechanisms linked to recycling levels in demolition contracts.

In addition, targets have been set for the coming years:

- For building demolition waste, a recycling rate at least matching the performance of the extended producer responsibility scheme for construction products and materials, with targets of 77% in 2024 and 88% in 2027 for inert waste.
- For non-building structure demolition waste, mainly from public works such as utility distribution networks, roads and other infrastructure, a rate at least meeting the

objectives of Paris region's Regional Waste Prevention and Management Plan. The following construction waste material recycling rates apply:

- 70% by 2020;
- 75% by 2025;
- 85% by 2031.

### Apply eco-design principles in the design of station structures and neighbourhoods

According to ISO 14006:2020, eco-design is "a systematic approach that considers environmental aspects in design and development with the aim to reduce adverse environmental impacts throughout the life cycle of a product". Improving the recyclability of a structure necessarily involves designing both it and its components with future dismantling, recovery (reuse and repurposing) and recycling in mind. From the design phase onwards and at various levels (product, building, district, region, and so on), Société des grands projets strives to limit the impacts associated with construction, operation and end of life. Eco-design prioritises the use of reused and bio-based materials, or lower-impact alternatives, by showing restraint in the use of the material, anticipating future user needs, promoting energy efficiency and limiting soil artificialisation.

Since the planning stages of the Grand Paris Express, the location of structures and the choice of line routes have considered environmental factors, including resource conservation, flow circularity and, consequently, the project's impact on the local urban metabolism. Project environmental assessments (impact studies) undertaken prior to declarations of public utility clearly highlight eco-design's prominent role in our circular economy strategy and our broader environmental strategy.

Our contracts include reference documents to ensure consistent practices across the various contractors involved in the project. These include the environmental and societal guidelines for real estate projects and the excavated materials management and recycling plan, which outline our goals in terms of eco-design and circular practices. We have added prescriptive and incentive clauses to avoid waste and wastage and make components easier to dismantle for reuse or recycling, through the use of cutting patterns/pre-cutting, mass production/prefabrication, improved logistics and packaging.

We have increased the weighting of environmental criteria in civil engineering tender evaluations from 6% to 10%. We are considering an even more ambitious approach for future sections currently in the early planning stage. We will evaluate design against environmental criteria in the same way as the usual criteria of cost, time and quality.

We have introduced performance indicators for key circular economy issues such as the adaptability of structures and material dismantling and durability. These indicators serve as objective scoring criteria during tender evaluation, allowing bidders to commit to performance levels they feel they can achieve. We have also introduced carbon indicators as a scoring criterion, to give bidders a greater incentive to consider the most environmentally friendly solutions for their main construction emission sources.

In terms of practical implementation, we engage the services of specialist eco-design consultancies to carry out station optimisation studies. For example, the FBCC consortium's study of Line 15 West stations identified optimisation opportunities across several predefined criteria, including passenger flows and spaces, systems, technical facilities and circulation, civil engineering (station box construction method and internal structure), worksite logistics and urban integration. All these optimisations resulted in significant reductions in internal functional volumes, using appropriate construction methods, leading to reduced concrete volumes, excavation volumes, overall footprints and, implicitly, timescales. This study revealed that underground volume within station boxes in preliminary designs was 75% higher than the minimum functional requirement based on the standard configuration considered.

Société des grands projets has explored the potential for geothermal energy, both for its own needs and for the neighbourhoods surrounding its stations. Studies are underway to assess the potential of various technical approaches (ground probes, aquifer drilling, diaphragm wall probes) and determine when geothermal solutions are appropriate for real estate projects and station districts, considering their size, scheduling, techniques used, potential, and so on.

The reuse of excavated soil has been maximised from the design stage (particularly the balance between excavated material and backfill), involving teams (programme management assistants, project managers, etc.) during preliminary studies to estimate potential reuse scenarios and the conditions for achieving them, then translating these into targets in works contract specifications. For example, specifications in station development contracts include standard layout patterns for platform walls, making it easy to replace or switch out street furniture without the need for new fixings. In real estate contracts, builders are strongly encouraged to prioritise column-beam or column-slab structures (except for vertical circulation and/or specific requirements) to make it easier to change use and provide a modular design. Ensuring that offices can be converted into housing is therefore consistent with the requirements for quality of use of housing set out in our environmental and social framework.

Conversely, designing ground-floor housing that can be converted into retail units (with suitable ceiling height) makes it possible to change use without major alterations. Property developers' specifications now also encourage the use of Design for Manufacturing and Assembly (DfMA) in construction methods. Off-site construction is preferred for a building's environmental performance, to save resources and reduce the disruption associated with construction sites.

Lastly, we have developed the [Design to Planet®](#) solution with this in mind, as a decision-support and project management tool based on environmental performance. It is being rolled out as part of our future projects.

# Pillar 3: Contribute to the development of sustainable and inclusive cities

## 1 – Promote access to employment and training for all

### Integrate long-term unemployed people into the construction of the Grand Paris Express and station districts

Société des grands projets is investing €372,000 in local employment and workforce integration initiatives across project-affected areas over seven years, establishing a one-stop service for reintegration and job creation. This service aims to connect every job seeker with a contact in a construction company. At the end of 2024, more than 5,300 individuals have benefited from workforce integration initiatives, achieving over 5.5 million hours of supported employment.

We have signed 19 job creation agreements with local organisations, including three outside the Paris region, enabling us to:

- ensure jobs and training are available to those who have been out of work the longest;
- guarantee that VSEs/SMEs, including social economy enterprises, participate in the construction of the metro;
- promote social innovation through partnerships with contractors and local authorities.

The Fabrique du Métro, along with five satellite locations across Paris region, actively supports this commitment to job creation and workforce integration, providing people entering the job market or integration schemes with information such as the roles available, the number of positions offered by companies and the skills required.

### Develop training and access for different audiences to future-oriented and high-demand occupations

#### Partnership with F RTP

In response to specific workforce needs in the Public Works sector, the Regional Public Works Federation (F RTP) of Paris region, together with Constructys (the construction industry’s skills provider) and Société des grands projets, supports companies through targeted training programmes covering technical knowledge, practical skills and workplace behaviours. To support this, the Fabrique du Métro and its satellite locations offer preliminary awareness sessions, career showcases and worksite visits to provide information and motivate people looking for work or training.

#### Integration, inclusion and career paths

We are rolling out incentives and targeted training and skills development programmes to promote equal opportunities, with a particular focus on encouraging women into construction-related roles and supporting workplace inclusion for people with disabilities.

We are innovating by developing and piloting an initiative to help secure people’s career paths. This initiative puts employees finishing assignments in direct contact with companies that are recruiting through a network of “Employment and Skills Contact Cafés”, creating real opportunities for career transition and professional development. We have also played an active role in setting up the Club des Maîtres d’Ouvrages (Project Owners’ Club), in partnership with Paris region Interdepartmental Directorate for the Economy, Employment, Labour and Solidarity (Drieets). This forum includes the National Agency for Urban Renewal (Anru), the regional governing body for housing and accommodation (Drihl), and SNCF and RATP. It helps to harmonise practices among project owners and facilitators, shares lessons learned and centralises reporting of workforce integration data for major works across Paris region.

In addition, we are involved in the development of VigieBTP, a tool developed by Constructys Île-de-France to meet the recruitment needs of the construction sector in the region, providing information and guidance to candidates and helping them to connect with potential employers in the sector.

#### Partnership with France Travail and Réseau pour l’emploi

Société des grands projets and France Travail, in collaboration with the Réseau pour l’emploi employment network, have agreed on the priorities for their partnership. Our goal is to support the preparation and implementation of our local projects by helping job seekers find employment while meeting our own recruitment needs and those of our contractors. This approach will enable us to:

- implement a regional job and skills forecasting system with Société des grands projets and France Travail contract holders;
- determine in advance the type of skills required for the work involved across the various worksites;
- identify both the skills available and any skills gaps;
- work on identifying job seekers’ skills through training; meet recruitment needs with informed and trained candidates who are ready to take up employment.

## 2 – Support the economic, social and community-based development of local areas

### Include VSEs/SMEs and social economy enterprises in building the Grand Paris Express and station districts

To ensure the economic and social benefits reach the widest possible audience, we include social responsibility clauses in our contracts, which our service providers are required to meet:

#### *Integration clause:*

Enabling people to find long-term employment through workforce integration: at least 10% of the total number of hours worked under the contract must be allocated to participants in work integration schemes.

#### *VSE/SME clause:*

Providing VSEs and SMEs with access to contracts: at least 20% of the value of works contracts must be allocated to VSEs and SMEs (through joint ventures, subcontracting, supply or service provision).

#### *Employment and training development clause:*

Anticipating business needs and ensuring that appropriate training is available: contractors awarded works contracts must submit quarterly forecasts of recruitment and training needs to Société des grands projets

and register all job vacancies with France Travail (the public employment service provider, formerly Pôle emploi).

