

INTEGRATED REPORT

2025 Integrated Report



ABOUT THIS *INTEGRATED REPORT*

This new edition of our integrated report is part of Société des grands projets' ongoing commitment to transparency. Its aim is to provide a clear, well-documented and analytical account of how our organisation fulfils its public service duties, as defined by law⁽¹⁾, in the public interest and for the benefit of local communities.

By combining financial and non-financial data, performance analyses and contextual information, this report highlights the choices made and the resources mobilised to design, manage and deliver major transport projects. It reflects a constant commitment to provide robust, verifiable and useful information to all stakeholders – public policy makers, local authorities, partners and citizens – to support public policy-making.

This report follows the Value Reporting Foundation framework, which provides a comprehensive overview of an organisation's performance. It therefore presents factual and quantified information on most significant challenges facing our business, whether relating to ethics and governance, health and safety on worksites, passenger safety or climate impact. It also reports on the progress of the major projects we are leading – from the Grand Paris Express to the Metropolitan Regional Express Services (SERMs) – and the lessons learned from their implementation.

This integrated report serves to affirm and demonstrate our commitment to delivering complex projects over the long term, while maintaining rigorous and transparent reporting on meeting deadlines, managing costs and addressing challenges encountered. To this end, we draw on expertise and analytical tools tailored to the modern challenges associated with mobility and regional planning.

(1) Act 2010-597 of 3 June 2010 on Greater Paris and Act 2023-1269 of 27 December 2023 on SERMs.

- 2 / Editorial from the Management Board
- 4 / The opinion of the Supervisory Board

OUR *UNIQUE* MODEL SERVING THE *COMMUNITY*

- 6 / Our model and the framework for our work
- 9 / Understanding our organisation
- 10 / Our governance bodies
- 12 / Our Strategic Plan
- 13 / Our CSR roadmap
- 14 / Our Human Resources policy: the organisation's Employment & Working Conditions Report
- 15 / Our risk management approach

PROGRESS ON OUR *PROJECTS*

- 17 / Round-up of milestones in 2025
- 27 / Focus on progress of the Grand Paris Express

OUR *PERFORMANCE* AND OUR *IMPACT*

- 29 / Our value creation model
- 30 / Cross-functional CSR governance
- 31 / Alignment with the European Green Taxonomy
- 32 / Our Corporate Social Responsibility actions

- 55 / Table of CSR Indicators
- 63 / The Grand Paris Express financing and resources model
- 66 / Continued roll-out of the Grand Paris Express is reflected in sustained spending levels
- 68 / Our publications

OUR VISION

**EXEMPLARY PROGRAMME MANAGEMENT
SUPPORTING THE COMPLETION OF THE
GRAND PARIS EXPRESS AND LONG-DISTANCE
TRANSPORT FOR EVERYDAY TRAVEL**

By **JEAN-FRANÇOIS MONTEILS – BERNARD CATHELAIN
– FRÉDÉRIC BRÉDILLOT**

As a state-owned operator, Société des grands projets has been entrusted with two public interest missions: to lead a major investment project, the Grand Paris Express, aimed at providing the Paris region with transport infrastructure unlike any other in the world, and to contribute to the roll-out of the national SERM programme, making daily long-distance travel easier throughout France.

As the programme owner, Société des grands projets is responsible for carrying out the missions entrusted to it: it is accountable to its governing body, elected officials and future passengers for keeping costs and deadlines under control, and for the performance of the infrastructure and services

it delivers. Every member of staff at Société des grands projets works hard to achieve this on a daily basis. One of the highlights of 2025 was presenting the governing body with evidence that the target cost of the Grand Paris Express has remained unchanged since 2021, down to the nearest euro, illustrating the rigorous attention that, as programme owner, Société des grands projets pays to the use of public funds.

This responsibility entails high standards and transparency: high standards in how we run our operations and in how we manage the contractors with whom we have entered into agreements on behalf of the public authorities; demanding social and environmental standards; a rigorous approach to our relationships with our partners and with the community of stakeholders that forms around every major project; and transparency in our results and in how we present the choices and decisions made to overcome unforeseen events and difficulties as they arise. For over a year now, this commitment to transparency has been demonstrated in particular through the public release of the Grand Paris Express progress report – a practice unique among programme owners of major initiatives – helping to maintain the relationship of trust that has existed between Société des grands projets and all its project stakeholders since its creation in 2010.

Through its flagship projects, Société des grands projets is committed to transforming the local areas it works in, hand in hand with a wide range of partners, starting with government agencies and elected officials, and to promoting an exemplary model of public programme management alongside a public engineering sector whose value is recognised worldwide. To this end, 2026 will be a year of major milestones.



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

**BERNARD
CATHELAIN**
Member of the
Management Board

**FRÉDÉRIC
BRÉDILLOT**
Member of the
Management Board

**Société des grands projets
is committed to
transforming the local
areas it works in, hand
in hand with a wide
range of partners.**



The stations being built today are reshaping urban landscapes.

The opening of the first section of Line 18 in autumn 2026 will mark another significant milestone, following the successful commissioning of the Line 14 extension from Orly to Saint-Denis – Pleyel in 2024 and the opening of Villejuif – Gustave Roussy station – winner of a prestigious architecture award – in 2025. The Saclay plateau, a leading centre for higher education and research in France and a world-class technology cluster, is eagerly awaiting a transport solution that lives up to its vitality and ambitions: in 2026, this will become a reality.

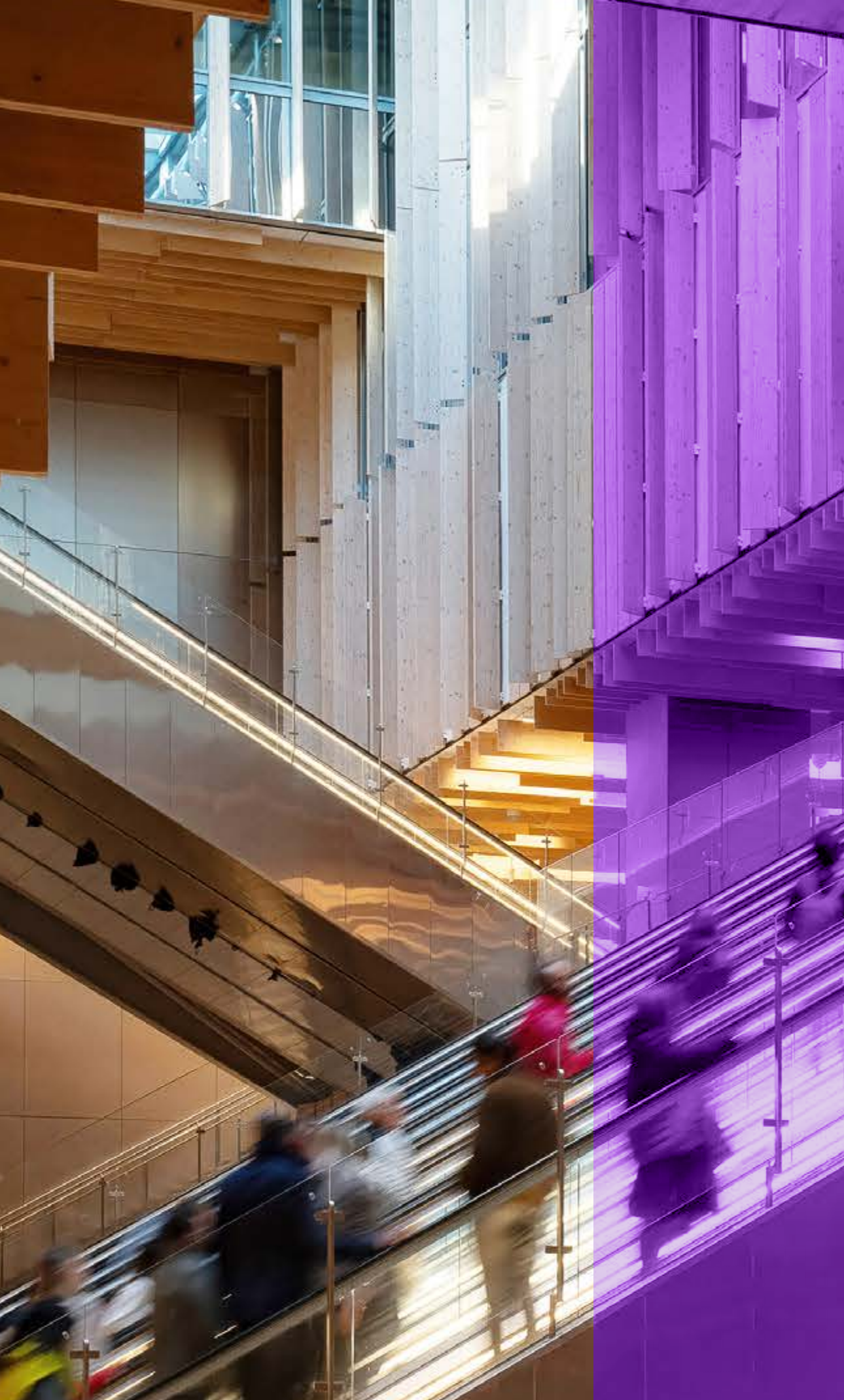
The Grand Paris Express is also an ambitious urban development project. The stations being built today are reshaping urban landscapes and giving structure to neighbourhoods that embody the urban revolution this project is driving, as set out in the 2010 Greater Paris Act: urban renewal, housing provision (particularly social housing), levelling up, functional and urban diversity, and intermodal connections. Aside from providing transport infrastructure, station districts will be the heritage sites of the future.

In 2026, the Metropolitan Regional Express Services (SERMs) will, at last, achieve some significant milestones. The projects are starting to take shape, with work underway on defining overall plans, governance and potential financing solutions.

Société des grands projets' commitment to these projects over the past two years, recognised by local authorities, has helped to build political consensus and identify technical solutions supported by the widest possible range of stakeholders. The involvement of Société des grands projets as programme owner for these projects, which require additional engineering support and coordination between multiple stakeholders, will constitute the next stage in the ramp-up of Société des grands projets' activities as the SERM national operator, according to the French Minister for Transport.

Day by day, step by step, project by project, we continue our work to improve long-distance transport for everyday travel wherever we are involved. 





Completion of the Grand Paris Express will be the ultimate testament to French excellence in industry, technology and engineering.



THE OPINION OF THE SUPERVISORY BOARD

In 2025, Société des grands projets continued to pursue its ambition of transforming everyday transport in a sustainable way to improve the lives of our fellow citizens.

The commitment of its staff, their expertise, their rigour and their ability to work collaboratively with multiple stakeholders over the long term are central to the success of major transport projects, such as the **Grand Paris Express** in the Île-de-France region.

This exemplary commitment is also evident throughout mainland France, through the **roll-out of SERMs**. Teams everywhere are supporting local authorities with the same sense of responsibility and commitment to serving the public interest.

This commitment is also reflected in the efforts to ensure transparency in the progress of projects undertaken by Société des grands projets, under the aegis of its supervisory board, which I have the honour of chairing. These qualities are essential for a leading programme management body. Informing, sharing and explaining are principles that are highly valued by local elected officials, who need visibility to plan for urban transformation and build coherent, attractive and sustainable urban areas.

In 2025, major technical and symbolic milestones were achieved. The metro test runs on Line 18, including a train travelling across the viaduct in December, were a significant step forward. A test train on Line 15 South passed through its first station. **Grand Paris Express stations can now be seen everywhere.** They stand as showcases of French expertise in civil engineering and construction, and as powerful architectural statements. The awarding of the **2025 Prix Versailles to Villejuif – Gustave Roussy station**, named the most beautiful station in the world, recognises the exceptional work of the architects, contractors, artists and programme managers.

Completion of the Grand Paris Express will be the ultimate testament to French excellence in industry, technology and engineering. It embodies the republican ideal, meeting the needs of the French people in terms of public transport, employment, training, healthcare, culture and key metropolitan infrastructure.

KARIM BOUAMRANE,
Chairman of the Supervisory Board

UNIQUE UNIQUE UNIQUE
UNIQUE UNIQUE UNIQUE

Our unique model serving the community

- 6 / Our model and the framework for our work
- 9 / Understanding our organisation
- 10 / Our governance bodies
- 12 / Our Strategic Plan
- 13 / Our CSR roadmap
- 14 / Our Human Resources policy: the organisation's Employment & Working Conditions Report
- 15 / Our risk management approach



UNITY COMMUNITY COMMUNITY
COMMUNITY COMMUNITY COMMUNITY

Our model and the framework for our work

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 are:

- to secure funding for the project through the issuance of bonds, which Société des grands projets will repay using the revenue allocated to it;
- 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 through 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.



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.

RATP Infrastructures *Infrastructure Manager*

- 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, and the ORA consortium (RATP Dev, Alstom and ComfortDelGro) for Line 15 South *Transport Operators*

- 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 same contract as that for line operation).
- Work with the infrastructure manager to establish the procedures governing the infrastructure manager/transport operator interfaces.

Our role in the SERM projects

The SERM 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).

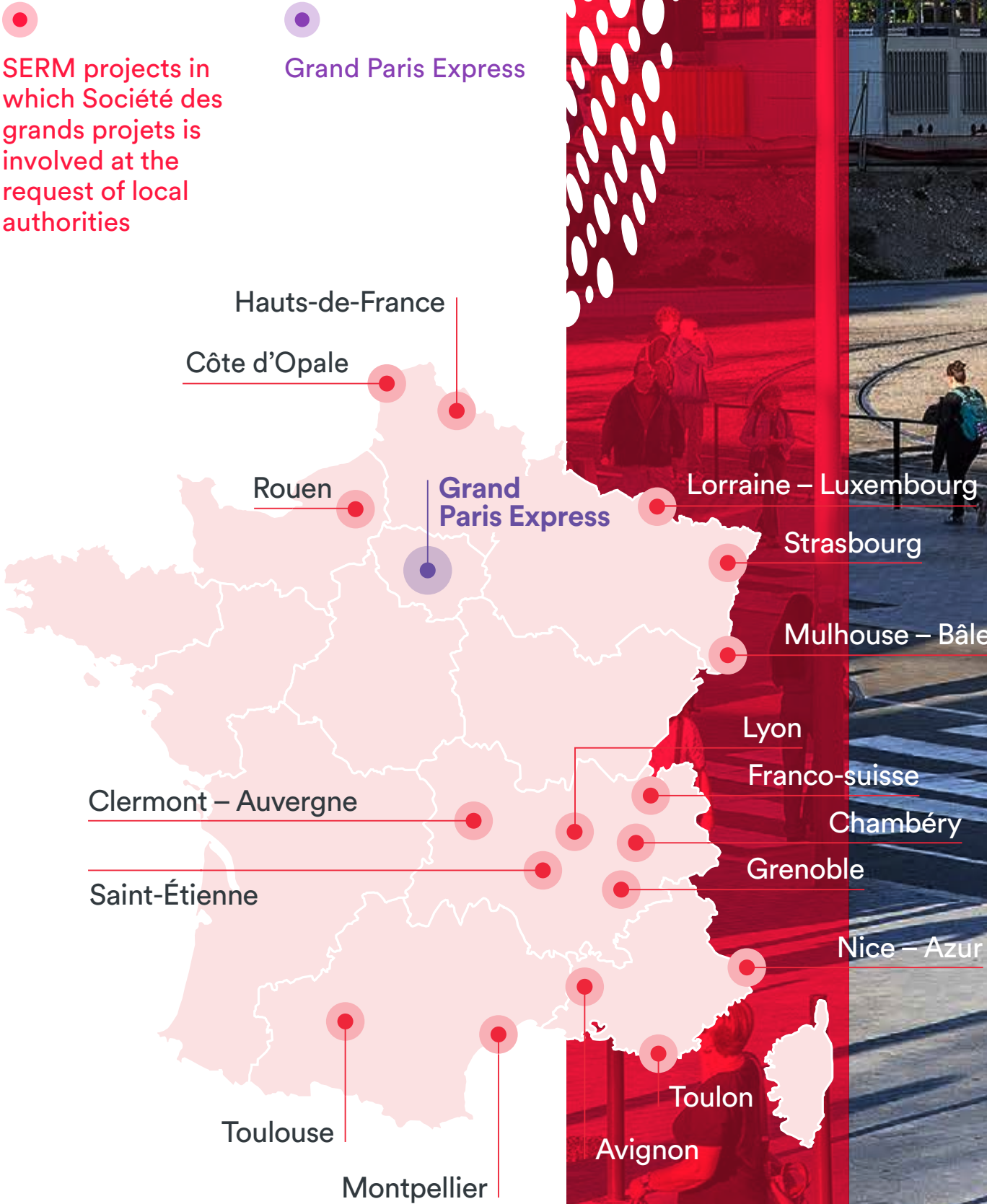
- **During the SERM preliminary planning phase,** Société des grands projets can provide expertise to:
 - lead the process to ensure coordinated and successful delivery;
 - align studies to strengthen and formalise the project’s blueprint;
 - manage community engagement and develop projects that meet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

“Société des grands projets is no longer confined to the Île-de-France region, and I want it to become the government’s lead agency for rolling out the SERM projects.”