### Encourage social and territorial innovation around worksites and future stations

#### *Engaging communities to shape tomorrow's cities*

Société des grands projets works closely with local stakeholders and residents. We have already set up spaces for experimentation where local communities can test and provide feedback on, for example, how public spaces are organised, the choice of street furniture selection, and the introduction of environmentally friendly forms of transport. In partnership with cultural and educational associations, museums, local authorities and other organisations, we are rolling out local educational initiatives that give young people a chance to get involved in the Grand Paris Express project and discuss all aspects of this major undertaking with us.

Since 2018, we have also organised urban walks with residents living near future stations, with the support of the Enlarge Your Paris association. Each walk focuses on a different topic, revealing little-known places and introducing participants to local personalities.

#### *Cultural activities promoting social cohesion*

Art and culture create social bonds, broaden horizons and strengthen a community's attachment to an area. Our approach aims

to involve art in the project at the earliest possible stage, to help shape the future image of Greater Paris through inclusive, unifying and participatory initiatives. During construction, we invite artists to experiment, tell stories and breathe life into the area, through community events, public exhibitions, touring artworks, artist residencies and worksite celebrations. These cultural activities help integrate worksites into the urban fabric, offering creative and engaging ways to learn about urban transformation and support local artists.

#### *The Grand Paris Express, a research subject*

We have implemented a number of practical initiatives enabling Paris-Est Créteil University students to conduct field research. This valuable collaboration has offered students the opportunity to explore issues related to the construction of stations on Line 15 South, helping to improve the quality and relevance of their dissertations.

#### *Supporting non-French speakers*

We also pay special attention to people who have difficulty integrating due to language barriers. To help them integrate into the workforce, we have developed the Grand Paris Express Visual Language Guide. This fun tool uses illustrations to represent all the jobs involved, from construction to operations, and makes it easy for people to identify the different professions and station construction phases, supporting them in targeting careers that match their aspirations.

#### *Donation of IT equipment*

Social and territorial innovation clauses are included in our works contracts. These take the form of actions such as our IT outsourcing provider donating IT equipment to a job integration workshop and project, an initiative facilitated by the Local Integration and Employment Plan (PLIE) in Roissy – Pays de France. This approach demonstrates how economic performance and local engagement can work together, promoting both reuse and inclusion.

### Develop local, mixed and responsible retail outlets in stations

With 20,000 m<sup>2</sup> of retail space, the Grand Paris Express stations present significant opportunities for investors. Station districts are therefore becoming strategic locations, ideal for developing new forms of local retail. Société des grands projets also has potential for 40,000 m<sup>2</sup> of ground-floor retail space in its real estate projects, which it will develop into flexible, scalable premises.

Finding the right balance between existing and new supply is a crucial issue. For retail, this means achieving the appropriate mix of large chains and independent brands, ensuring that high-volume and neighbourhood shops complement each other, and seeking out new formats for local shops and services, which will have a knock-on effect throughout the municipalities concerned.

These new retail hubs will need to align with the purchasing power and aspirations of consumers, particularly with regard to local and organic products and supply chain transparency. As part of this approach, the Société des grands projets, working with Île-de-France Mobilités, aims to kickstart new local momentum and enable these new retail formats to flourish alongside its private and public partners. This work could also lead to the creation of a commercial development framework for each station district.

Against the backdrop of the climate emergency and in response to consumer demand for better product traceability, the return to more local and sustainable production is a matter of general interest. Working with operators, we are committed to promoting a virtuous approach to regional economic development, through the sale of products from urban and organic farming with short, local supply chains, fair trade, upcycling and the social and solidarity economy. The development of these sectors will be actively encouraged within our real estate operations, with 10% of retail space across the Grand Paris Express network dedicated to these initiatives.

### **Deploy digital technology to improve the passenger experience and local development**

Throughout stations, tunnels and trains, the Grand Paris Express passenger journey is supported by digital infrastructure developed under the Grand Paris Numérique initiative.

Grand Paris Numérique, conceived alongside the Grand Paris Express from its inception and implemented in parallel with the transport network, is underpinned by three key connectivity components deployed across all lines: optical networks linked to secure technical facilities, and high-speed connectivity solutions for all connected devices (smartphones, computers, etc.) through both 4G/5G and Wi-Fi technologies. This digital infrastructure will serve passengers, businesses, local authorities and operators in the areas covered by the Grand Paris Express.

For mobile phone connectivity, stations and tunnels will be equipped with 4G and 5G antennas. This will ensure excellent connectivity with uninterrupted service from the moment passengers enter a station. There will be 5,000 antennas and optical repeaters in the tunnels every 250 metres to provide ultra-fast connectivity, made possible largely through MIMO technology.

All passengers will enjoy free Wi-Fi access across all stations and on board all trains, courtesy of 3,000 access points.

The 7,000 m<sup>2</sup> of technical facilities and 170,000 km of fibre optic cable installed throughout the tunnels and protected beneath the track bed will not only support 4G/5G and Wi-Fi services but also offer ultra-high-speed connectivity and hosting facilities to support businesses in areas with limited or insufficient digital infrastructure coverage.

National commercial operators will also benefit from this infrastructure. This massive roll-out across Paris region will contribute to the region's digital development, providing attractive connectivity for businesses and public sector organisations that increasingly require high-performance, secure storage capabilities to grow their businesses.

## **3 – Foster social diversity in urban projects**

### **Develop affordable housing in station districts**

Across all development projects underway in the Greater Paris area, 13 million m<sup>2</sup> are earmarked for housing, with 18 million m<sup>2</sup> dedicated to business activity and public facilities. These figures reflect the overall diversity of the plans to be implemented at local level. To ensure accessibility, future station districts must be both dense and diverse, so that as many people as possible will be able to enjoy the benefits of this new living environment.

This requires championing a new model of social diversity to counter mechanisms of social and spatial relegation. With the Foundation for Housing the Disadvantaged recently identifying over one million people in adequate housing across the Paris region, and housing projects often blocked due to a lack of suitable, available housing, we are committed to supporting construction efforts by dedicating 70% of our construction potential to housing.

Under our real estate projects, we will be developing more comfortable and affordable housing through a programme that addresses each stage of the residential experience. We will dedicate 30% of our housing programme to the development of social and subsidised housing.

Through our projects, we aim to foster diversity by achieving a social mix at station district, block and even building level. More specific social programmes will be proposed to ensure that everyone can be housed in the new station districts, including intergenerational residences, boarding houses, housing for key workers (particularly hospital staff) and artists' studios. This social diversity goal will be achieved while respecting local demographics and aligning with local social policies.

### Promote diversity of use in public spaces

Urban development is a key lever for reducing social exclusion. It is people who will use the public spaces designed by planners, so it is important to involve them in the design process, as the spaces are ultimately for their benefit.

The availability of public space is based on the fundamental purpose of ensuring equal access to the city and its resources. This means making places open, welcoming and accessible to all, and relies on the ability of spaces to accommodate different uses and functions. Enabling different uses means promoting how they can be combined over time and coexist in the same space. This welcoming quality of public space must be considered from the design stage and can be improved through community-run initiatives that complement initiatives run by local authorities.

The principles of universal accessibility applied to public space will address the wide diversity of people while paying particular attention to those often marginalised from public debate and under-represented in public spaces. We are creating design frameworks that incorporate our societal ambitions, from stations (care-focused journeys and universal accessibility) to districts (public space design guidelines and environmental and community standards for our real estate projects).

The architecture and design of spaces ensure that all uses and services are easily accessible and unrestricted. Additionally, it should be easier for everyone to find their way around and identify the different spaces. To meet this inclusion challenge, consideration will be given to contrasts, colour schemes, shapes and materials, topography and street furniture.

### STATE SUPPORT PACKAGE for station districts

Developing station districts requires coordination with a wide range of partners. As part of the state support package, public establishments offer services to local authorities to create station districts that are sustainable, socially and functionally diverse, accessible to all and environmentally friendly. This coordination takes place through Station District Revitalisation committees, bringing together local authorities, developers, government agencies and Société des grands projets, under the aegis of the departmental prefect and the mayors of the relevant municipalities.

These committees provide a forum for sharing programmes, exchanging ideas and coordinating the projects that each stakeholder is developing. Our shared goal is to create the most socially responsible station districts possible.

The regional prefect was the driving force behind this initiative.

## 4 – Deliver reliable and accessible transport services

### Guarantee a maintainable, operable, sustainable network

Société des grands projets' main goal is to deliver the Grand Paris Express, and to take all necessary measures to ensure that it is delivered on time and on budget, without cutting corners on performance, quality of service or safety. The network's operational and maintenance needs are currently being defined based on the transport system design developed by Société des grands projets, in partnership with Île-de-France Mobilités, the mobility organising authority, and RATP Infrastructures, the future infrastructure manager. Their involvement, as well as that of the transport operators selected by Île-de-France Mobilités (Keolis Compagnie du Métro du Grand Paris for Lines 16, 17 and 18, and Consortium ORA comprising RATPDev, Alstom and ComfortDelGro for Line 15 South), requires developing a seamless, tight-knit organisation.