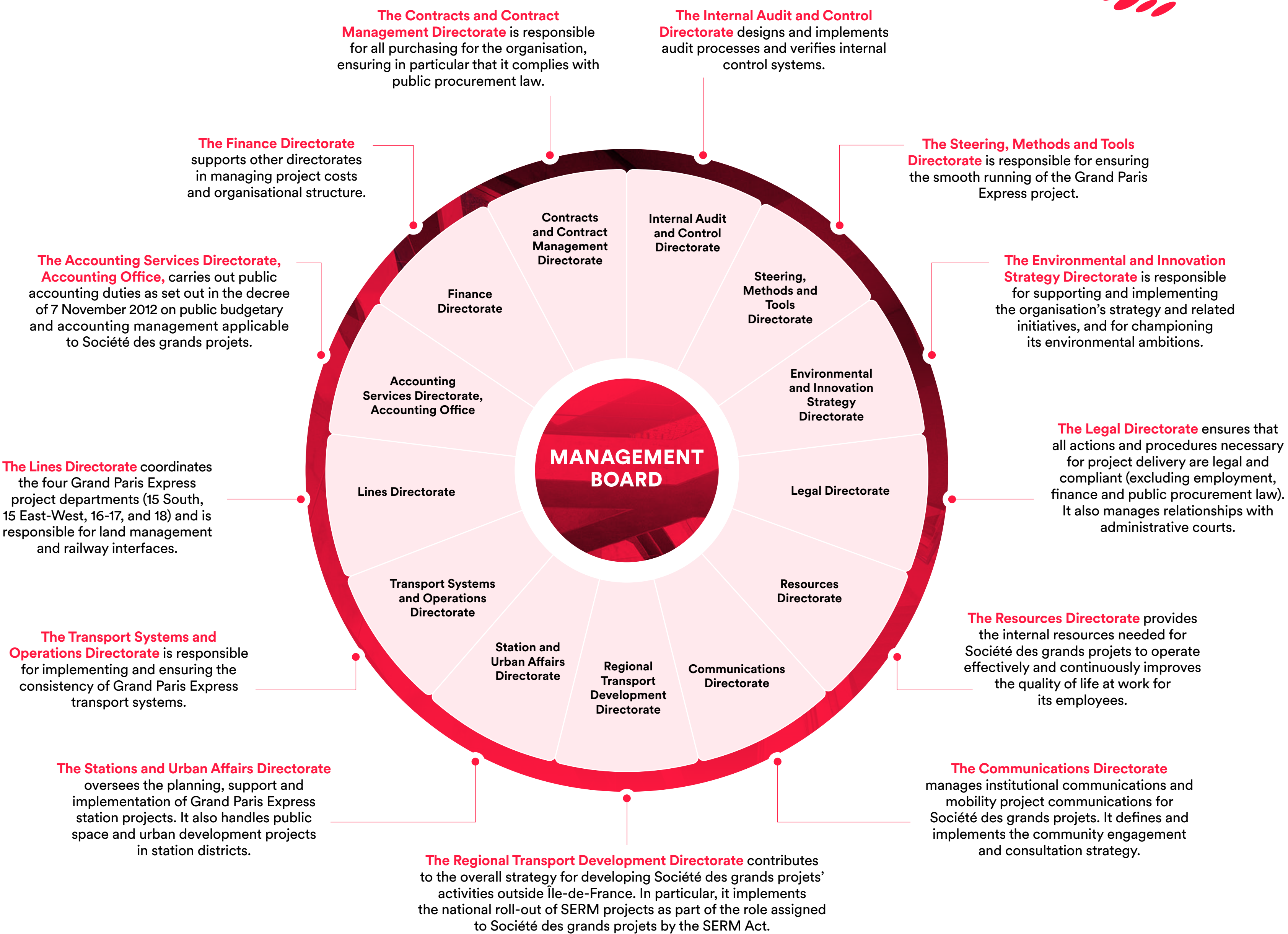
PHILIPPE TABAROT,
French Minister for Transport, during his speech at the closing session of the Ambition France Transports conference on 9 July 2025

OUR PROJECTS IN FRANCE (January 2026)



Understanding our organisation

We are structured into 13 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 the SERMs and supporting the relevant local authorities.



Our governance bodies

Dialogue, consultation and transparency are essential to the successful outcome of a major transport and urban development project such as the Grand Paris Express. As required by legislation, but also as part of our management method, 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. Above all, our governance bodies serve as a platform for discussion and vigilant oversight of the project’s management strategy, involving not only government and local authority representatives but also external experts.

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, member since 25 March 2015, and Frédéric Brédillot, member 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. As part of our commitment to transparency and our unique approach to public programme management, it is available to the public on our website and 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 and its financing strategy;
- HR summary, focusing in particular on staffing levels.

Since 2024, it has also included the new transport projects in which we are involved, such as the northern extension of Line 18 and the SERMs, so that we can report on the progress of our expanded responsibilities to our governing bodies.

The Supervisory Board

- comprises 21 members, with 11 government representatives and 10 local authority representatives;
- 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.

Financial and Technical Committee of Oversight Bodies

- is chaired by the Prefect of the Île-de-France Region and comprises a representative of the Director General for Infrastructure, Transport and Mobility, a representative of the Director of the Budget, a representative of the Director General of the Treasury, and a representative of the Head of the Economic and Financial Control Mission for Transport;
- acts as a coordinating body for those government agencies responsible for overseeing the state-owned agency, through which these agencies examine the costs, timelines and risks associated with the construction of the Grand Paris Express, as well as the measures implemented by Société des grands projets in response to the observations of the various government supervisory bodies.

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 Île-de-France 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 eleven 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**
Mayor of Saint-Ouen, Chair of the Supervisory Board
- **Valérie Pécresse**
Chair of Île-de-France 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 the Audit and Commitments Committee of the Val-d’Oise Departmental Council

GOVERNMENT REPRESENTATIVES

- **Rodolphe Gintz**
Vice-Chair of the Supervisory Board, Director General for Infrastructure, Transport and Mobility
- **Benjamin Delozier**
Head of the Ecological and Sectoral Policies Division at the Treasury Department

- **Corinne de La Mettrie**
Deputy Director General for Urban Policy at the National Agency for Territorial Cohesion
- **Emmanuelle Gay**
Regional and Interdepartmental Director of Equipment and Development for Île-de-France
- **Vincent Montrieux**
Deputy Director of Housing, Urban Planning and Landscapes
- **Cécile Raquin**
Director General of Local Authorities
- **Sandie Michelis**
Deputy Director General of Grand Paris Aménagement, responsible for projects outside the Île-de-France region
- **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 Île-de-France Region, Prefect of Paris, Government Commissioner

- **Philippe Dupuis**
Inspector General of Finance, Budget Controller
- **Stéphane Liard**
Société des grands projets Accounting Officer
- **Stéphanie Dika**
Employee representative

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 **Émile 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 Committee on the Sustainable Development Economy.

- **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 Île-de-France regional office (**Isabelle Kabla-Langlois**), Île-de-France Mobilités (**Laurent Probst**), Paris Région Entreprises (**Lionel Grotto**) and Drieat (**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 programme owner, serving communities and the public interest. A public programme owner that brings together expertise to transform everyday mobility.

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

The 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.

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.

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, setting out both principles and methods.

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.

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 make an active contribution to the Île-de-France region’s ecological and energy transition and to reducing territorial and social inequalities in the area. This ambition also guides our implementation of SERMs in the areas where they will be rolled out. 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 risks related to the safety of our projects.
- Ensure the health, diversity, equal treatment and career development of our employees.



BUILD while protecting the environment and contributing to the resilience of tomorrow’s cities

- 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.



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.



SUSTAINABLE commitments

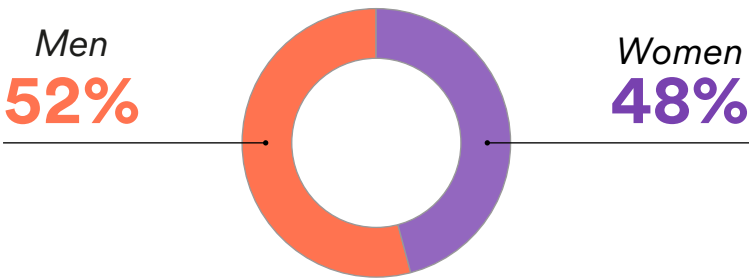
The three commitments set out in our CSR roadmap guide our actions supporting the United Nations’ Sustainable Development Goals, which set out 17 priorities to be achieved by 2030 to contribute to economic development that is respectful of people and the planet. As a member of the Global Compact since 2020, Société des grands projets is implementing appropriate policies in response to this common goal at national and international levels. This involves ensuring that human rights are upheld, combating inequalities, tackling the climate crisis and preserving natural resources.

Our Human Resources policy: Employment & Working Conditions Report

HEADCOUNT (PERMANENT, FIXED-TERM CONTRACTS AND WORK PLACEMENT STUDENTS) AS OF 31/12/2025

1,122

BREAKDOWN BY GENDER



NUMBER OF WORK PLACEMENT STUDENTS EMPLOYED

51 contracts signed in 2025 61 work placement students as of 31/12/2025

NUMBER OF EMPLOYEES WHO RECEIVED TRAINING IN 2025

956

PERCENTAGE OF PAYROLL DEDICATED TO TRAINING IN 2025

2.5%

GENDER EQUALITY INDEX SCORE

96/100

% OF WOMEN ON THE EXECUTIVE COMMITTEE



Workplace Equality Index: 96/100

The Société des grands projets is affirming its strong commitment to equality between women and men in the workplace. With a score of **96/100**, we rank amongst the most virtuous organisations, reflecting an ambitious HR policy.

Donation of paid leave: an illustration of our caring culture

The Société des grands projets is ramping up its people-centred approach by creating a **Paid leave donation fund**. This scheme allows employees to provide practical support to a colleague experiencing personal difficulties or to volunteer for a public-interest mission. This is a meaningful commitment in line with our corporate values.

Time bank & Employee savings scheme: greater flexibility, greater appeal.

The Société des grands projets modified the **Time Bank** rules in 2025, raising the upper limit to 9 days, widening the scope for payment and adding the possibility to pay extra days worked directly into the **Employee** and/or **Collective Retirement** savings plans. These benefits boost our financial appeal and give everyone more opportunities to take advantage of their banked time depending on their personal plans.

Managerial Development Programme: investing in tomorrow's leaders

Managerial development is a strategic priority for the Société des grands projets. The **Managerial Development Programme** was successfully rolled out this year: **4 groups of managers coached in 2025** in using the right tools, having the right reflexes and acting confidently in their new role.



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. For us, controlling risks means we can be more willing to take them.

Risk mapping methodology

The risk map is a document shared internally and presented annually to the Committee of Oversight Bodies and the Audit and Commitments Committee. It identifies, evaluates and categorises macro-risks to which Société des grands projets is exposed and which could impact its objectives, using four levels of severity and probability ranging from very high to low. Two families of macro-risks 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 (Epic), relating to its organisation structure and processes, which may have an indirect impact on the delivery of the Grand Paris Express and SERMs.

Their severity level is based on five types of issues:

- safety issues;
- cost issues;
- issues relating to deadlines and project continuity;
- environmental issues;
- reputational issues relating 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 the 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 reports on its risk management by presenting the risk map to its governance bodies to justify any 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.

The 2025 financial year saw the start of system phases that proved more complex than anticipated. Although understanding of the issues and challenges is improving, and action plans are helping to mitigate the impacts, the trend remains upward in terms of the criticality of the “System Integration” and “Deadline Management” macro-risks.

MAIN INCREASES IN CRITICALITY IN 2025

1. **System integration**
2. **Deadline management**
3. **Skills development and retention**
4. **Expenditure chain**

PROJECTS PROJECTS PROJECTS
PROJECTS PROJECTS PROJECTS

Progress on our projects

- 17 / Round-up of milestones in 2025
- 27 / Focus on progress of the Grand Paris Express



TERRITORIES TERRITORIES TERRITORIES
TERRITORIES TERRITORIES TERRITORIES

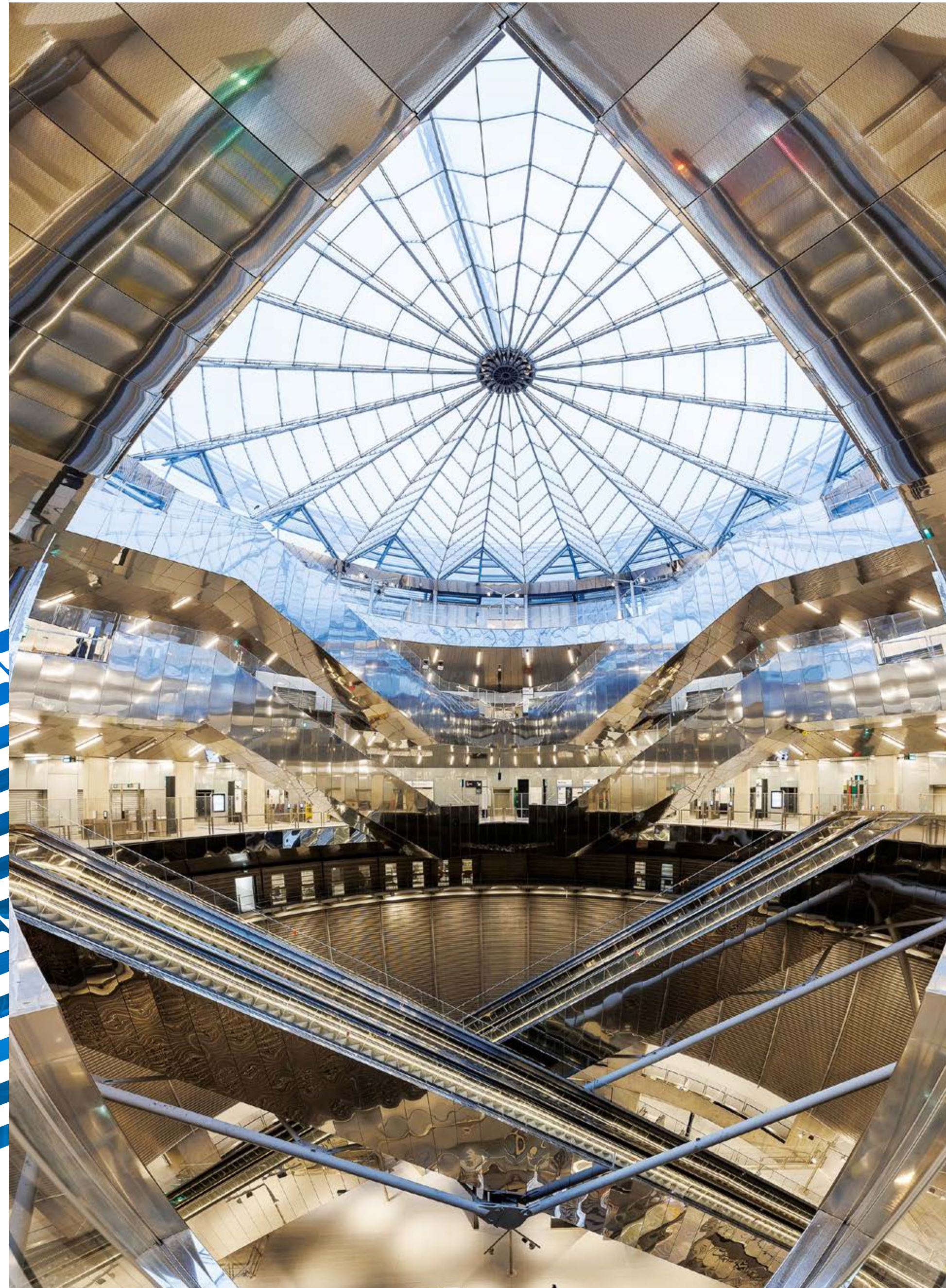
ROUND-UP OF MILESTONES IN 2025

Grand Paris Express, the roll-out of SERMs, and more.
Our major achievements in pictures.



“On 4 December, the Villejuif – Gustave Roussy station, designed by architect Dominique Perrault, was awarded the 2025 Prix Versailles. This prize is supported by Unesco, which believes that investing in creativity can transform societies, making them richer in meaning, more inclusive and more human. Each year, it recognises a variety of international achievements. The award recognises not only the infrastructure project itself but also its deep roots in the local area, through its links to urban projects that open up neighbourhoods, and to architectural designs that revitalise areas undergoing regeneration and serve as landmarks. Two Grand Paris Express stations were in the running for this prize: Saint-Denis – Pleyel and Villejuif – Gustave Roussy. Both stand out for the way they blend into their surroundings. They also bear the unique signature of their architects: Dominique Perrault’s geometric precision and variations in metallic finishes, and Kengo Kuma’s gradation, layering and innovative use of wood.”

VÉRONIQUE DE PALMAS,
Architecture Project Manager



JANUARY

- ◀ **18 JANUARY** Villejuif – Gustave Roussy stations opened its doors to the public. All stations on the Line 14 extension are now open.
- ▲ **20 JANUARY** The Grenoble-area SERM preliminary planning phase launched.



FEBRUARY

- ◀ **17 FEBRUARY** Saint-Étienne SERM preliminary planning phase launched.
- ▼ **28 FEBRUARY** Société des grands projets and Île-de-France Mobilités appointed a single operator to market and develop a network of local shops and services in 45 of the 68 Grand Paris Express stations.





We launched the call for proposals related to evaluating major projects in collaboration with our Scientific Council. The aim of this call was to develop state-of-the-art evaluation methods at a national level. This work will also provide valuable input for all programme managers and public decision-makers.

DIMITRI BLONDEL,
Socio-Economic Studies Manager

▲ **3 MARCH** Société des grands projets selected seven teams from the research community to carry out work on evaluating major transport projects.

◀ **3 MARCH** The Safety Forums returned for their second year. An opportunity for all Grand Paris Express stakeholders to come together to share their goals, revisit requirements and build on their collective experience in the area of safety.

MARCH

▼ **28 MARCH** Lyon SERM preliminary planning phase launched.





◀ **20 MAY** Third annual worksite shutdown day. 470 employees joined forces with Grand Paris Express construction workers to discuss major safety issues.

▲ **MAY** Over four nights, the viaduct on Line 17 crosses 14 lanes and slip roads on the A1 and A3 motorways.

MAY

15/ANS

d'avancées

JUNE

▲ 10 JUNE Société des grands projets celebrated 15 years since its founding.



▲ 14 JUNE Large worksite party in Chelles – Gournay with local residents.



SEPTEMBER

- ▼ **20 SEPTEMBER** 13 Grand Paris Express worksites opened to the public.
- **24 SEPTEMBER** Naming ceremony for Marine, the second tunnel boring machine on Line 15 East. It will bore 5.5 km from Aubervilliers to Bobigny.





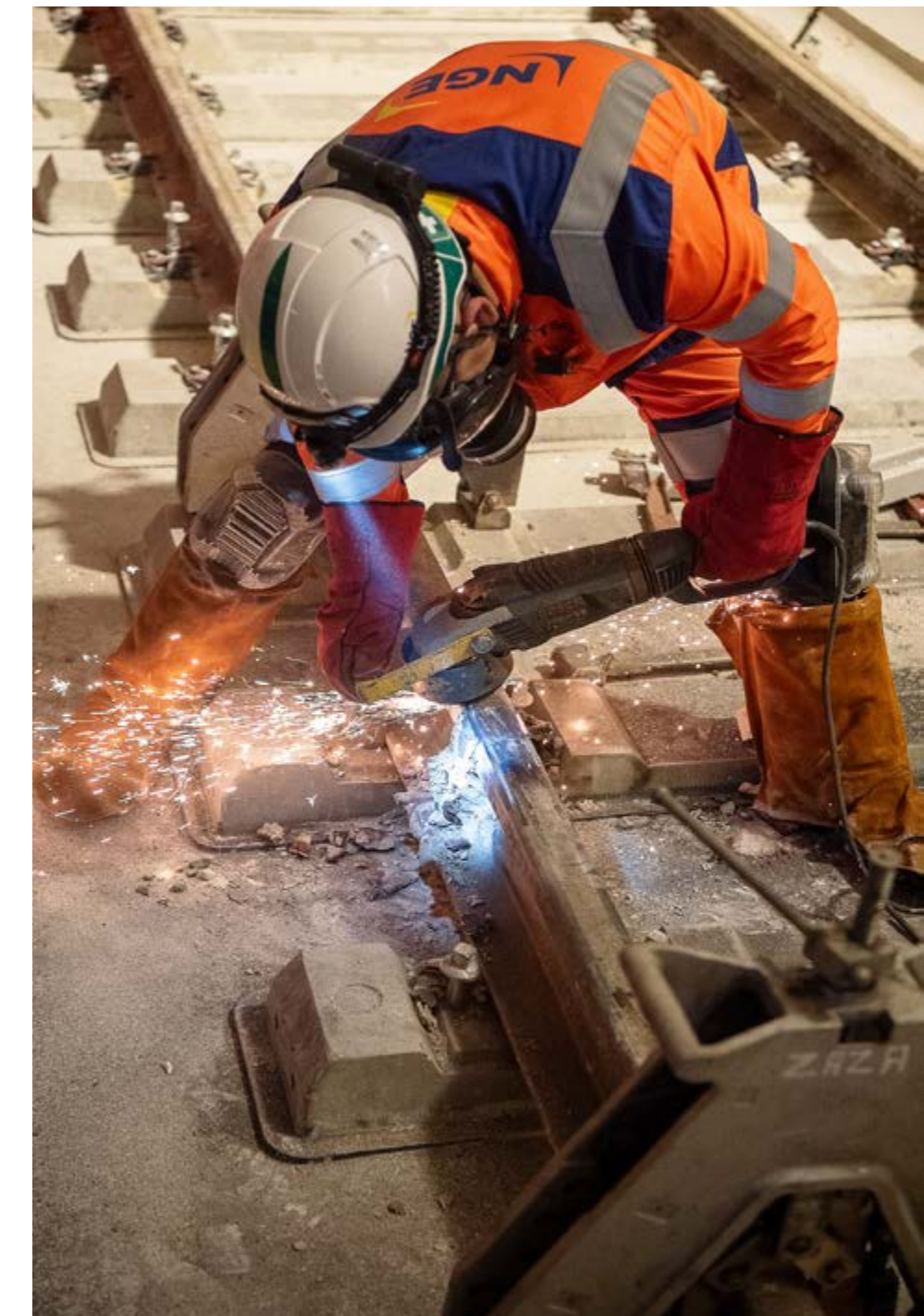
OCTOBER

◀ 2 OCTOBER

All the artworks that will be displayed in the Grand Paris Express stations have been unveiled. Shown here is the artwork by Prune Nourry, which will be installed at Saint-Denis – Pleyel in 2026.



NOVEMBER

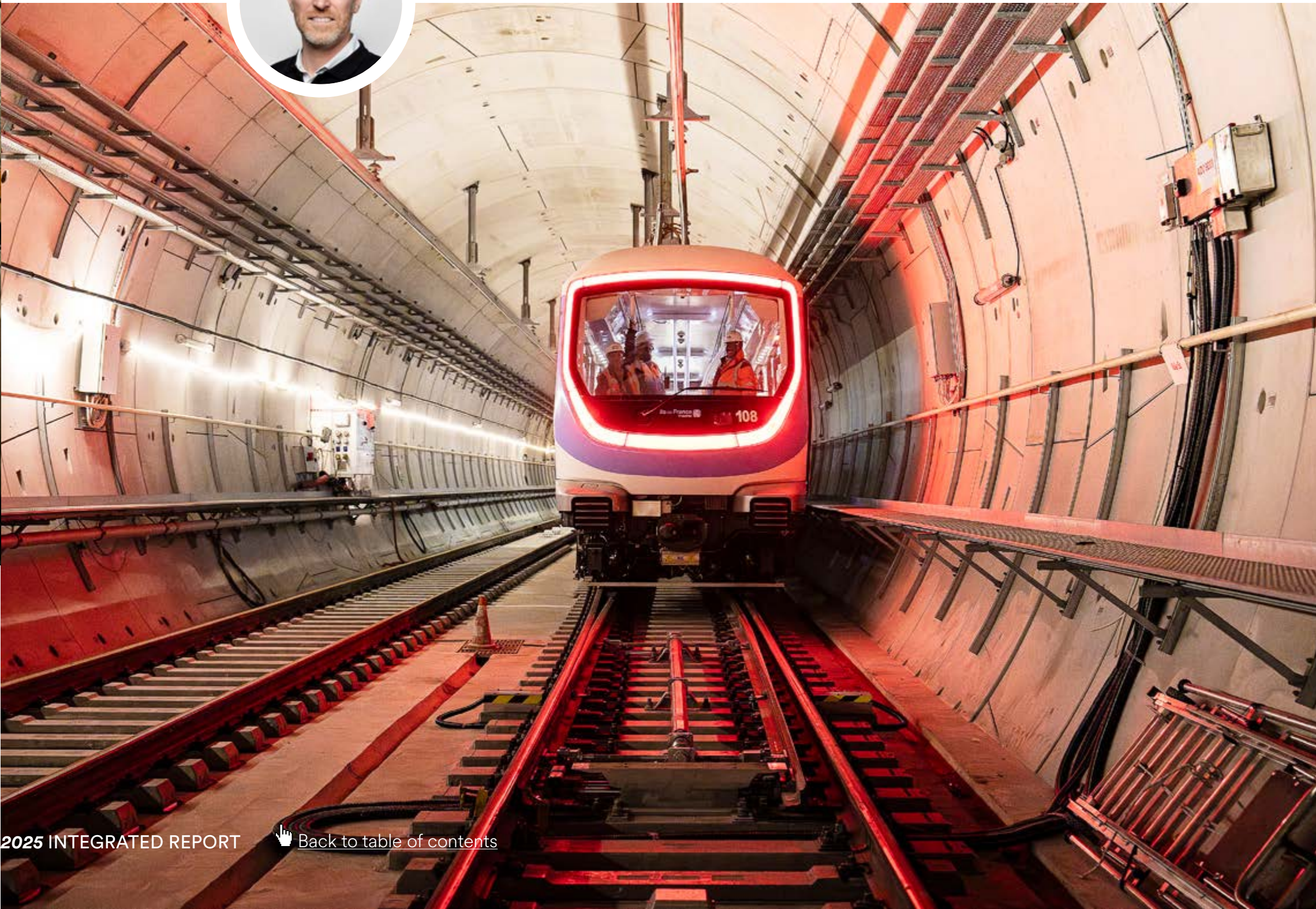


▲ 18 NOVEMBER

Welding of the last rail on Line 16. It took three years to lay the line's 29 km of tracks.

The transition of Line 15 South to the red zone – which means the ability to power the train along a section of the line – marks a key milestone for the project: the start of dynamic testing and validation of the transport system in complete safety. This is a demanding phase that requires rigour and coordination between teams.

ARNAUD PORCHERET,
Testing Manager – Line 15 South



◀ **NOVEMBER** The test section of Line 15 South stretches for 6 km from the Champigny Operations Centre to Noisy – Champs station.