Before handing over technical management to the transport operator and infrastructure manager prior to the start of operations and maintenance of each line section, Société des grands projets prepares the handover of the transport system. It also oversees integration and validation testing to ensure that the line infrastructure performs safely and reliably.

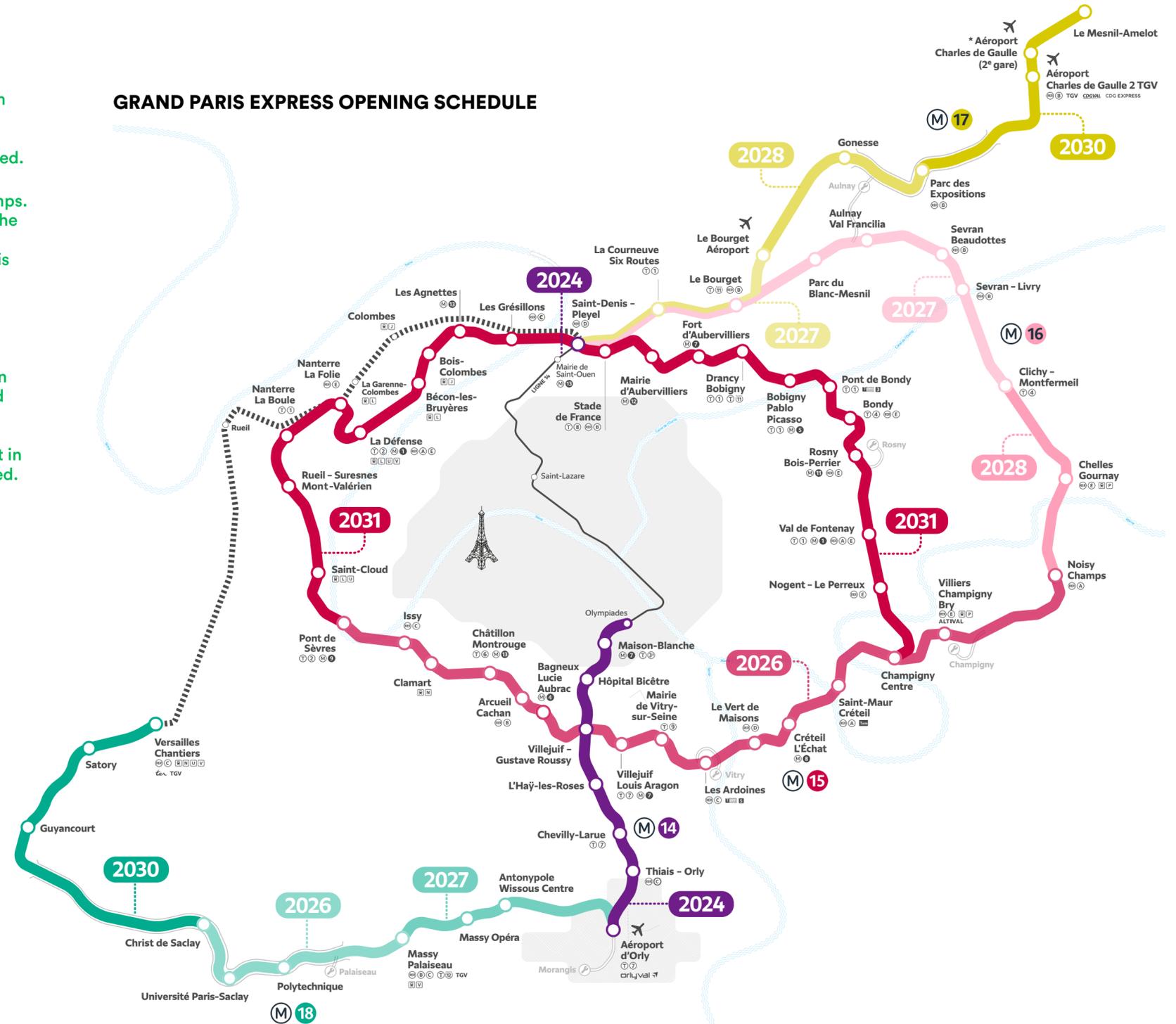
After handing over technical management of each section, Société des grands projets must ensure that reliability of the transport system improves, in particular by managing contract guarantees, checking scheduled services and reinstating any delayed functions.

To improve coordination with its partners Île-de-France Mobilités and RATP Infrastructures, Société des grands projets proposed the creation of a shared project platform, which now hosts 40 different activities involving around 30 employees from all three organisations. Formally launched in November 2019, the programme now has a dedicated workspace on Société des grands projets' website. The tripartite project platform works on all the issues that require significant joint planning, such as defining the organisational structure that will ultimately govern the relationship between all three stakeholders, preparing for network operations and maintenance, and integrating operability and maintainability issues from the planning phase for Lines 15 West and 15 East under design-and-build contracts.

## PRIORITISING INFRASTRUCTURE SAFETY: the Grand Paris Express schedule has been revised

The metro will run automatically, without drivers, along 200 km of new lines, transporting nearly three million people every day. It will be fast, reaching speeds of up to 110 km/hour. This is a first in France over such a long distance. To keep the new metro running smoothly and ensure passenger safety, all equipment undergoes rigorous testing during a particularly demanding testing phase. In 2024, Line 15 South reached its first integration testing milestone. During this crucial stage, teams check that the various pieces of equipment are working properly when connected to each other while the train is moving. This process helped identify and better qualify the difficulties of transitioning from the civil engineering and fit-out works to the transport system installation and testing phases.

To overcome these challenges and ensure optimum network performance, the overall schedule for the line had to incorporate new adjustment and adaptation phases to address the issues encountered. This led to a revised opening schedule for Line 15 South, running from Pont de Sèvres to Noisy-Champs. Originally slated for 2025, it is now scheduled for the fourth quarter of 2026. Because Lines 15, 16 and 17 share the same automated train control system, this new schedule means a delay of around six months between the opening of Line 15 South and Lines 16 and 17. Delivery of the first sections of Line 16 (between Saint-Denis – Pleyel and Clichy – Montfermeil) and Line 17 (between Saint-Denis-Pleyel and Aéroport Le Bourget) has therefore been pushed back to the second quarter of 2027, instead of 2026. The opening schedule for the subsequent sections of Lines 15, 16 and 17 remains unchanged. The opening date for Line 18, which is independent in terms of transport systems, also remains unchanged.



## A 100% accessible metro

The accessibility of the future Grand Paris Express stations and trains is also a key concern of Société des grands projets, which aims for the new metro to be 100% accessible to people with reduced mobility.

After working with associations for people with disabilities and running more than 20 workshops at the Fabrique du Métro, initial results can now be seen in Grand Paris Express stations.

The “care-focused journey” approach, making travel more intuitive for everyone, has been implemented in the first stations. This includes guidance strips and audio beacons, allowing visually impaired people to navigate independently from station entrance to platform, and from platform to station exit.

Innovations developed in partnership with disability organisations include:

- Ticket machines with lowered front sections for wheelchair users;
- Tactile guidance zones installed in front of information points, ticketing areas, lifts and platform screen doors, making them easier to find for visually impaired people;
- Built-in redundancy or duplication of some equipment, such as lifts and wider access gates at ticket barriers.

## Design stations as landmark cultural and heritage sites for the future

Each Grand Paris Express station features unique architecture. Leading French and international architects, including Kengo Kuma, Dominique Perrault, Benedetta Tagliabue, Éric Puzenat and Corinne Vezzoni, are shaping tomorrow’s Paris region heritage, creating stations that integrate with their urban environment and the history of the communities they serve.

They all share the same goals on comfort, sustainability and green design by applying principles such as durable flooring and materials, natural lighting, optimised used of space and resources, and energy efficiency. All of these priorities were defined in the Grand Paris Station Architecture Guidelines written by architects Jacques Ferrier and Pauline Marchetti.

Through the Grand Paris Express, we aim to make art accessible by connecting residents with cultural venues and operators, supporting new creative and exhibition spaces and creating beauty through unique artworks specifically conceived and created for each station and locality. A collection of over 70 works of contemporary art will have been unveiled once all the lines have entered service. One artist for each station worked with the architect to create an original, monumental and enduring work of art.

This innovative approach requires close cooperation between architect and artist, working hand-in-hand throughout the station design process, to create truly integrated works of art. This unprecedented public commission involves world-renowned artists such as JR, Daniel Buren and Michelangelo Pistoletto, alongside a new generation of creators including Noémie Goudal, Eva Jospin, Prune Nourry and Nonotak. The artistic projects span the full spectrum of contemporary art forms, including sculptures, light installations, murals and digital works.

Alongside these works, over 70 large-scale illustrations will be created on station platforms by artists from a wide range of fields such as drawing, animation, comics and graphic arts, including Edmond Baudoin, Enki Bilal, Roxane Lumeret, and Fanny Dreyer.