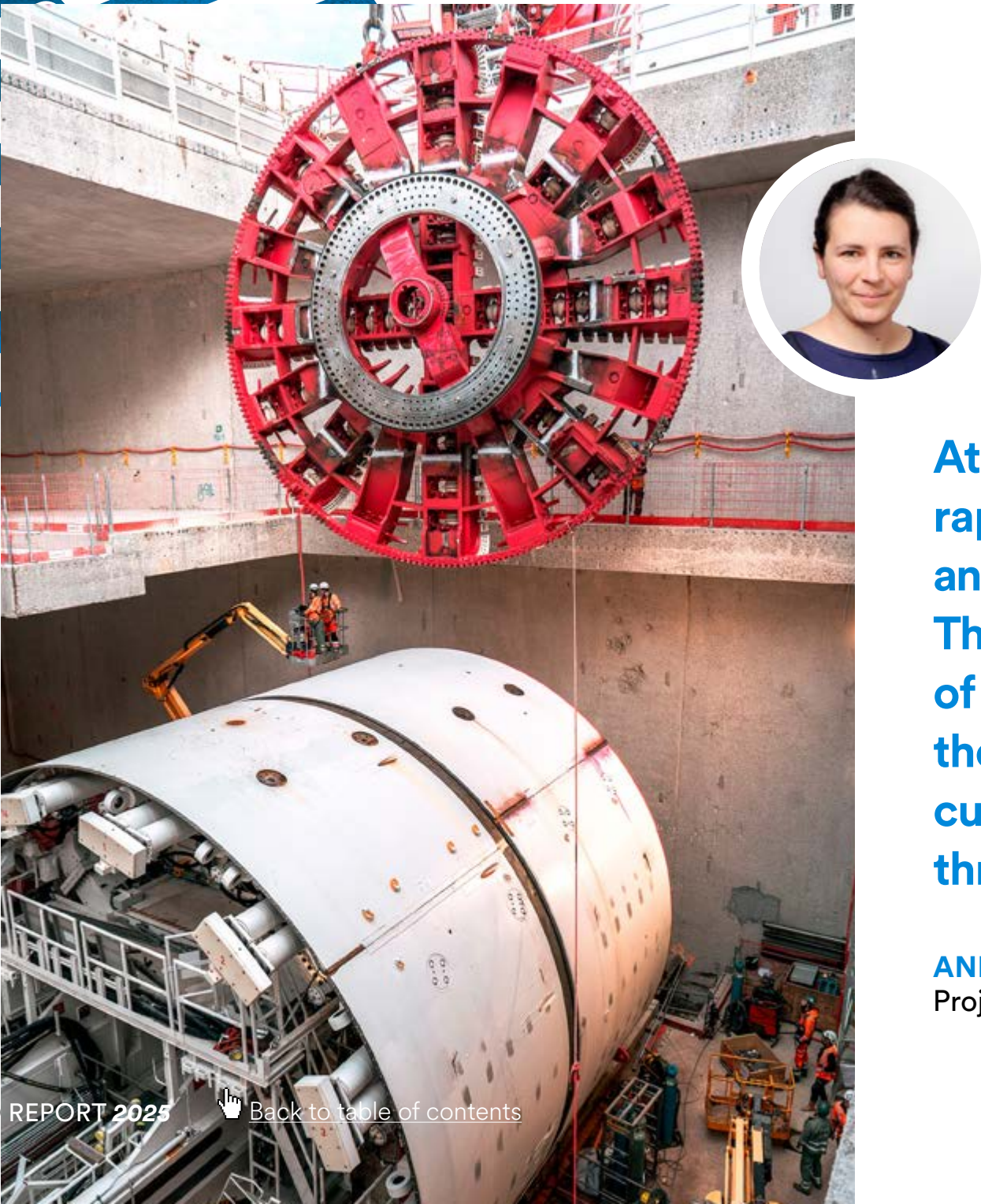
NOVEMBER

▼ **28 NOVEMBER** Second international call for entries for the “Illustrate Grand Paris” programme. A total of 33 new artists will be selected to create the murals to be installed on the platforms of stations scheduled to open between 2027 and 2031.



▼ 17 DECEMBER

The departure point for Yandé, the tunnel boring machine for Line 15 West from Nanterre La Folie to Courbevoie.



DECEMBER

At Nanterre La Folie, work is progressing rapidly, as the site involves three structures and a tunnel boring machine departure point. The latest milestone, following completion of the diaphragm walls in summer 2025: the first turn of the tunnel boring machine’s cutter head in December and breaking through the diaphragm wall.

ANNE LORINO,
Project Manager for Lines 15 West and East



▲ 18 DECEMBER Testing began on Line 18, one year ahead of the first service between Massy – Palaiseau and Christ de Saclay.



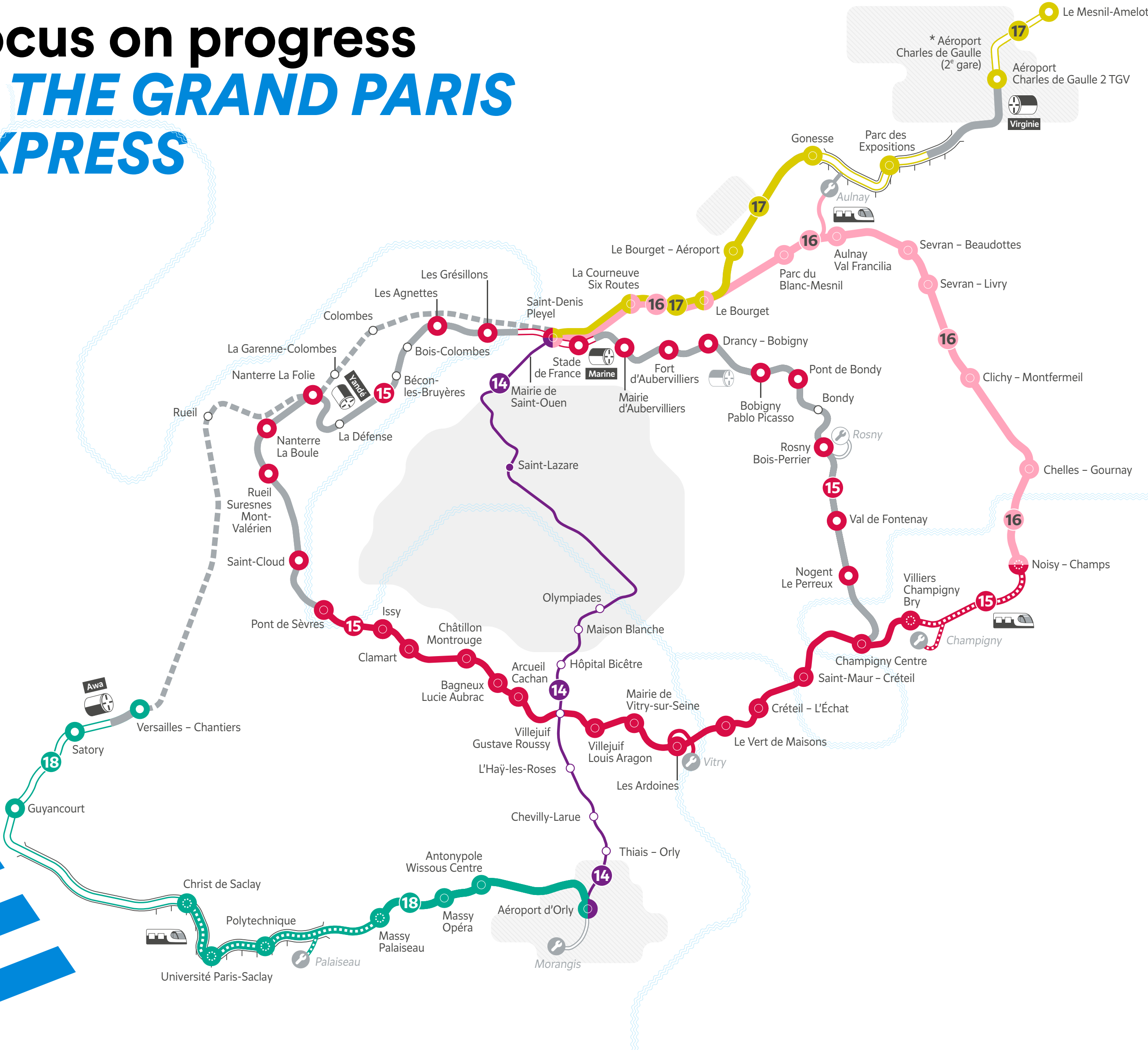


DECEMBER

DECEMBER Preliminary planning phases for the Strasbourg and Rouen SERMs completed.

Applications for SERM status have been submitted by the local authorities to the French Minister for Transport.

Focus on progress of *THE GRAND PARIS EXPRESS*



Datas as at December 2025

- Tunnel excavated / overhead section completed
- Tracks laid
- Testing area
- Station in civil engineering works phase
- Station under development
- Grand Paris Express station
- Other station
- Tunnel boring machine currently in service
- Tunnel boring machine currently being installed
- Name of the tunnel boring machine

Overhead sections:

- Railway overground
- Railway bridge
- Commissioned post-2031
- Operations Center under development
- Line 14: extensions to Saint-Denis – Pleyel and Aéroport d'Orly opening in June 2024
- Temporary railway station

2 km

110 km of tunnels bored

105 km of railways completed

4 tunnel boring machines in operation and 1 currently being assembled

Testing on Line 15 South between Noisy – Champs and Bry – Champigny – Villiers, and on Line 18 between Massy – Palaiseau and Christ de Saclay.

PERFORMANCE PERFORMANCE

- 29 / Our value creation model
- 30 / Cross-functional CSR governance
- 31 / Alignment with the European Green Taxonomy
- 32 / Our Corporate Social Responsibility actions
- 55 / Table of CSR Indicators



**Our performance
and our impact**

- 63 / The Grand Paris Express financing and resources model
- 66 / Continued roll-out of the Grand Paris Express is reflected in sustained spending levels
- 67 / Grand Paris Express ex-ante carbon assessment
- 68 / Our publications

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

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

FINANCIAL capital

- A financing model based on taxes levied in the Île-de-France 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 3)
- Research into innovation that benefits the environment (page 17)
- Green and transparent financing (page 62)
- Strong commitment to local communities: ongoing dialogue with our stakeholders since the creation of Société des grands projets (page 32)

Our long-term value creation model

OVERSEE THE PROJECT responsibly through dialogue

- Public meetings held in all municipalities affected by our projects
- Organisation of job committee meetings with local authorities and contractors (since the start of projects)
- Amicable local-business compensation committee meetings (since the start of projects)
- 100% of Société des grands projets employees have undergone awareness-raising on preventing corruption
- 100% of worksites have undergone a safety audit over the course of the project

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 emissions by 1 million tonnes of CO₂ equivalent during the construction phase

CONTRIBUTE TO THE DEVELOPMENT of local areas

- 24 million tonnes of CO₂ equivalent saved by 2070
- A modern transport service to save time on everyday journeys in the Île-de-France 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

Our CSR governance is based on a cross-functional structure. It relies on several complementary bodies that ensure that the approach is coordinated, steered strategically and communicated at all levels of the organisation.

Our CSR strategy coordination bodies

- The Environmental and Innovation Strategy Directorate, and more specifically the Strategy Implementation and Project Acceleration Unit, is responsible for developing and monitoring our strategic plan and CSR policy.
- The Executive Committee and the Supervisory Board provide high-level oversight by approving strategic directions and key decisions relating to CSR.
- 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 210 employees who keep abreast of CSR developments and take part in monthly presentations and discussions on selected topics.

OUR ORGANISATION'S CSR INITIATIVES IN 2025

2tonnes training: this immersive and collaborative workshop is open to new employees and volunteer staff who wish to become trainers from 2026 onwards. It aims to raise awareness of climate issues and support the ecological transition, at both an individual and collective level. The target: to reduce the carbon footprint to 2 tonnes of CO₂ per person per year by 2050, in line with the objectives of the Paris Agreement.

Ademe certification for CarbOptimum®: the CarbOptimum® tool has been certified by Ademe (the French environment and energy agency), attesting to the reliability of its carbon footprint calculations and further strengthening the credibility of Société des grands projets' climate commitments.

European Sustainable Development Week – Focus on decarbonisation: highlighting the *Design to Planet®* method, which places the environment at the heart of project design from the earliest stages.

Launch of Spaser 2024-2027: The roll-out of the Socially and Environmentally Responsible Procurement Promotion Framework (Spaser) continued in 2025, aiming to have CSR criteria included in 100% of public procurement contracts and social clauses in 30%.

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 goal:** 6.15. Infrastructure enabling low-carbon road transport and public transport.
- **climate change adaptation goal:** 6.15. Infrastructure enabling low-carbon road transport and public transport.

The eligible expenditures of Grand Paris Express meet each of the environmental sustainability criteria for a business activity set out in Article 3 of the European Union 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 European Union’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 RELATING TO THE CSR PILLARS CONCERNING COMPLIANCE WITH THE CRITERIA OF THE EUROPEAN UNION TAXONOMY

PAGES

Substantial contribution to climate change mitigation		Our role in the Grand Paris Express Include CSR clauses in our contracts Integrate energy efficiency into the design, build and operation of the Grand Paris Express Implement lower-emission methods and processes during construction and operation Develop intermodal transport connections around stations Grand Paris Express ex-ante carbon assessment	5 37 45 46 46 75
Substantial contribution to climate change adaptation		Anticipate and integrate climate risks in the design and build of structures and station districts	44
Do not cause significant harm	1/Climate change mitigation	Our role in the Grand Paris Express Include CSR clauses in our contracts Integrate energy efficiency into the design, build and operation of the Grand Paris Express Implement lower-emission methods and processes during construction and operation Develop intermodal transport connections around stations Grand Paris Express ex-ante carbon assessment	5 37 45 46 46 75
	2/Climate change adaptation	Anticipate and integrate climate risks in the design and build of structures and station districts	44
	3/Sustainable use and protection of water and marine resources	Flood-related risks/Drought-related risks	44
	4/Transition to the circular economy	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	50 51 51 51
	5/Prevention and control of pollution	Manage disturbance around worksites and during metro operations	49
	6/Protection and restoration of biodiversity and ecosystems	Implement measures to avoid, reduce and offset the environmental impact of construction work	47
Minimum social safeguards	Due diligence on human rights	Work in consultation with local stakeholders Support for local residents and businesses affected by construction work Implement a worksite safety prevention strategy that applies to everyone Active policy on Quality of Work Life and Working Conditions (QWLWC) and psychosocial risks (PSRs)	36 37 40 42
	Implementation of anti-corruption procedures	Guarantee the independence of our governance bodies Introduce a corruption, fraud and conflict of interest prevention policy	38 39
	Implementation of taxation procedures	The Grand Paris Express financing and resources model	66
	Implementation of competition procedures	Introduce a corruption, fraud and conflict of interest prevention policy	39

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 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 risks related to the safety of our projects

- 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 QWLWC and PSRs
- 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 phases
- 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
- 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 LOCAL AREAS

The Grand Paris Express will make everyday life better and easier for millions of Île-de-France 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

- Access for VSEs/SMEs and social economy enterprises to 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
- Develop affordable housing in station districts
- Promote diversity of use in public spaces
- Guarantee a maintainable, operable, sustainable network
- 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 in defining 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.