# Table of CSR Indicators

To be fully transparent with our stakeholders, every year we compile and publish the social, ethical, economic and environmental impact and performance indicators from our CSR roadmap. Around 40 key indicators are audited by an independent third party, the organisation’s statutory auditor. The table reports on how the Société des grands projets’ corporate and social responsibility strategy contributes to 16 of the 17 United Nations Sustainable Development Goals. Additionally, each commitment backed by our CSR roadmap is linked back to the EU Green Taxonomy criteria, given that the Grand Paris Express project is aligned on two of the substantial contribution objectives set out in this taxonomy – Climate Change Mitigation and Climate Change Adaptation – as well as complying with the other six environmental objectives (DNSH – Do No Significant Harm) and the minimum social safeguards (MSS).

## PILLAR 1

### Oversee our projects responsibly through dialogue



#### Alignment with the European Green Taxonomy:

Minimum social safeguards: Commitments, due diligences and outcomes with regard to the minimum safeguards; Implementation of anti-corruption procedures; Implementation of taxation procedures; Implementation of fair competition procedures



INDICATOR	UNIT	2023	2024	TOTAL SINCE THE BEGINNING OF THE PROJECT	INDICATORS AUDITED IN 2024
<b>GOAL 1 – MAINTAIN ONGOING DIALOGUE WITH EXTERNAL STAKEHOLDERS</b>					
Local agents deployed around the stations	Number	15	14	–	
Requests/contacts with the local agents	Number	1,678	1,652	14,680	
Agreements signed with Île-de-France social housing authorities around the stations	Number	2	2	86	
Individual protocols prepared around the stations	Number	14	12	655	
Percentage of social housing in the files processed	%	93.4	89.8	–	
Percentage of Société des grands projets’ proposals to local residents accepted (excluding business activities)	%	86.1	91.7	–	
Budget allocated to compensating local residents	€M excl. VAT	4.05	2.1	21.07	
Compensation paid by comparison with the local-resident budget allocated	€M excl. VAT	0.37	0.47	2.275	
Line conferences (excluding Line 14 South)	Number	5	6	29	
Steering committees with local partners	Number	47	51	219	
Works monitoring committees with local partners	Number	10	11	128	
Public meetings in the municipalities	Number	26	41	256	
Meetings with schools/laboratories/businesses	Number	97	72	387	
Job committee meetings with local authorities and businesses	Number	13	16	68	

**PILLAR 1**  
Oversee our projects responsibly through dialogue



INDICATOR	UNIT	2023	2024	TOTAL SINCE THE BEGINNING OF THE PROJECT	INDICATORS AUDITED IN 2024
<b>Number of social media followers</b>					
<i>GPE Facebook</i>	Followers	37,431	39,720	–	
<i>X (Twitter)</i>	Followers	28,107	30,218	–	
<i>GPE X</i>	Followers	28,107	29,490	–	
<i>SGP X</i>	Followers		728	–	
<i>LinkedIn</i>	Followers	107,329	138,887	–	
<i>GPE LinkedIn</i>	Followers	107,329	120,158	–	
<i>SGP LinkedIn</i>	Followers		18,729	–	
<i>Instagram</i>	Followers	21,739	27,093	–	
<b>Website visits</b>					
<i>GPE website</i>	Number	1,039,940	1,420,625	6,258,616	
<i>SGP website</i>	Number		177,134	177,134	
<i>Q&amp;A in the Société des grands projets website FAQ</i>	Number	553	587	3,488	
<b>Local businesses compensated</b>	%	71	38	–	
<b>Amicable local-business compensation committee meetings</b>	Number	3	5	55	
<b>Business compensation requests recorded under SGP programme management</b>	%	88	65	–	
<b>Requests examined by the commission under SGP project management</b>	%	88	63	–	
<b>Percentage of the total amount of the GPE-notified contracts including a social consideration</b>	%	96.0	95.5	–	
<b>Percentage of the total amount of the GPE-notified contracts including an environmental consideration</b>	%	94.0	93.5	–	
<b>GOAL 2 – ENSURE TRANSPARENCY IN OUR GOVERNANCE AND FAIRNESS IN OUR PRACTICES</b>					
<b>Supervisory Board meetings</b>	Number	6	5	36	
<b>Audit and Commitments Committee meetings</b>	Number	5	5	37	

**PILLAR 1**  
Oversee our projects responsibly through dialogue



INDICATOR	UNIT	2023	2024	TOTAL SINCE THE BEGINNING OF THE PROJECT	INDICATORS AUDITED IN 2024
Percentage of employees awareness-trained in preventing corruption	%	66	82	–	✓
Percentage of employees trained in preventing corruption	%	38	28	–	✓
Percentage of employees in an at-risk position, trained in preventing corruption	%	28	55	–	
Instances of corruption reported / of ethical breaches based on the values of Société des grands projets	Number	None	None	0	✓
Percentage of conflict-of-interest situations handled (based on the total number of conflict-of-interest situations reported)	%	100	100		
Meetings of the anti-corruption programme steering committee	Number	1	1	7	
<b>GOAL 3 – PREVENT PROJECT-RELATED SAFETY RISKS</b>					
Number of fatal accidents that occurred in the companies in charge of the construction of the GPE worksites	Number	2	0	4	
Percentage of worksites that underwent a safety audit within the last year	%	83	82	–	
Percentage of audited worksites rated “satisfactory” or “very satisfactory” (level B or A) as per the safety auditing guidelines	%	54	40	–	
<b>GOAL 4 – ENSURE THE HEALTH, DIVERSITY, EQUAL TREATMENT AND CAREER DEVELOPMENT OF OUR EMPLOYEES (F/M)</b>					
Fatal workplace accidents among employees	Number	None	None	0	✓
Percentage frequency of workplace or commuting accidents among employees (accidents per million employee hours per year)	%	4.21	2.96		✓
Percentage severity of workplace or commuting accidents among employees (average number of days lost per thousand employee hours)	%	0.06	0.08		✓
Lost-time accidents in the workplace	Number	3	2	10	
Total Société des grands projets workforce (permanent, fixed-term, excl. work placement and supply staff) as at 31 December	Number	1,025	1,060	–	✓
Women as share of total headcount	%	46	46	–	✓
Absence of job precarity at Société des grands projets (% of jobs held on a permanent contract)	%	99.2	98	–	
Total number of dismissals (permanent contracts)	Number	3	9	33	
Number of resignations and trial-period terminations initiated by the employee	Number	58	49	269	
Departure rate	%	9.0	9.4	–	
Trial period departure rate	%	1.2	1.4	–	

**PILLAR 1**  
Oversee our projects responsibly through dialogue



INDICATOR	UNIT	2023	2024	TOTAL SINCE THE BEGINNING OF THE PROJECT	INDICATORS AUDITED IN 2024
Percentage of industrial tribunal disputes (per employee)	%	0.08	0.11	–	
Hours of training completed during the year	Hours	14,477	13,927	69,406	✓
Percentage of payroll dedicated to continuing professional development	%	2	2.3	–	✓
Percentage of jobs created and filled internally	%	30.30	30.95	–	
Percentage of women on the executive committee	%	44	46.2	–	
Women managers as percentage of total female headcount	%	86.92	88.07	–	✓
Percentage of employees over age 54	%	8.30	10.47	–	
Percentage of employees under age 26	%	3.80	1.89	–	
Women as percentage of salary gap correction recipients	%	43.6	53.7	–	
Disabled employment rate	%	1.32	1.51	–	✓
Percentage equal employment (between first and last decile)	%	2.1	2.22	–	
Percentage equal employment (between the first decile and the mean compensation)	%	1.5	1.47	–	
Percentage equal employment (between the executive compensation and the average employee compensation)	%	2.3	2.47	–	
Equality index score for the year	Score/100	93	92	–	✓
<i>number of employees given pay rise within a year after returning from maternity leave</i>	Score/15	15	15	–	
<i>gender pay gap</i>	Score/40	38	37	–	
<i>parity among the highest pay levels</i>	Score/10	5	5	–	
<i>ratio gap in individual pay rises (men vs. women)</i>	INDEX	–1.8	–1.5	–	
<i>ratio gap in promotions (men vs. women)</i>	INDEX	1.2	0.1	–	
% employee absenteeism due to illness	%	2.16	2.9	–	
% absenteeism, all causes combined	%	3.96	4.7	–	✓
Percentage of employees who use public transport (based on monthly pass reimbursement)	%	68	78	–	
OsmoZ audit score (conducted every 3 years)	Score/100	64.1		–	

## PILLAR 2

### Build while protecting the environment and contributing to the resilience of tomorrow's cities



**Alignment with the European Green Taxonomy:**  
Substantial contribution to climate change adaptation,  
Substantial contribution to climate change mitigation and DNSH  
(Do No Significant Harm)



INDICATOR	UNIT	2023	2024	TOTAL SINCE THE BEGINNING OF THE PROJECT	INDICATORS AUDITED IN 2024
<b>GOAL 1 – IMPLEMENT AN AMBITIOUS POLICY FOR THE CLIMATE AND THE ENERGY TRANSITION</b>					
<b>Cumulative greenhouse gas emissions from GPE worksites since work began</b>	Cumulative tCO <sub>2</sub> eq	2,075,321	2,232,426	2,232,426	✓
<i>Scope 1</i>	Cumulative tCO <sub>2</sub> eq	174,340	189,198	189,198	✓
<i>Scope 2</i>	Cumulative tCO <sub>2</sub> eq	26,137	28,907	28,907	✓
<i>Scope 3</i>	Cumulative tCO <sub>2</sub> eq	1,874,845	2,014,321	2,014,321	✓
<b>Carbon footprint (Société des grands projets operations)</b>	teqCO <sub>2</sub>	1,427	1,510	7,984	✓
<i>Scope 1</i>	teqCO <sub>2</sub>	27	35	910	✓
<i>Scope 2</i>	teqCO <sub>2</sub>	277	262	2,138	✓
<i>Scope 3</i>	teqCO <sub>2</sub>	1,123	1,213	4,936	✓
<b>Percentage of excavated material shipped directly by river from worksites</b>	%	1	0.3	–	✓
<b>Quantities of excavated material shipped directly by river from worksites</b>	Tonnes	41,663	3,481	2,108,858	✓
<b>Percentage of excavated material shipped by rail</b>	%	0	0	–	✓
<b>Quantity of excavated material shipped by rail</b>	Tonnes	0	0	369,952	✓
<b>Hub studies launched</b>	Cumulative total	63	64	64	
<b>Hub studies approved</b>	Cumulative total	31	39	39	
<b>Intermodal hubs delivered</b>	Cumulative total	0	0	0	

**PILLAR 2**  
Build while protecting the environment and contributing to the resilience of tomorrow's cities



INDICATOR	UNIT	2023	2024	TOTAL SINCE THE BEGINNING OF THE PROJECT	INDICATORS AUDITED IN 2024
Budget allocated to financing hub studies (total)	€k/year total	6,046	4,618	4,618	✓
Budget allocated to subsidies for creating public spaces	€k/year total	10,182	22,288	22,288	
<b>GOAL 2 – PRESERVE BIODIVERSITY, FACILITATE ITS INCLUSION IN THE CITY AND LIMIT DISTURBANCE CAUSED BY THE PROJECT</b>					
Surfaces restored (forest and environmental offsets)	Ha	12.11	18.38	129.54	✓
<i>of which surfaces restored for forest offsets</i>	Ha	0.53	10.15	70.56	
<i>of which surfaces restored for environmental offsets</i>	Ha	11.58	8.23	59.51	
Environmental audits performed	Number	98	122	486	✓
<i>audits of project managers</i>	Number	8	9	79	
<i>of which audits of construction companies (excl. audits of carbon footprint data)</i>	Number	68	88	324	
<i>of which audits of carbon footprint data of construction companies</i>	Number	12	14	37	
<i>of which audits of wastewater outfall or intermediate excavated material management sites</i>	Number	10	11	46	
Percentage of compliant points in the audits conducted, as per the environ. auditing guidelines	%	80	78.3	–	
Percentage of hazardous waste in the total worksite waste	%	0.80	0.90	–	
<b>GOAL 3 – PROMOTE THE CIRCULAR ECONOMY AND RESOURCE OPTIMISATION</b>					
Percentage of GPE excavated material recycled over the year	%	66.9	70.3	–	✓
Quantity of GPE excavated material recycled over the year	Tonnes	2,764,940	976,122	17,384,226	✓
Percentage of GPE excavated material reused on-site over the year	%	15.1	29.4	–	✓
Quantity of GPE excavated material reused on-site over the year	Tonnes	607,584	408,627	1,441,668	✓
Percentage of GPE excavated material recycled for other materials (cement works, plaster works, recycling) over the year	%	0.2	0.4	–	✓
Quantity of excavated material recycled for other materials (cement works, plaster works, recycling) over the year	Tonnes	9,012	6,172	693,542	✓
Innovative projects supported as part of the circular economy	Number	3	1	11	

## PILLAR 3

### Contribute to the development of sustainable and inclusive cities



**Alignment with the European Green Taxonomy:**  
 Minimum social safeguards: Commitments, due diligences and outcomes with regard to the criterion: minimum safeguards, social contribution and DNSH



INDICATOR	UNIT	2023	2024	TOTAL SINCE THE BEGINNING OF THE PROJECT	INDICATORS AUDITED IN 2024
<b>GOAL 1 – PROMOTE ACCESS TO EMPLOYMENT AND TRAINING FOR ALL</b>					
Agreements in force with local stakeholders to boost employment	Cumulative total	16	19	19	
Projects to boost employment identified and studied	Number	0	2	10	
Projects to boost employment launched	Number	3	1	10	
Hours worked on all worksites (yearly total)	Hours	11,417,365	5,004,486	44,164,581	
Hours of work earmarked for the long-term unemployed as of 31 December	Cumulative hours	5,579,007	8,025,284	8,025,284	✓
Hours of work completed by the long-term unemployed as of 31 December	Cumulative hours	4,721,380	5,563,983	5,563,983	✓
People employed on worksites	Number	7,468	6,453	–	
People on work integration on worksites	Cumulative total	4,548	5,337	5,337	✓
Sex (man/woman)	Number	3,852 / 696	4,529 / 806	–	
Age (-26 years/26-49 years/+50 years)	Number	707 / 2,937 / 904	718 / 3,482 / 1,135	–	
Work integration status (disabled/under 26/income support/over 50/long-term unemployed/other)	Number	72 / 854 / 457 / 121 / 1,958 / 1,086	85 / 999 / 550 / 158 / 2,321 / 1,222		
Progress on the workforce integration target for the GPE (% of work integration hours earmarked to date for the long-term unemployed)	%	1.2	0.7	–	
Influencers and job seekers hosted at the Fabrique du Métro	Number	105	296	1,002	
Number of Société des grands projets educational youth programme participants	Number	23,142	20,749	85,865	
Percentage of young people educated about Grand Paris Express careers (based on number of youth programme participants over the year)	%	34	17	–	

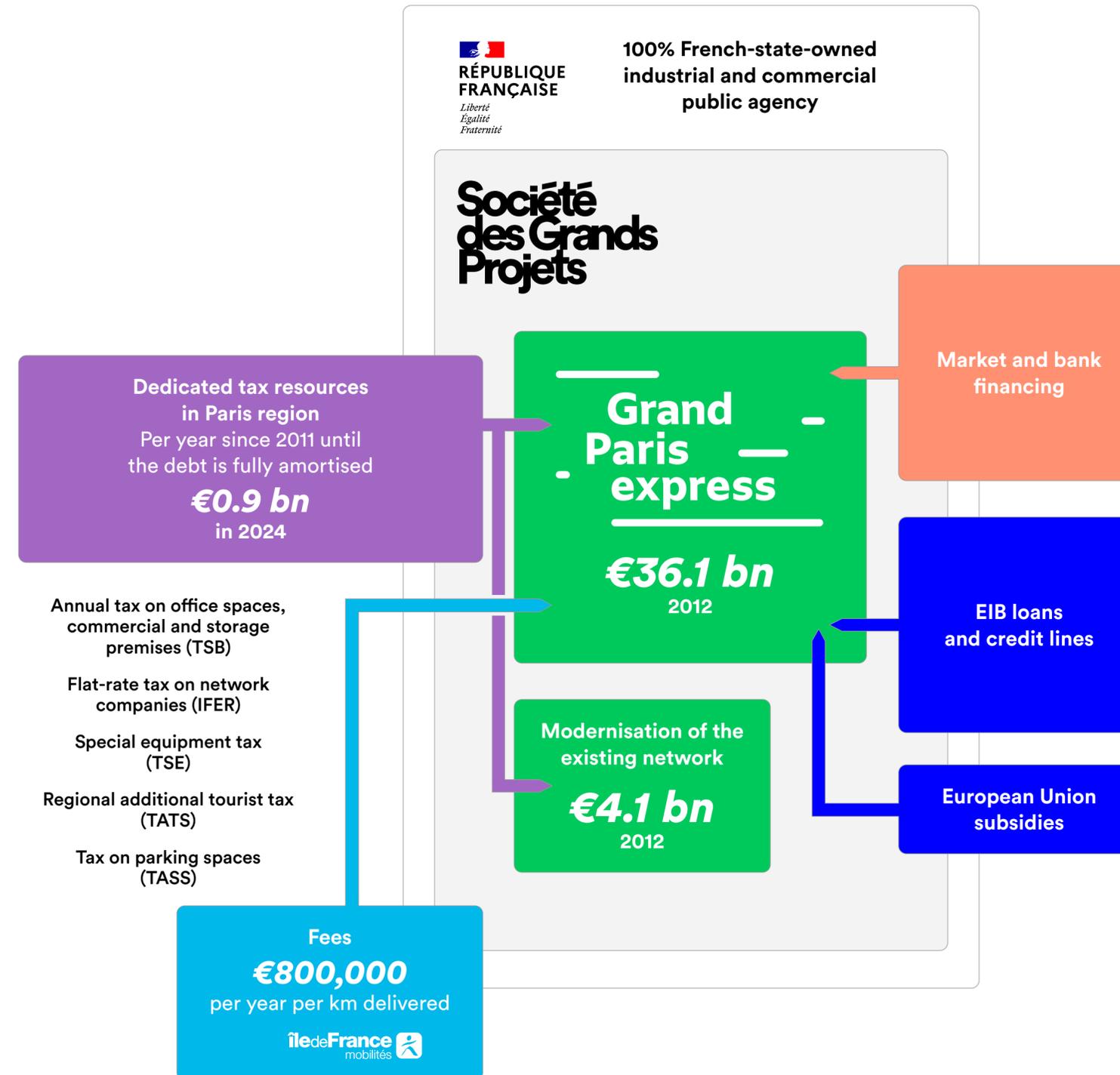
**PILLAR 3**  
Contribute to the development  
of sustainable and inclusive cities