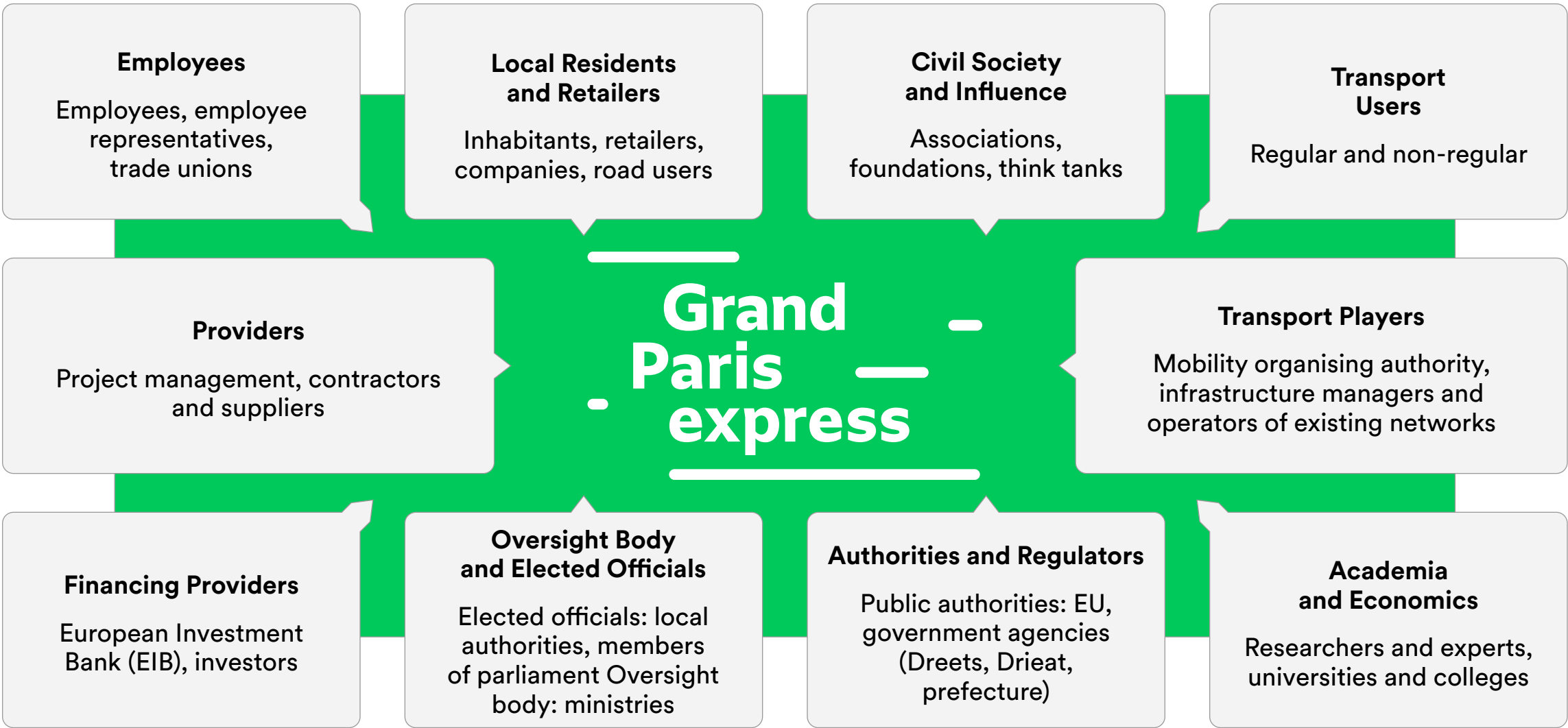
As we implement the new SERMs, we remain committed to hands-on community engagement, as this is crucial for the success of mobility projects. We also intend to strengthen public engagement and participation in project planning and development through fresh approaches to consultation and dialogue.

Dialogue and consultation are at the heart of our approach to project management. In each local area, we bring together all stakeholders to encourage them to share their expertise and draw on a diverse range of skills, with a view to achieving a shared goal and finding practical solutions to improve everyday mobility.

MARINE CHAUMON,
Head of the Consultation Unit



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 may 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 Île-de-France 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, worksite safety, job creation, and access for VSEs/SMEs and social economy enterprises.

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

- 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 tailor-made, recognised service offering nationwide

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 goal 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 no. 2010-597 of 3 June 2010) and the implementing decree issued by the Council of State, published in the *Official Journal*, no. 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 Île-de-France Region. Each member must submit a declaration of interests to the government’s commissioner (the Île-de-France 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, a company or an organisation 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 12 members:

- ten of whom are appointed from members of the Supervisory Board (four representatives of the departmental councils, one representative of the Île-de-France 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 regulatory changes regarding whistleblowing procedures and whistleblower protection (Act of 21 March 2022 and Decree of 3 October 2022), we 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 risks related to the safety of our projects

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. We have a collective responsibility to reduce the number of accidents, 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 work closely with prevention bodies – the French Labour Inspectorate, the Île-de-France 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. 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 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.

- **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 worksites, and reviews and proposes measures in response to the 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:

- 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 worksites;

- contractor and worker awareness: in 2024, the afety 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 worksites: 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
 - National Federation of Public Works
 - French Building Federation
 - Union of Land and Sea Trades
 - Railway Contractors’ Union of France
 - Professional Engineering Federation: Syntec-Ingénierie
 - Prim’emploi



Institutional Bodies

- Regional Unit for Support and Inspection Unit for Major Construction Sites of the Regional and Interdepartmental Directorate for Economy, Employment, Labour and Solidarity (Drieets)
 - Cramif



Trade Unions

- International Federation of Building and Wood Workers

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 works tirelessly to provide the entire organisation with a secure IT working environment, including enhanced security settings for hardware (computers and phones), Wi-Fi connectivity, a strict password policy, a secure shared server, and audited and secure digital software.

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 QWLWC and PSRs

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 employees' QWLWC:

1. Engaging the entire organisation in the 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

Organising working hours helps everyone to balance their work and personal lives.

3. Provide healthy working conditions

Providing working conditions that match employee needs helps to boost individual commitment and maintain team performance.

4. Prevent occupational risks

Using a risk assessment process helps to identify potential risks and implement measures to improve health and safety standards for employees.

5. Ensure health and safety in the workplace

Formalising and implementing appropriate prevention measures helps 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, and create 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 Île-de-France 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, work to assess flood risks has been carried out since preliminary studies were first undertaken. 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 cm 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 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 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 Île-de-France 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 °C to 5.4 °C in 2100) 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 Euro-Cordex models (including the French National Centre for Meteorological Research, 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 phases

Société des grands projets has committed to reducing metro construction-related greenhouse gas emissions by at least 25%, equivalent to avoiding 1.1 million teqCO_2 , 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_2 savings achieved. Since implementation, 40 ktCO_2eq 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 Building Information Modeling (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 annual consolidated Bilan Carbone® (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.

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,



STÉPHANE GAFFIÉ,
Head of the Innovation
and Environmental Expertise Unit

In response to the extraordinary volume of excavated material from our worksites, we have completely revolutionised our practices. Previously, traceability was limited and relied on paper records. We have made it mandatory to characterise soil systematically at source and monitor it in “real time” via a shared IT platform. We have also made it mandatory to weigh lorries every time they leave the site to ensure full traceability. In addition, we have set ourselves overall targets for soil recycling (70%) and for using alternative modes of transport to road (15%), which will not only help to reduce carbon emissions on our worksites but also minimise disruption and conserve resources.

This was a radical departure from previous practices, far exceeding the requirements of the regulations at the time. The second significant step was strengthening our environmental strategy, with the goal of reducing GHG emissions by 25% for the construction of the Grand Paris Express. It was at this point that we introduced carbon targets into our contracts. Over and above the targets, the aim is to send a clear signal and drive change among our partners.

to promote the use of efficient, environmentally friendly modes of transport that can be combined as required by residents of the Île-de-France 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.

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, landscaping, 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.

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 Île-de-France, 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 stems from a combination of three factors: improved accessibility in the area served by the new metro, compact urban planning, 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.

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 Île-de-France 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 m 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 m 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 forging a partnership with rolling stock manufacturer Alstom and a laboratory at the École Supérieure des Techniques Aéronautiques et de Construction Automobile, 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 Île-de-France. Studies will be conducted to assess this improvement. Société des grands projets is 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.



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 Île-de-France’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.

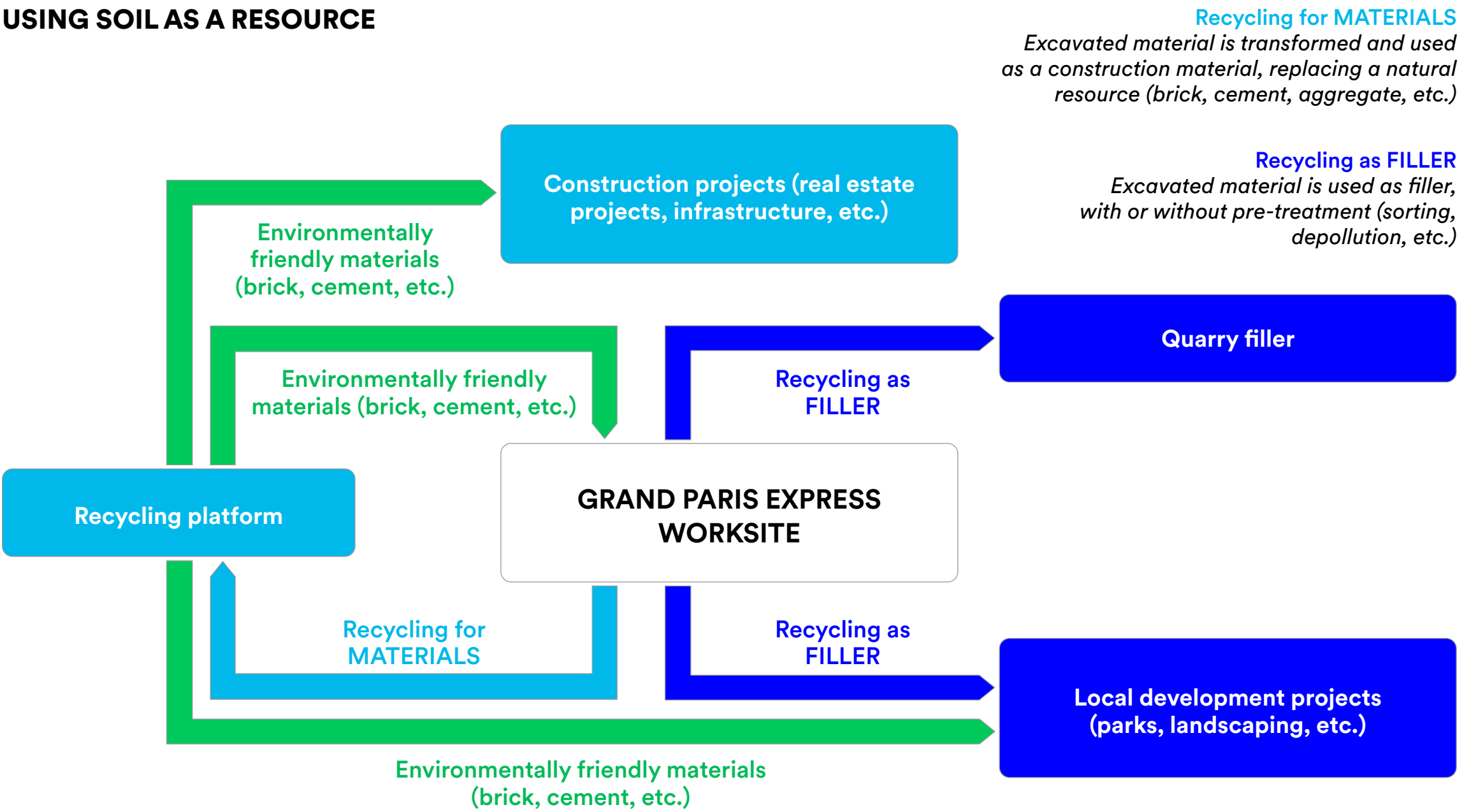
We have also released a circular economy toolkit focusing on excavated soil, detailing solutions that support closed-loop systems within the Grand Paris Express project. This strategy covers three key areas for excavated soil: traceability, using alternatives to road haulage to transport them, and soil 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 known as T-Rex. 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 (SNBC, 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 recycling rate for all demolition work on the Grand Paris Express is 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 Île-de-France’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 local areas

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.

We have signed job creation agreements with local organisations, including several outside the Île-de-France region, enabling us to:

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

The Fabrique du Métro, along with five satellite locations across Île-de-France, 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 the Regional Public Works Federation (F RTP)

In response to specific workforce needs in the Public Works sector, the Regional Public Works Federation (F RTP) of Île-de-France, 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'ouvrage (Project Owners' Club), in partnership with Île-de-France Interdepartmental Directorate for the Economy, Employment, Labour and Solidarity (Drieets). This forum includes the National Agency for Urban Renewal, SNCF, RATP and the regional governing body for housing and accommodation. It helps to harmonise practices among project owners and facilitators, shares lessons learned and centralises reporting of workforce integration data for major works across Île-de-France.

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 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 m² 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 m² 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 locally sourced, organic and short-supply-chain produce, fair-trade goods, upcycled items and products from social economy enterprises. 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 m 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 m² 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 Île-de-France 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.

Develop affordable housing in station districts

Across all development projects underway in the Greater Paris area, 13 million m² are earmarked for housing, with 18 million m² 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 Île-de-France 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.



LOLA FAUCONNET,
Head of the Public Spaces and Urban Projects Unit

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).

We are the project owners for some of the public spaces around the stations and, together with Île-de-France Mobilités, we coordinate the larger-scale developments. All of these public spaces form part of a shared vision, that of the intermodal hub. Part of this work involves ensuring that everyone can continue their journey smoothly from the station to their local neighbourhood, especially pedestrians, cyclists and bus passengers. Every detail, from lighting and paving to landscaping, is designed in collaboration with local stakeholders to deliver consistent quality and urban coherence. For Lines 18 and 15 South, some of these public spaces are currently under construction. All the intermodal hub aspects will be completed gradually over time after the stations open.

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.

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 RATP Dev, 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.

In 2025, we stepped up our collaboration with Île-de-France Mobilités and RATP Infrastructures, as well as with transport operators. Drawing on the lessons learned from the opening of stations interconnecting with Line 14, we increased both the frequency of discussion workshops with our partners and the number of site visits. The aim is to support our partners in developing their skills and knowledge regarding the structures and systems that will soon fall under their responsibility, and to address their essential needs to ensure the safety of their operations prior to commissioning. This joint effort has boosted our confidence as we look ahead to the upcoming commissioning of the Grand Paris Express.

THIBAUD LAVIRON,
Liaison Officer for relations with
Île-de-France Mobilités, RATP Infrastructures
and future transport operators



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.

Following the commitments made by Société des grands projets to organisations representing people with disabilities, and after running more than 20 workshops at the Fabrique du Métro, the initial benefits 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 Île-de-France 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 use 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 perfectly forthright with its stakeholders, every year since 2018, Société des grands projets has compiled and published indicators of its impact and its social, ethical, economic and environmental performance from its CSR roadmap. Around 50 key indicators are audited by an independent third party, the company's statutory auditor. This document is based on information gathered from the various senior management teams of Société des grands projets, the contract awardees, and the local and regional authorities under contract. 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.