INDICATOR	UNIT	2023	2024	TOTAL SINCE THE BEGINNING OF THE PROJECT	INDICATORS AUDITED IN 2024
<b>Total Fabrique du Métro attendance</b>	Number of visitors	16,282	18,028	80,086	
<i>school groups</i>	Number of visitors	6,494	6,418	24,198	
<i>local authorities</i>	Number of visitors	637	533	2,687	
<i>partners</i>	Number of visitors	4,407	3,791	17,845	
<i>profession-related visits</i>	Number of visitors	1,828	1,860	5,792	
<b>Number of educational staff trained as part of Société des grands projets educational initiatives</b>	Number	1,073	1,215	3,461	
<b>GOAL 2 – SUPPORT THE ECONOMIC, SOCIAL AND COMMUNITY-BASED DEVELOPMENT OF LOCAL AREAS</b>					
<b>Independent VSEs/SMEs involved on the worksites since the beginning of the project</b>	Cumulative total (company registration no.)	5,076	6,573	6,573	✓
<b>Target amount contracted to date for independent VSEs/SMEs</b>	€M	2,691	4,620	15,888	✓
<b>Total amount paid to independent VSEs/SMEs for the contracts in progress</b>	Cumulative total (€M) (company registration no.)	2,642	3,184	3,184	
<i>of which the total amount paid to establishment in the Paris region</i>	€M (company registration no.)	1,536	1,863	8,008	
<b>Progress towards the VSE/SME target (% of the pre-tax overall value of the notified contracts paid to independents VSE/SME to date)</b>	%	18.4	11.45	–	
<b>Social economy enterprises used by our contract awardees and Société des grands projets</b>	Cumulative total	457	392	457	
<b>GOAL 3 – FOSTER SOCIAL DIVERSITY IN URBAN PROJECTS</b>					
<b>Real estate projects awarded to developers (cumulative)</b>	Cumulative total	15	21	21	✓
<b>Square meters of urban and real estate projects produced</b>	Cumulative m <sup>2</sup>	180,000	226,000	226,000	
<b>GOAL 4 – DELIVER RELIABLE AND ACCESSIBLE TRANSPORT SERVICES</b>					
<b>Participation in the artistic and cultural initiatives during the construction phase in the GPE areas</b>	Number of people (rounded up to the nearest 100)	109,500	135,700	380,200	
<b>Architect-artist pairs formed</b>	Cumulative total	62	68	68	

# The Grand Paris Express financing and resources model

A robust financing model underpins the Grand Paris Express project. It relies on tax revenues specific to the Paris region, laid down by law and allocated directly to Société des grands projets. These financial resources allow the repayment of loans raised on capital markets. This is supplemented by an annual fee paid by Île-de-France Mobilités, the region's mobility organising authority, as new metro lines enter service. Subsidies from the French government and the European Union further supplement these funds. This financing model ensures that the project is delivered on time and within budget.



## A secure model

Construction expenditure is primarily financed through debt, fully repaid over an extended period in line with the infrastructure's maturity and at a pace directly tied to state-allocated tax revenues, over at least two generations.

- No exposure to revenue or maintenance risk.
- 100% of operating cash flows dedicated to debt repayment (after project completion).
- No profit target.

## THREE PRINCIPLES enshrined in law

- Any additional contribution charged to Société des grands projets must be offset by an equivalent increase in the organisation's resources.
- Dedicated tax revenues raised in Paris region can only benefit the Grand Paris Express (SERMs will have their own dedicated resources).
- A report on the debt ceiling (€39 billion) is submitted to the French Parliament.

## Robust allocated revenue

The Grand Paris Express is financed by allocated tax revenue from the Paris region, mainly from the annual tax on office spaces, commercial and storage premises and parking spaces attached to these premises (TSB), the tax on parking areas (TSS), the flat-rate tax on network companies (IFER), the additional tourist tax (TATS) and the special equipment tax (TSE). Revenue from these taxes is allocated exclusively to the construction of the Grand Paris Express. Financing is supplemented by public subsidies during the construction phase (notably from the European Union) and by self-generated income during the operational phase (state fees and proceeds from the development of private property).

### Increasing tax revenue in line with political commitments

Income from allocated tax revenue rose by 8% compared with 2023, to €904 million in 2024. Income from the tax on office, commercial and storage premises (TSB) was €718 million compared with €664 million in 2023, while income from the flat-rate tax on network companies (IFER) was €84 million (€73 million in 2023) and from the special equipment tax, €67 million. On top of this there was €14 million from the annual tax on parking areas (TASS) and €21 million from the additional tourist tax (TATS).

### Other revenue

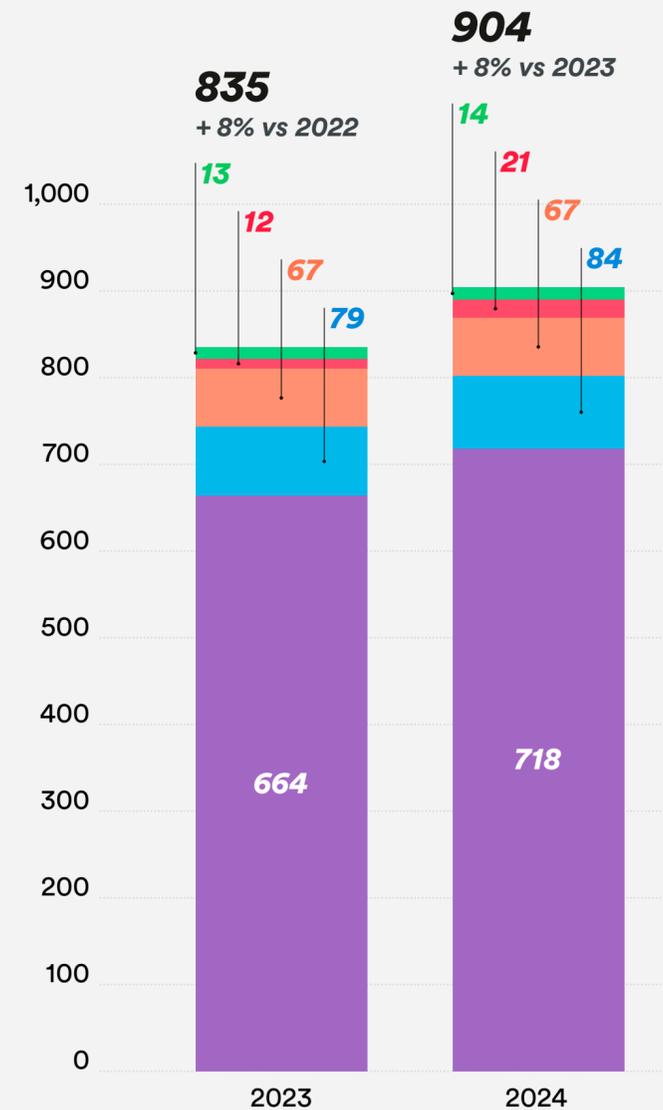
Revenue from rolling stock came to €566 million in budget revenue in 2024, mainly from rolling stock for Line 14.

### Subsidies

Société des grands projets received LARA (Line for Airport and Research Area) funding after responding to the “reflow02” call for projects from the Mechanism for Interconnection in Europe (MIE). As part of this funding, it received a €63.9 million subsidy in 2020 to finance part of the civil engineering work on Line 18, on the Palaiseau to Orly Airport section. The final instalment of this subsidy – €21 million – was received in 2024, following a strong financial record and a site visit.