PILLAR 1

Oversee our projects responsibly through dialogue



Alignment with the European Green Taxonomy

Minimum social safeguards: commitments, due diligence and outcomes with regard to the minimum safeguards, implementation of anti-corruption procedures, implementation of taxation procedures, implementation of fair competition procedures



Indicator	Unit	2024	2025	Total since the beginning of the project	Indicator audited
GOAL 1 – MAINTAIN ONGOING DIALOGUE WITH OUR EXTERNAL STAKEHOLDERS					
Community liaison officers working with local residents during construction phases causing significant disruption	Number	14	14	–	
Agreements signed with Île-de-France social housing authorities around Grand Paris Express stations	Number	2	10	96	
Private households receiving support	Number	12	119	774	
Percentage of Société des grands projets’ proposals to local residents accepted (excluding business activities)	%	91.70	83.10	–	
Compensation paid by comparison with the local-resident budget allocated	€M excl. VAT	0.47	3.4	5.675	
Job committee meetings with local authorities and businesses	Number	16	8	76	

PILLAR 1
Oversee our projects responsibly
through dialogue



INDICATOR	UNIT	2024	2025	TOTAL SINCE THE BEGINNING OF THE PROJECT	INDICATOR AUDITED
Number of social media followers					
Facebook – Grand Paris Express	Followers	39,720	42,623	–	
X (formerly Twitter) – SGP	Followers	30,218	32,487	–	
X – Grand Paris Express	Followers	29,490	29,020	–	
X – Société des grands projets	Followers	728	963	–	
LinkedIn	Followers	138,887	161,447	–	
LinkedIn – Grand Paris Express	Followers	120,158	129,233	–	
LinkedIn – Société des grands projets	Followers	18,729	31,929	–	
Instagram – GPE	Followers	27,093	32,487	–	
Website visits					
Grand Paris Express website	Number	1,420,625	1,370,984	7,629,600	
Société des grands projets website	Number	177,134	193,480	370,614	
Q&A on the FAQ section of the Société des grands projets website	Number	587	559	4,047	
Percentage of local businesses compensated	%	38	60	–	
Amicable local-business compensation committee meetings	Number	5	6	61	
Percentage of claims for compensation from businesses registered under Société des grands projets programme management	%	65	89	–	
Percentage of claims examined by the commission under Société des grands projets programme management	%	63	93	–	
GOAL 2 – ENSURE TRANSPARENCY IN OUR GOVERNANCE AND FAIRNESS IN OUR PRACTICES					
Supervisory Board meetings	Number	5	5	36	
Audit and Commitments Committee meetings	Number	5	5	37	
Annual attendance rate at anti-corruption awareness sessions	%	82	79	–	X
Percentage of employees in level 1 at-risk positions, trained in preventing corruption	%	28	97	–	X

PILLAR 1
Oversee our projects responsibly
through dialogue



INDICATOR	UNIT	2024	2025	TOTAL SINCE THE BEGINNING OF THE PROJECT	INDICATOR AUDITED
Percentage of employees in level 2 at-risk position, trained in preventing corruption	%	55	95	–	
Instances of corruption reported / of ethical breaches based on the values of Société des grands projets	Number	None	None	0	X
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	
GOAL 3 – PREVENT RISKS RELATED TO THE SAFETY OF OUR PROJECTS					
Fatal accidents involving contractors carrying out work at the Grand Paris Express worksites	Number	0	0	4	
Percentage of worksites that underwent a safety audit within the last year	%	82	76	–	
Percentage of audited worksites rated “satisfactory” or “very satisfactory” (level B or A) as per the safety auditing guidelines	%	40	53	–	
GOAL 4 – ENSURE THE HEALTH, DIVERSITY, EQUAL TREATMENT AND CAREER DEVELOPMENT OF OUR EMPLOYEES					
Fatal workplace accidents (employees)	Number	0	0	0	X
Frequency rate of workplace or commuting accidents among employees (accidents per million employee hours per year)	%	2.96	3.46	–	X
Employee workplace and commuting accident severity rate	%	0.08	0.15	–	X
Lost-time accidents in the workplace	Number	2	3	12	X
Total Société des grands projets workforce (permanent, fixed-term, excl. work placement and supply staff) as at 31 December	Number	1,060	1,061	–	X
Percentage of women in total workforce (permanent and fixed-term contracts)	%	46	46	–	X
Absence of job precarity at Société des grands projets (% of jobs held on a permanent contract)	%	98	91	–	
Percentage of departures on permanent contracts, all reasons combined	%		9		
Percentage of voluntary departures on permanent contracts	%		5		
Percentage of industrial tribunal disputes (per employee)	%	0.11	0.10	–	
Hours of training completed during the year	Hours	13,827	16,860	69,406	X

PILLAR 1 Oversee our projects responsibly through dialogue 3 GOOD HEALTH AND WELL-BEING 5 GENDER EQUALITY 8 DECENT WORK AND ECONOMIC GROWTH 10 REDUCED INEQUALITIES 16 PEACE, JUSTICE AND STRONG INSTITUTIONS 17 PARTNERSHIPS FOR THE GOALS		INDICATOR	UNIT	2024	2025	TOTAL SINCE THE BEGINNING OF THE PROJECT	INDICATOR AUDITED
	Percentage of payroll dedicated to continuing professional development	%	2.30	2.50	–	X	
	Percentage of jobs created and filled internally	%	30.95	55.00	–		
	Percentage of women on the executive committee	%	46	46	–		
	Women managers as percentage of total female headcount	%	88.07	89.00	–	X	
	Percentage of employees over age 54	%	10.47	10.70	–		
	Percentage of employees under age 26	%	1.89	1.90	–		
	Women as percentage of salary gap correction recipients	%	53.70	56.50	–		
	Percentage of jobs for employees with disabilities	%	1.51	2.38	–	X	
	Equity ratio of annual pay increases between top management and permanent staff eligible for pay rises	%		0.86			
	Gender equality index score for the year	Score/100	92	96	–	X	
	number of employees given pay rise within a year after returning from maternity leave	Score/15	15	15	–		
	gender pay gap	Score/40	37	36	–		
	parity among the highest pay levels	Score/10	5	10	–		
	ratio gap in individual pay rises (men vs women)	Index	-1.5	-1.4	–		
	ratio gap in promotions (men vs women)	Index	0.1	-1.7	–		
	Percentage of absenteeism due to illness and workplace and commuting accidents (permanent, fixed-term and subsidised contracts)	%	2.90	3.00	–		
	Percentage of employees who use public transport (based on monthly pass reimbursement)	%	78	71	–		

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



INDICATOR	UNIT	2024	2025	TOTAL SINCE THE BEGINNING OF THE PROJECT	INDICATOR AUDITED
GOAL 1 – IMPLEMENT AN AMBITIOUS POLICY FOR THE CLIMATE AND THE ENERGY TRANSITION					
Cumulative greenhouse gas emissions from Grand Paris Express worksites since work began	Cumulative tCO ₂ e	2,232,426	2,445,910	2,445,910	X
Scope 1	Cumulative tCO ₂ e	189,198	210,990	210,990	X
Scope 2	Cumulative tCO ₂ e	28,907	32,100	32,100	X
Scope 3	Cumulative tCO ₂ e	2,014,321	2,202,820	2,202,820	X
Carbon footprint (Société des grands projets operations)	tCO ₂ e	1,510	1,587	9,571	X
Scope 1	tCO ₂ e	35	39	949	X
Scope 2	tCO ₂ e	262	212	2,350	X
Scope 3	tCO ₂ e	1,213	1,336	6,272	X
Percentage of excavated material transported using alternatives to road transport	Tonnes	13.3%	29.4%	369,952	X
Hub studies launched	Cumulative total	63	64	64	
Hub studies approved	Cumulative total	39	44	44	
Intermodal hubs delivered	Cumulative total	0	1	1	
Budget allocated to hub studies	€/year total	4,643	5,606	5,606	X
Budget allocated to subsidies for creating public spaces	€/year total	22,287	4,698	34,698	

PILLAR 2 Build while protecting the environment and contributing to the resilience of tomorrow’s cities 6 CLEAN WATER AND SANITATION 7 AFFORDABLE AND CLEAN ENERGY 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 11 SUSTAINABLE CITIES AND COMMUNITIES 12 RESPONSIBLE CONSUMPTION AND PRODUCTION 13 CLIMATE ACTION 14 LIFE BELOW WATER 15 LIFE ON LAND						TOTAL SINCE THE BEGINNING OF THE PROJECT	INDICATOR AUDITED
		INDICATOR	UNIT	2024	2025		
	Percentage of Grand Paris Express excavated material recycled over the year	%	70.30	75.8	–	X	
	Quantity of Grand Paris Express excavated material recycled over the year	Tonnes	976,122	2,366,791	19,751,017	X	
	Percentage of Grand Paris Express excavated material reused on-site during the year and reused on the Grand Paris Express during the year, as a percentage of total Grand Paris Express excavated material	%	29.40	20.30	–	X	
	Disposal transactions with a view to reuse	Number	17	11	29		
	Percentage of non-hazardous waste recycled	%	61	93			
	Percentage of Grand Paris Express excavated material recycled for other materials (cement works, plaster works, recycling) over the year	%	0.40	3.4	–	X	
	Quantity of excavated material recycled for other materials (cement works, plaster works, recycling) over the year	Tonnes	6,172	107,083	800,649	X	
	Percentage of the total value of notified contracts for the Grand Paris Express that include a social or environmental consideration	%		87			
	GOAL 2 – PRESERVE BIODIVERSITY, FACILITATE ITS INCLUSION IN THE CITY AND LIMIT DISTURBANCE CAUSED BY THE PROJECT						
	Surfaces restored (forest and environmental offsets)	Ha	18.38	23.89	153.43		
	of which surfaces restored for forest offsets	Ha	10.15	1.09	71.65		
	of which surfaces restored for environmental offsets	Ha	8.23	23.64	83.15		
	Environmental audits performed	Number	122	97	583		
	audits of project managers	Number	9	6	85		
	audits of construction companies (excluding data audits of Bilan Carbone® reporting)	Number	88	71	395		
	of which data audits of Bilan Carbone® reporting for construction companies	Number	14	10	47		
	of which audits of wastewater outfall or intermediate excavated material management sites	Number	11	10	56		
	Percentage of compliant points in the audits conducted, as per the environmental auditing guidelines	%	78.30	79.2	–		

PILLAR 3
**Contribute to the development
of local areas**



Alignment with the European Green Taxonomy
Substantial contribution to climate change adaptation,
substantial contribution to climate change mitigation and DNSH



INDICATOR	UNIT	2024	2025	TOTAL SINCE THE BEGINNING OF THE PROJECT	INDICATOR AUDITED
GOAL 1 – PROMOTE ACCESS TO EMPLOYMENT AND TRAINING FOR ALL					
Agreements in force with local stakeholders to boost employment	Cumulative total	19	0	19	
Projects signed to boost employment	Number	2	5	15	
Target number of hours of work integration specified in the tender specifications	Cumulative hours	8,025,284	8,025,284	8,025,935	X
Number of hours worked by people on work integration schemes at Grand Paris Express worksites as of 31 December	Number	6,453	6,292	–	X
People on work integration on worksites	Cumulative total	5,337	6,073	6,073	X
Sex (men/women)	Number	4,529 / 806	5,175 / 900	–	
Age (–26 years / 26-49 years / +50 years)	Number	718 / 3,482 / 1,135	812 / 3,932 / 1,328	–	
Work integration status (recognition as an employee with disabilities/under 26/ on minimum income support/over 50/long-term jobseekers/other)	Number	85 / 999 / 550 / 158 / 2,321 / 1,222	25 / 1,331 / 225 / 160 / 3,070 / 1,260	–	
Awareness-raising among young people through educational initiatives organised by Société des grands projets	Number	20,749	13,647	99,512	
Educational staff members trained as part of Société des grands projets educational initiatives	Number	1,215	408	3,869	
GOAL 2 – SUPPORT THE ECONOMIC, SOCIAL AND COMMUNITY-BASED DEVELOPMENT OF LOCAL AREAS					
Independent VSEs/SMEs involved on the worksites since the beginning of the project	Cumulative total (company registration no.)	6,573	7,106	7,106	X
Contractual target amount for independent VSEs/SMEs	€M	4,620	4,637	20,525	X

COMMITMENT 3

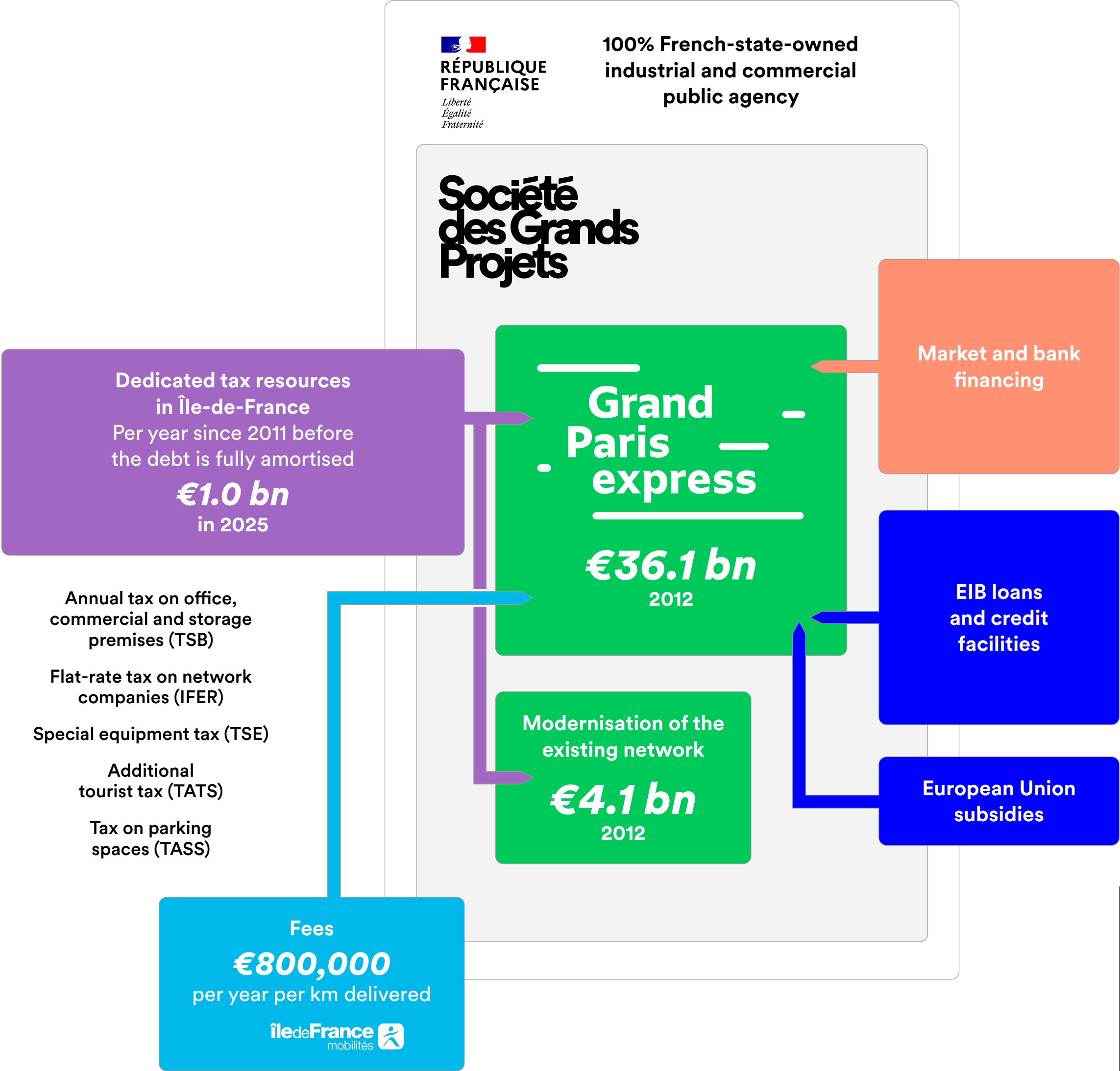
Contribute to the development of local areas



INDICATOR	UNIT	2024	2025	TOTAL SINCE THE BEGINNING OF THE PROJECT	INDICATOR AUDITED
Total amount paid to independent VSEs/SMEs for the contracts in progress	Cumulative total (€M) (company registration no.)	3,184	3,612	3,612	
<i>of which the total amount paid to establishments in the Île-de France Region</i>	€M (company registration no.)	1,863	2,045	10,053	
Progress towards VSE/SME target (percentage of the total amount of notified contracts, excluding VAT, paid to independent VSEs/SMEs)	%	11.45	19.75	–	X
Social economy enterprises used by our contract awardees and Société des grands projets	Cumulative total	392	415	415	
Real estate projects awarded to developers	Cumulative total	21	24	24	X
Square meters of urban and real estate projects produced	sq. m cumulative total	226,000	218,000	226,000	
Participation in the artistic and cultural initiatives during the construction phase in the Grand Paris Express areas	Number of people (rounded up to the nearest 100)	135,700	110,000	380,200	
Architect-artist pairs formed	Cumulative total	68	70	70	

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 Île-de-France Region, laid down by law and allocated directly to Société des grands projets. These financial resources are used to repay loans raised on the financial 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 revenue collected in Île-de-France can only benefit the Grand Paris Express and for modernising the existing network (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 Île-de-France Region, mainly from the annual tax on office, commercial and storage premises and parking spaces attached to these premises (TSB), the tax on parking areas (TASS), 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 7% compared with 2024, to €967 million in 2025. Income from TSB was €782 million compared with €718 million in 2024, while income from IFER was €87 million (€84 million in 2024) and from TSE, €61 million. On top of this there was €17 million from TASS and €20 million TATS.

Other revenue

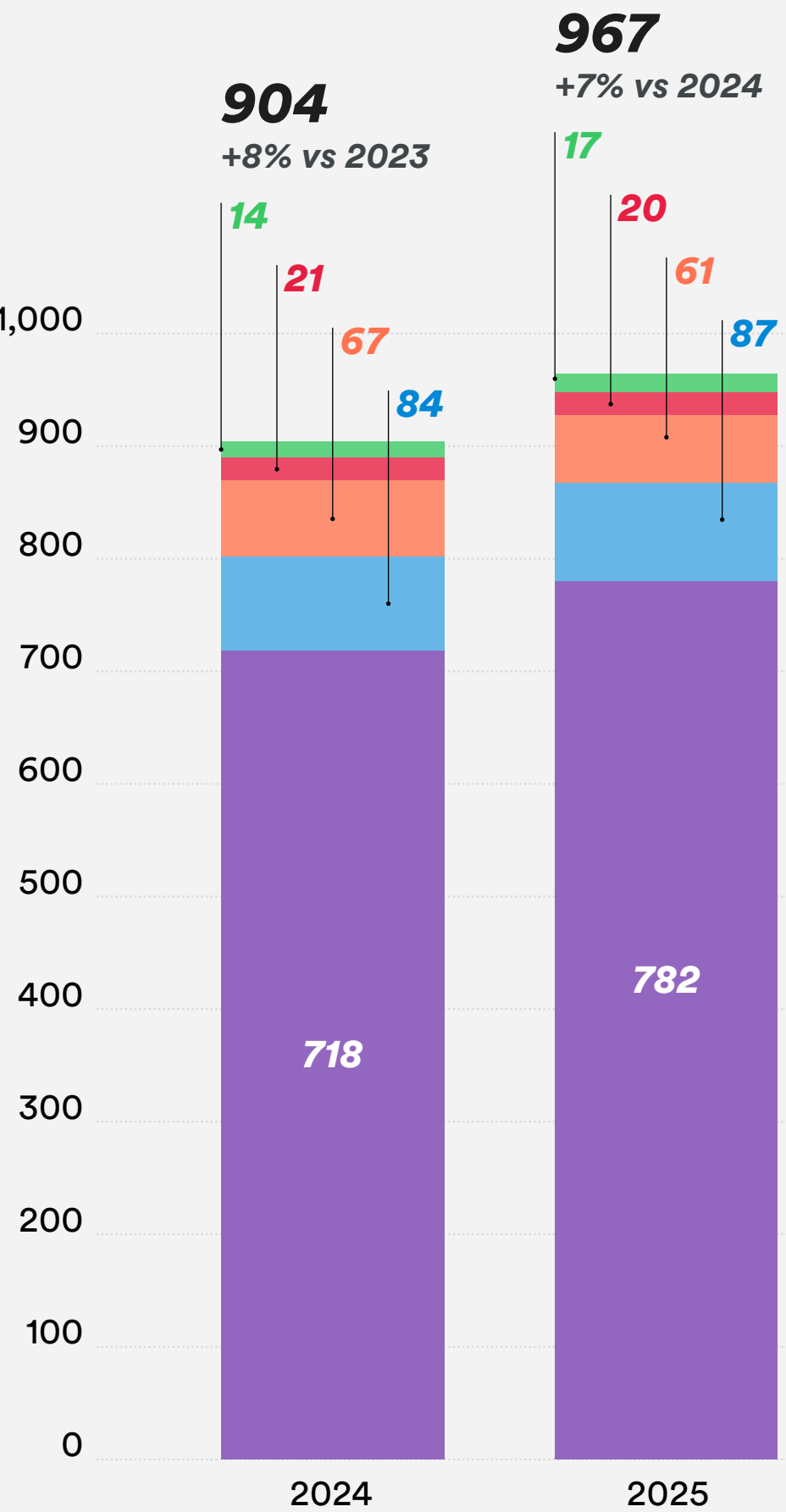
Revenue from rolling stock for the 2025 financial year came to €204 million in budgetary revenue, corresponding to the amounts rebilled to Île-de-France Mobilités.

Fee paid by Île-de-France Mobilités

In accordance with Decree 2024-741 of 6 July 2024, issued pursuant to Articles 20 and 20-2 of the Grand Paris Act of 3 June 2010, Société des grands projets now receives an annual lump-sum payment from Île-de-France Mobilités for the use of the Grand Paris Express network. This fee, set at €800,000 per year per kilometre of line operated, provides a source of structural operating revenue that is set to grow as the network is progressively commissioned. With the Line 14 extension coming into service on 24 June 2024, the fee amounted to €5.8 million in 2025. This revenue is calculated on a prorata basis for the sections of line commissioned during the year. It is also indexed to changes in the consumer price index excluding tobacco (Insee), which ensures that its level is maintained in real terms over time, with the adjustment taking effect from 1 July following the full delivery of all lines specified in the decree. This fee represents a key element of Société des grands projets’ long-term business model. As lines 15, 16, 17 and 18 are delivered and handed over to their operator, the total amount will increase significantly, contributing to the repayment of the debt incurred.

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

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



Other public financing

As part of its efforts to manage its own resources, Société des grands projets continues to apply for grants and ensure they are effectively collected. To this end, during the 2025 financial year, Société des grands projets received the balance of grants provided by the Caisse des Dépôts. These were awarded under the “City of Tomorrow” future investment programme for the Chantiéo projects (noise pollution monitoring around construction sites) and the development of innovative fibre-reinforced concrete.

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. Rental income for 2025 amounted to €0.3 million, compared with €0.6 million for 2024.

Subsidiaries

The amount rebilled to the Société des grands projets-Dev subsidiary (mainly for services entrusted to Société des grands projets by Société des grands projets-Dev as part of the development of the SERMs) came to €6.4 million for the 2025 financial year, in accordance with the management arrangement between Société des grands projets and the Société des grands projets-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 fifty 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:

- it is an Epic 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% (excluding future drawdowns) (€28.245 billion in green bonds and €2.5 billion in drawdowns on loan agreements with the EIB).

The ongoing strategy to secure financing continued in 2025 with the raising of loans from the EIB in December to fund Line 15 South. This financing, totalling €1 billion with a maximum maturity of 22 years, includes a deferred disbursement of funds until June 2027, thereby optimising Société des grands projets’ cash flow management.

Market conditions, which were extremely volatile throughout 2025, made it impossible to issue any bonds. The €3.5 billion financing programme planned for 2025 was therefore only partially achieved.

Société des grands projets is a regular issuer, committed to providing 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.

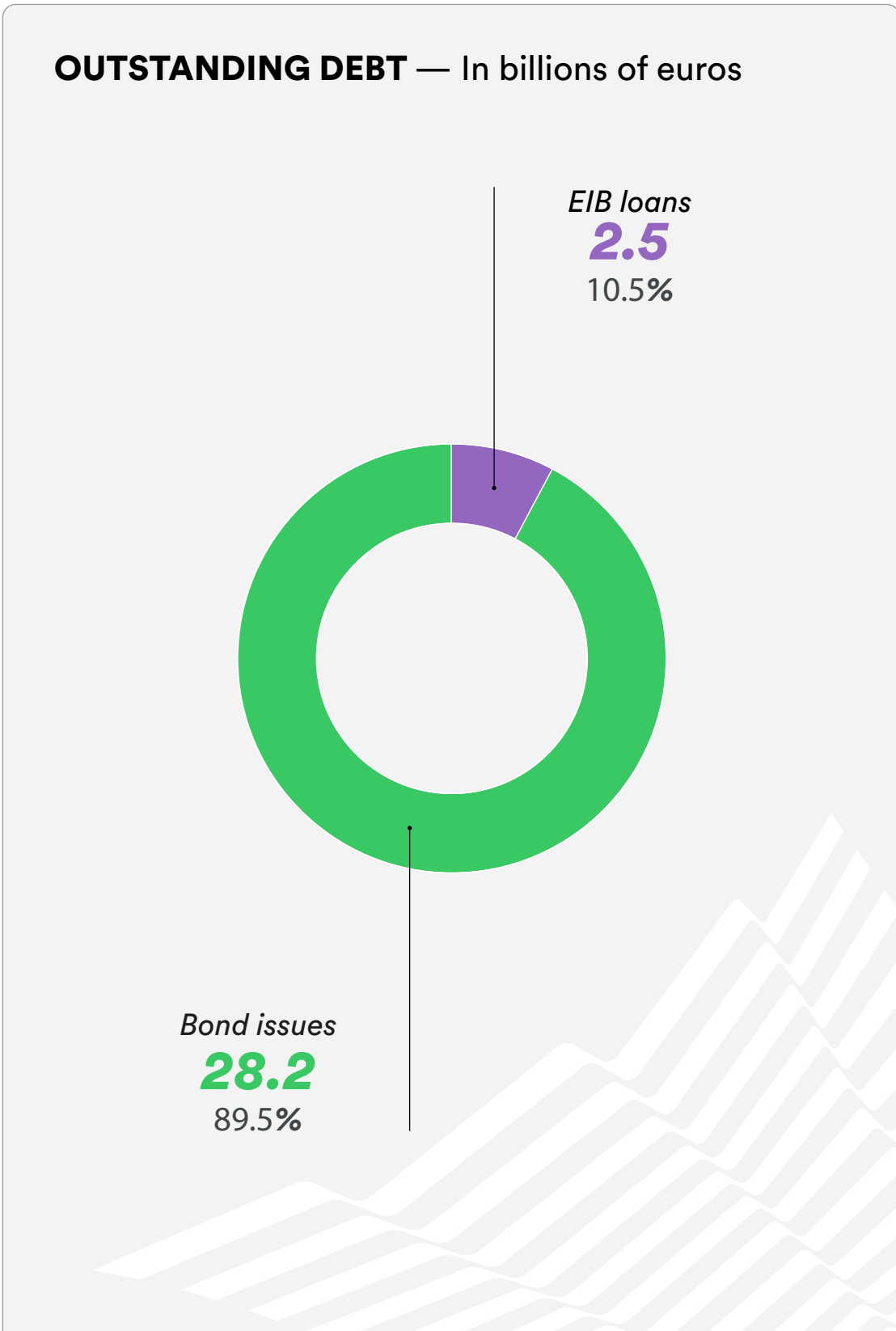
Its green bond issuance framework, updated in 2024, demonstrates that the organisation’s activities are 100% aligned with the European Union’s taxonomy. This additional advantage bolsters recognition of its creditworthiness and business model, and reaffirms its role as a leading player in green finance.

Debt treated in the same way as French government debt

Since 17 December 2025, Société des grands projets’ debt has been treated as sovereign debt by the French banking regulator, the Autorité de Contrôle Prudentiel et de Résolution.

The low prudential risks posed by banks’ exposure to debt issued by Société des grands projets have led to a reclassification of the prudential treatment of its debt. This was further driven by Société des grands projets’ unique financing model and the support of the French State – a factor highlighted by all credit rating agencies.

This decision is a strong testament to the financial strength of Société des grands projets and its model for financing transport infrastructure in France. It offers institutional investors a high-quality, sustainable investment vehicle, backed by an optimised regulatory framework.



[Click here to find out more about Société des grands projets’ financial statements.](#)

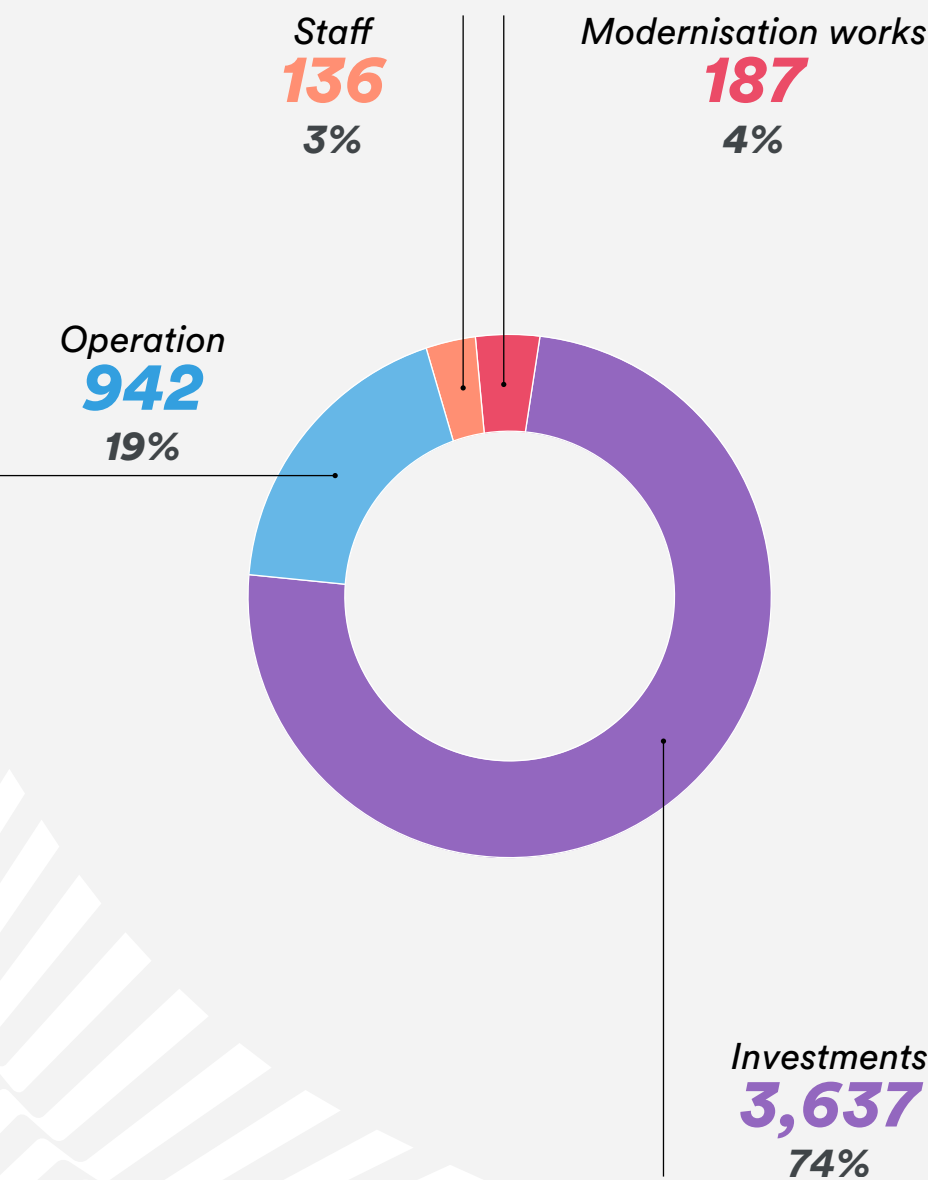
Continued roll-out of the Grand Paris Express is reflected in sustained spending levels

The amount of commitment authority used in 2025 came to €2.6 billion, compared with €5.8 billion in 2024.