## CHANGES IN TAX REVENUES ALLOCATED TO SOCIÉTÉ DES GRANDS PROJETS — In millions of euros

- Annual tax on parking spaces (TSS)
- Additional tourist tax (TATS)
- Special equipment tax (TSE)
- Flat-rate tax on network companies (IFER)
- Annual tax on office spaces, commercial and storage premises (TSB)



### Rental income

Property management and disposal activity shows a downward trend, in line with the pace of tenant move-outs and the progress of construction work. However, the amounts collected do not immediately reflect this trend, as they are distorted by catch-up payments (€0.6 million in rental catch-up for 2020 to 2023) and lease extensions that exceed initial forecasts.

### Subsidiaries

The amount rebilled to the SGP-Dev subsidiary (mainly for services entrusted to Société des grands projets by SGP-Dev as part of the development of Metropolitan Regional Express Services) came to €2.2 million for the 2024 financial year, in accordance with the management arrangement between Société des grands projets and the SGP-Dev subsidiary.

## Borrowing, the cornerstone of financing for the Grand Paris Express

Société des grands projets has borrowing capacity, mainly on the capital markets, which is its main source of financing. Its debt ceiling is set at €39 billion. Its financing relies on the State which has granted it the highly secure status of an industrial and commercial public agency (Epic in French).

The model chosen allows the project to be repaid over approximately 50 years, with the Société des grands projets acting as the amortisation structure once the project is operational. Its institutional characteristics make it a top-tier issuer:

- as an EPIC, it is not subject to private sector bankruptcy law;
- it enjoys strong state support and oversight;
- it is socially and environmentally responsible.

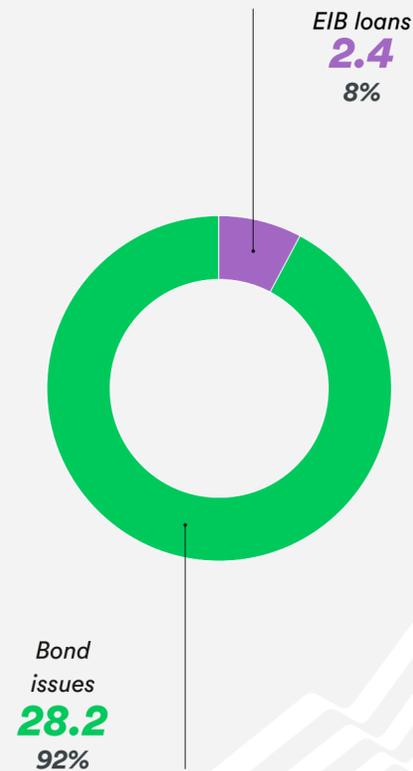
The construction of the Grand Paris Express is a strategic public investment for both the country and the Paris region, with an estimated cost of nearly €36.1 billion based on 2012 economic conditions.

### Advanced and secure green financing

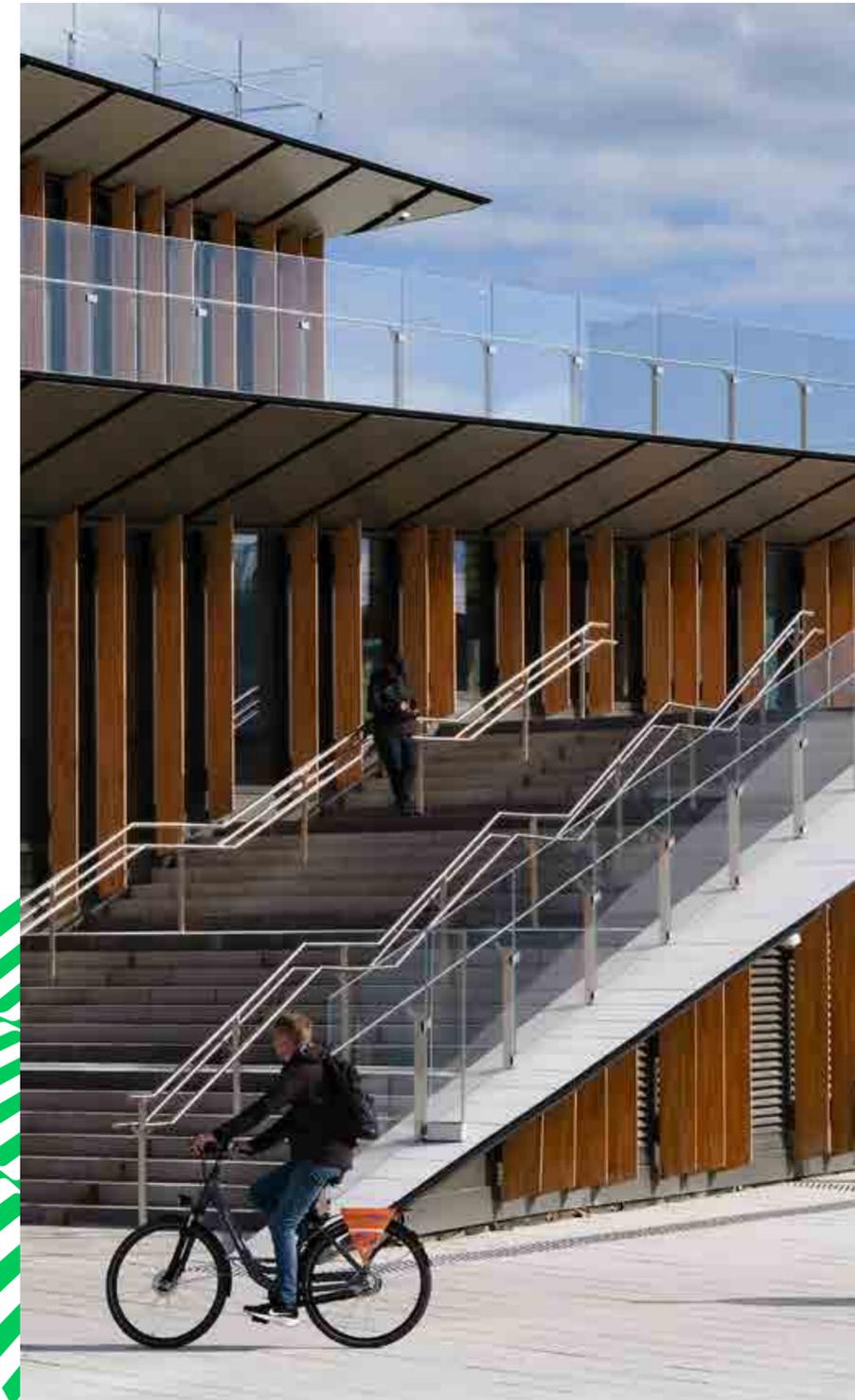
Société des grands projets' financial strategy, implemented since its inaugural bond issue in October 2018, has raised €30.745 billion with an average maturity at issue of 26 years and an average rate of 1.28% (€28.245 billion in green bonds and €2.5 billion drawn from European Investment Bank loan facilities).

The strategy of locking in borrowing costs continued in 2024 with two bond issues in February and September for a total of €2 billion with maturities of 25 years and 21 years, at rates of 3.7% and 3.5% respectively. However, market conditions did not lead to the completion of all the financing planned for 2024, capped at €4.5 billion. These two operations position Société des grands projets as a recurring issuer, committed to provide its investor base with liquidity on the long end of the yield curve (10 years and over) where there are few investment alternatives to government bonds, particularly in “green” format. The updated green bond issuance framework demonstrated full alignment of the organisation’s activities with the EU Green Taxonomy, providing further recognition of its brand and business model and reaffirming its role as a leading player in green finance.

OUTSTANDING DEBT — In billions of euros



[Click here to find out more about Société des grands projets' financial statements \(French content\)](#)



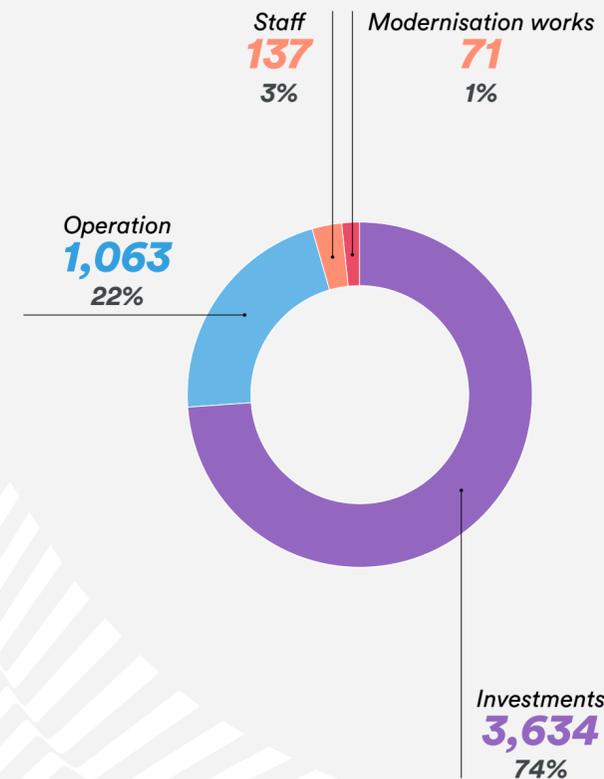
# Continued roll-out of the Grand Paris Express is reflected in sustained spending levels

Several major milestones were reached in 2024, paving the way for the opening of the first seven stations of the Grand Paris Express in the summer. The progress made on Line 15 South, with the first tests of rolling stock and the completion of the fitting-out work in all stations, brings us a little closer to its opening, planned for late 2026. Over 104 km of tunnels have been excavated and 90 km of tracks have been laid across the entire Grand Paris Express network. The amount of commitment authority used in 2024 came to €5.8 billion, compared with €7.7 billion in 2023. Announcements regarding the remaining design-and-build contract lots for Lines 15 East and 15 West alone account for more than half of the commitment authority used during the year, across all budget categories. The €4.9 billion in expenditure (payment appropriations), including nearly €2.7 billion for lines under its direct management, €291 million for Line 14 South and €71 million for modernisation works, is a clear indication of the intensive pace of work on all Grand Paris Express lines in 2024.