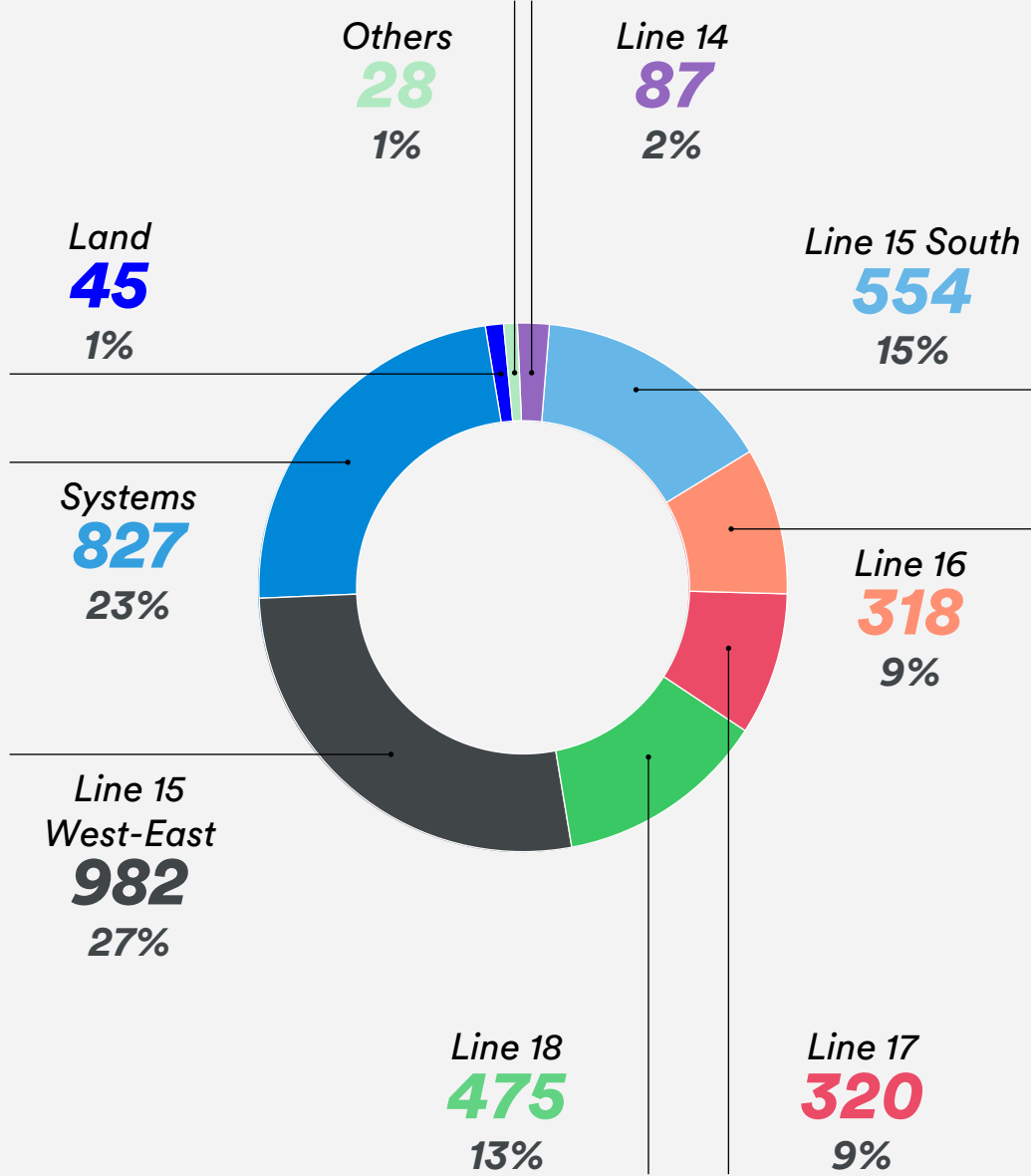
The €4.9 billion in expenditure, including nearly €3.6 billion for lines under its direct management and €163 million for Line 14 South, is a clear indication of the intensive pace of work on all Grand Paris Express lines in 2025.

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 associated works, as it depends on the progress of projects outside its scope as project owner. Since 2010, Société des grands projets has committed €44.6 billion for the Grand Paris Express and contributed €4.1 billion to several projects to modernise existing metro and RER networks as part of the transport mobilisation plan, including €187 million for the works carried out, alongside the Île-de-France Region, the French government, local authorities and transport operators.

2025 BREAKDOWN OF EXPENDITURE AND CONTRIBUTIONS
— In millions of euros



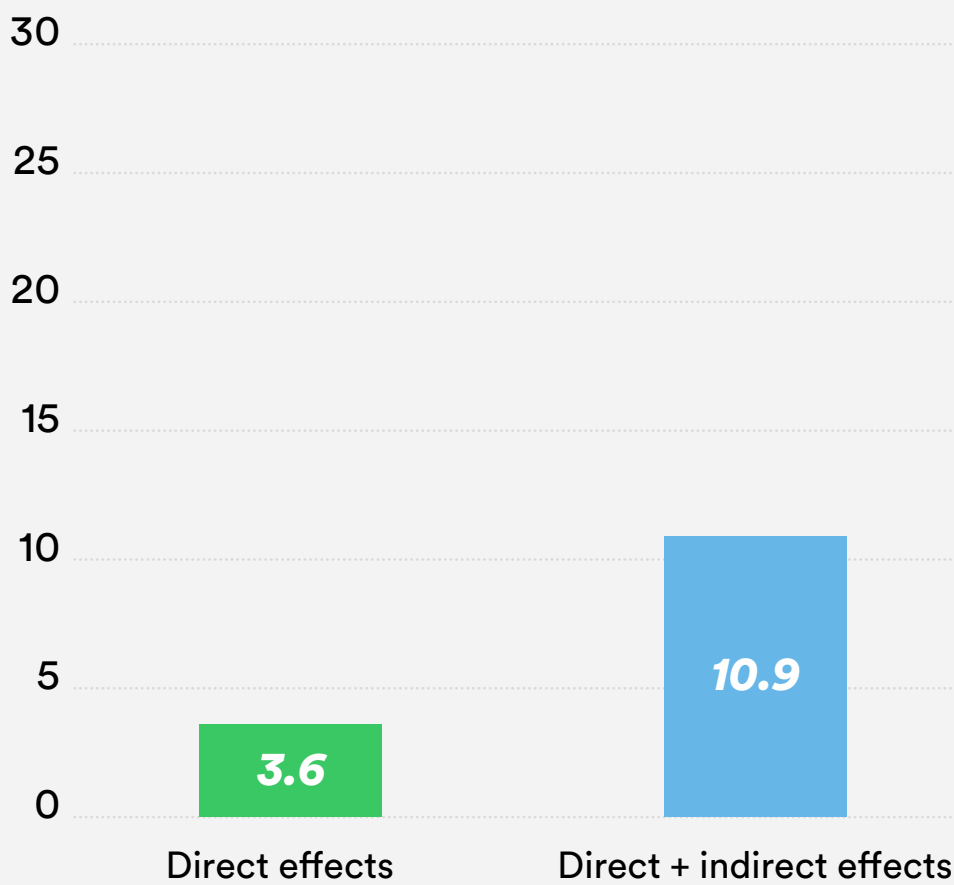
2025 BREAKDOWN OF INVESTMENT EXPENDITURE
— In millions of euros



Grand Paris Express ex-ante carbon assessment

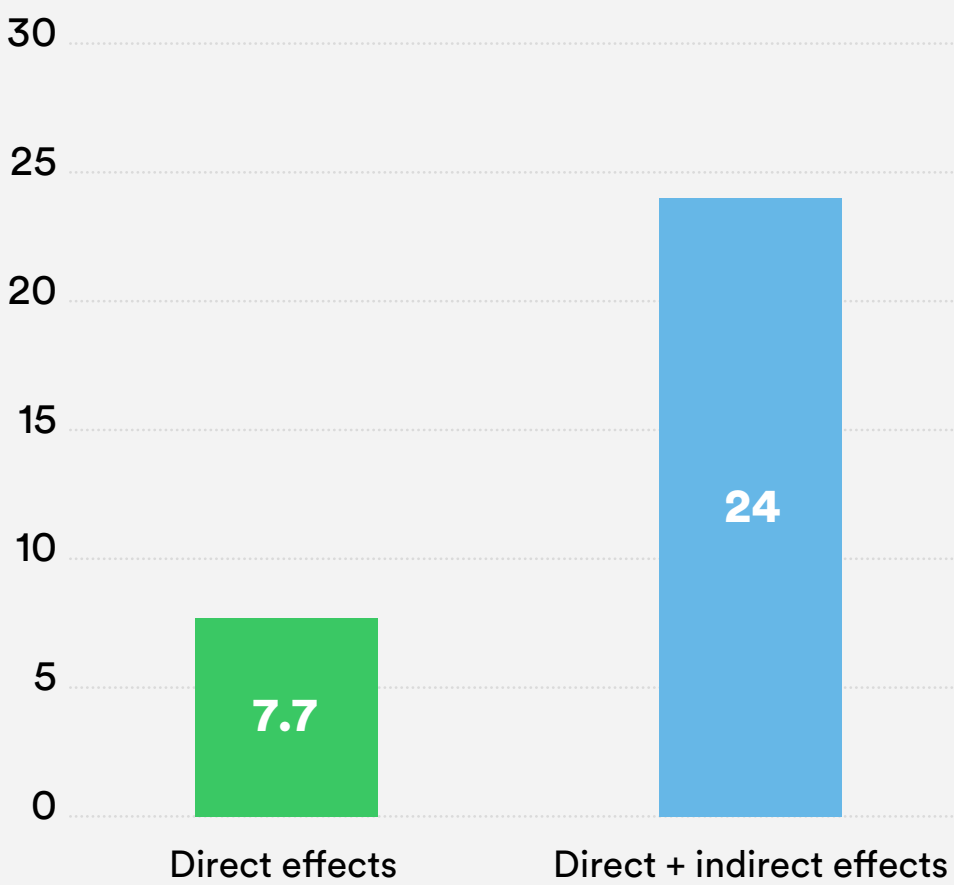
In 2024, Société des grands projets reassessed the greenhouse gas emissions generated and avoided by the Grand Paris Express, using its CarbOptimum® tool. This new assessment, following the one produced in 2018, aimed to take into account updated knowledge regarding material emission factors, a deeper 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 CO₂eq



- **Direct effects:** by 2050, the net balance between generated and avoided direct carbon emissions shows an overall increase of **3.6 Mt CO₂eq**, compared with a decrease of 0.2 Mt CO₂eq 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 CO₂eq**, compared with 14.2 Mt CO₂eq in 2018.

CARBON FOOTPRINT BY 2070
— In Mt CO₂eq



- **Direct effects:** by 2070, the net balance between generated and avoided direct carbon emissions shows an overall increase of **7.7 Mt CO₂eq**, compared with 3.0 Mt CO₂eq in 2018.
- **Direct + indirect effects:** including indirect emissions linked to Paris region regional development, this carbon footprint shows an increase of **24 Mt CO₂eq**, compared with 27 Mt CO₂eq 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](#)

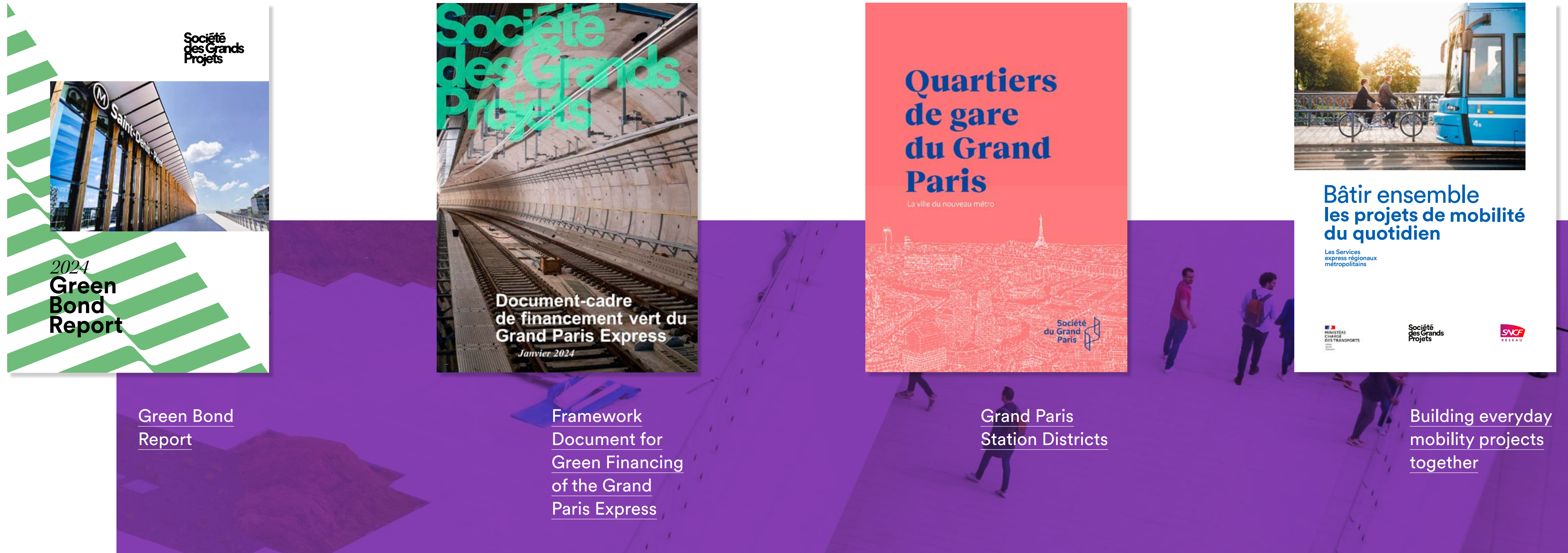
OPINION OF THE SCIENTIFIC COUNCIL of Société des grands projets

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.



In 2025, our CarbOptimum® tool was awarded the Bilan carbone® Method label by the Association for Low Carbon Transmission (ABC) mandated by Ademe, the French environmental and energy agency.

Our publications



Design, production: HAVAS Paris

Photo credits: All rights reserved Société des grands projets, ADAGP Paris, Alstom, Anaïs Nieto, Anne-Claude Barbier, ANMA Architectes Urbanistes, Atelier King Kong, Atelier Novembre + Benthem Crouwel Architects, Bastien André, Brunet Saunier & Associés, Christophe Caudroy, Claire-Lise Havet, Cyrus Cornut, Dietmar Feichtinger Architects, Dominique Perrault Architecte, Éric Garault, Eva Jospin, Explorations Architecture, Franklin Azzi Architecture, Gérard Rollando, Gerda Steiner & Jörg Lenzlinger, Gilbert Lasne, Groupe-6, Hervé Piraud, Jean-Paul Viguié, Laurent Villeret, Marie Genel, Mark Wilson, Mélanie Wenger, Meryl Curtat, Olivier Brunet, Patrick Gaillardin, Philippe Guignard, Pierre Morel, Samuel Dhote, Stéphanie Lacombe.

For further information, please visit societedesgrandsprojets.fr