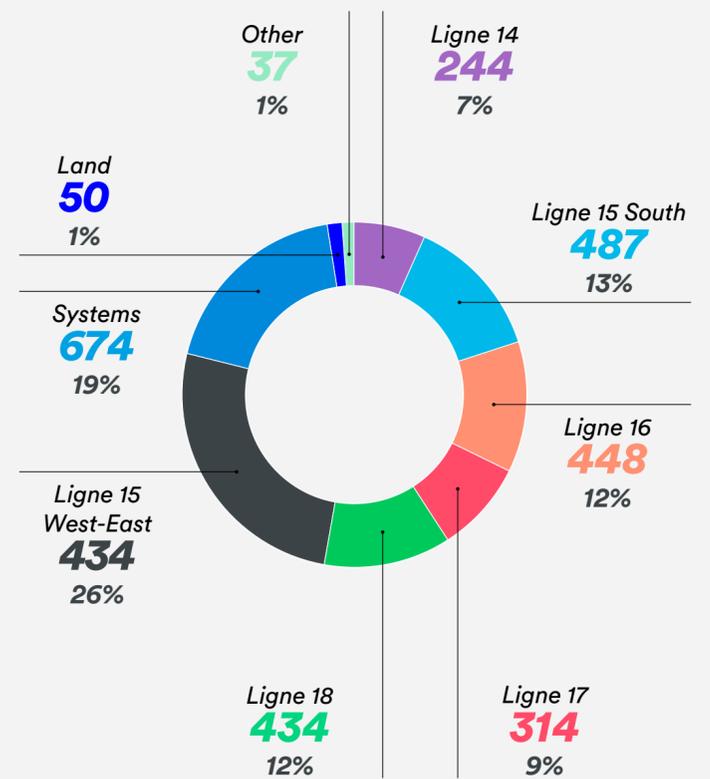
Most of Société des grands projets' budget continues to be an investment budget, directly linked to the pace of progress on the lines. It does not have full control over the budget for modernisation works, as it depends on the progress of projects outside its scope as project owner. Since 2010, Société des grands projets has committed €42 billion for the Grand Paris Express and contributed €4 billion to several projects to modernise existing metro and RER networks as part of the transport mobilisation plan, including €388 million for the works carried out, alongside the Paris region, the French government, local authorities and transport operators.



**2024 BREAKDOWN OF EXPENDITURE AND CONTRIBUTIONS**  
— In millions of euros



**2024 BREAKDOWN OF INVESTMENT EXPENDITURE**  
— In millions of euros

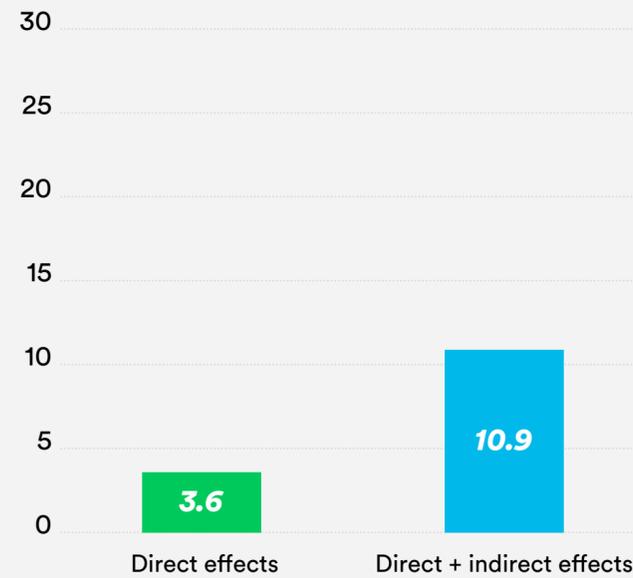


# Grand Paris Express ex-ante carbon assessment

In 2024, Société des grands projets reassessed the greenhouse gas emissions generated and avoided by the Grand Paris Express, using its CarbOptimum® tool. This new assessment, following the one produced in 2018, aimed to take into account updated knowledge regarding material emission factors, a deeper understanding of construction works and techniques, the new traffic forecasts for the Grand Paris Express, the deployment of electric vehicles, and changes to government policies to reduce carbon emissions in the transport and construction sectors. The results of the Grand Paris Express carbon assessment confirm the project’s significant impact on reducing carbon emissions in the Paris region, in line with the National Low-Carbon Strategy (SNBC).

## CARBON FOOTPRINT BY 2050

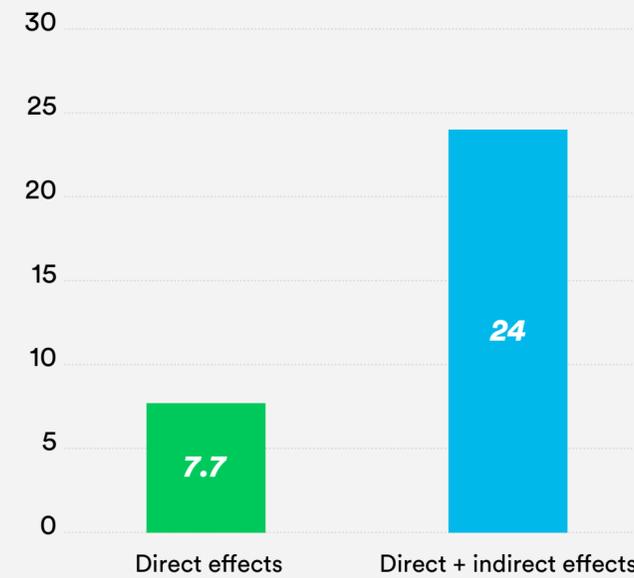
— In Mt CO<sub>2</sub>eq



- **Direct effects:** by 2050, the net balance between generated and avoided direct carbon emissions shows an overall increase of **3.6 Mt CO<sub>2</sub>eq**, compared with a decrease of 0.2 Mt CO<sub>2</sub>eq in 2018. This figure includes a sharp upturn in the shift to more sustainable modes of transport (+33% compared with 2018).
- **Direct + indirect effects:** including indirect emissions avoided linked to Paris region regional development, this carbon footprint shows an increase of **10.9 Mt CO<sub>2</sub>eq**, compared with 14.2 Mt CO<sub>2</sub>eq in 2018.

## CARBON FOOTPRINT BY 2070

— In Mt CO<sub>2</sub>eq



- **Direct effects:** by 2070, the net balance between generated and avoided direct carbon emissions shows an overall increase of **7.7 Mt CO<sub>2</sub>eq**, compared with 3.0 Mt CO<sub>2</sub>eq in 2018.
- **Direct + indirect effects:** including indirect emissions linked to Paris region regional development, this carbon footprint shows an increase of **24 Mt CO<sub>2</sub>eq**, compared with 27 Mt CO<sub>2</sub>eq in 2018.

## Changes in the carbon footprint

The overall greenhouse gas emissions assessment (direct and indirect effects) is less favourable than in 2018, but this 2024 reassessment, while still showing net increases, is more realistic. It includes new estimates of the impact of urban renewal on carbon emissions from residential and commercial buildings, taking into account the new environmental regulations for buildings, known as “RE2020”.

[Click here to view the GPE’s 2024 greenhouse gas emissions assessment](#)

## OPINION OF THE SCIENTIFIC COUNCIL of Société des grands projets

This reassessment of the Grand Paris Express carbon footprint was submitted for review to the Société des grands projets’ Scientific Council, which is made up of independent external experts. The Council confirmed that the work carried out had been thorough and noted that the assessment highlighted a number of assumptions that had not previously been taken into account. This mainly relates to changes in France’s policies to reduce carbon emissions in the transport, energy and housing sectors. Société des grands projets is implementing the Council’s recommendations to make the results of these reassessments easier to understand, including breaking down the results into factors external to the Grand Paris Express and those relating to its construction and operation.

# Our publications



[Green Bond Report](#)



[Grand Paris Express' Green Financing Framework](#)



[Grand Paris Station Districts \(French content\)](#)



[Building Everyday Mobility Projects Together \(French content\)](#)

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