

[illegible]2019 CORPORATE SOCIAL
ENGAGEMENT REPORT

ABOUT SNCF'S 2019 CORPORATE SOCIAL ENGAGEMENT REPORT

HOW TO READ THIS REPORT

This report outlines SNCF Group's corporate social engagement (CSR) policy—an integral part of our overall strategy for meeting the social, economic, environmental and climate-related challenges of delivering tomorrow's mobility.

It is a first step towards the statement of non-financial performance that will be included in the Group's 2020 Financial Report. At the start of each chapter, you'll find icons that show how we're contributing to the Sustainable Development Goals (SDGs) adopted by the United Nations.

Many SNCF employees contributed to this report, and we welcome your feedback on its contents. Contact us at: engagementsocietal-transitionecologique@sncf.fr

WHAT'S CHANGED SINCE 2018

Our 2019 report focuses on two of the Group's top priorities: contributing to regional economic growth (Chapter 1) and protecting the planet and its climate (Chapter 2). Each chapter begins with an interview featuring an SNCF representative and one of our stakeholders—a reflection of our constant interaction with the ecosystem around us.

SNCF'S NON-FINANCIAL REPORTING

// PUBLICATION	// TARGET READERS
2019 Corporate Social Engagement Report	All stakeholders, especially SRI analysts and investors
Our website: visit snf.com and choose Our commitments	General public
SNCF Group 2019 Management Report	Analysts and investors
SNCF Réseau's Social Responsibility Report	All stakeholders, especially SRI analysts and investors



This report is our Communication on Progress (CoP) towards the principles of the United Nations Global Compact, which encourages businesses to practice 10 principles in the areas of human rights, fighting corruption, labour law and the environment.

SNCF has been a member of the Global Compact since 2003, and we've assessed our CoP report as GC Advanced since 2015.

SOCIAL ENGAGEMENT AT SNCF 2019 AT A GLANCE

To create eco-friendly new mobilities with deep ties to regional communities, we're working closely with our stakeholders and the 273,000 employees that make up the new SNCF.

IN I INTRODUCTION

In 2020, SNCF became a public limited company (Société Anonyme), and we're adapting our corporate governance and strategy to succeed in markets that are opening up to competition.

€35^{bn}
in revenue

5
public limited companies

15
non-financial risks

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01 I MOBILITY HELPS COMMUNITIES THRIVE

At SNCF, we're constantly inventing new ways to travel, putting our expertise as a smart mobility specialist and transport integrator to work for the regions we serve. Along with our partners, we're leveraging our footprint—in France and beyond—to help transform towns and cities, shape vibrant, close-knit communities, and make life better for everyone.

42%
of lines serve small communities

15^m
passengers a day

30,000^{km}
of track

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02 I SHAPING A NEW ERA OF GREEN MOBILITY

SNCF specializes in low-carbon mobility for both passengers and freight—a vital asset in fighting climate change and protecting the environment. We aim to reach greenhouse gas neutrality by 2030, and we're constantly experimenting with innovative solutions that shrink our environmental footprint and give our passengers the freedom to travel while minimizing their impact.

87,500^{t CO₂e}
avoided thanks to rail motorways

17.9^{TWh}
of energy consumed

€59.2^m
circular economy

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03 I PROMOTING A SHARED VISION OF MOBILITY

At SNCF, we're gearing up for the challenges that lie ahead and shaping the future of mobility—a future that works for all. And as we do so, we're inviting input from our stakeholders in France and beyond: regions, passengers, institutions, partners, suppliers, and more.

€84^m
socially responsible procurement

56.9/100
CSR performance of our suppliers

16,400
SMEs supplying goods and services

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04 I BUILDING THE NEW SNCF TOGETHER

Since 1 January 2020, we've been re-inventing SNCF Group to meet the challenges of new competition in the rail industry. As part of this sweeping transformation, we're reworking our social contract—a process that has involved intensive dialogue with employees at all levels. Our challenge: work together to build a sustainable, attractive company that engages our people and wins their loyalty.

5
industry-wide agreements

25%
of employees are women

1.59
workplace accident severity rate (per 1,000 hours worked)

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INTRODUCTION



JEAN-PIERRE
FARANDOU
Chairman and CEO, SNCF

When I first became Chairman of SNCF, I made it clear that I'm committed to a strategic vision that balances growth with operational performance, high-quality service, strong ties to the regions we serve, and the ecological transition. These are all historical benchmarks that are built into SNCF's DNA, and this social engagement report for 2019 is proof of it. In its pages you'll see that our people are ready to step up and meet the urgent environmental, economic and social needs of today's world.

You'll also see that we have what it takes to innovate, that we believe in forging close relationships and bridging social divides, that we're willing to listen to our local partners, and that we're dedicated to offering fair, equal access to the services we provide.

In 2003, when SNCF joined the United Nations Global Compact for social responsibility, we pledged to support and promote its ten universal principles in the areas of human rights, labour law, the environment and the fight against corruption. In 2020 I've renewed our commitment to these guiding principles. Much remains to be done, and it's up to us to ensure that SNCF remains the leader in sustainable mobility as transport markets open up to competition.

Today we're working toward five additional objectives:

- Deliver customized service and care to each of our customers;
- Achieve carbon neutrality and zero waste by 2030, and relaunch rail freight under a comprehensive plan with our partner networks in Europe, to step up our contribution to addressing the climate emergency;
- Appoint SNCF Group coordinators in each region to stay attuned to the needs of the communities we serve;
- Update our social contract with our employees. This will require working more closely together and adjusting our employment policy to meet network maintenance needs, reduce waiting time in stations, and increase the number of on-board staff, especially on TER regional trains;
- Focus on business and financial efficiency, setting strict guidelines to ensure that our rail system returns to financial equilibrium in 2022.

We know how to deliver sustainable mobility. It's an integral part of what we do. And in today's fast-changing world, I am more convinced than ever that SNCF is the solution to the pressing challenges facing our climate, our communities and our society.



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// USEFUL, RESPONSIVE AND COMMITTED TO OUR COMMUNITY—DOING OUR PART IN THE COVID-19 CRISIS

Since the beginning of the Covid-19 pandemic, SNCF has delivered essential services to the people of France, providing commuter transport and carrying freight for manufacturers.

The pandemic has shown us that we have an extraordinary ability to adapt: we've found new ways of working, building community and creating innovative, accessible solutions. And the women and men of SNCF have served the French people with incredible energy, offering high-speed hospital trains, making housing available for women in need, and activating employees in the railway reserves to deploy members of the French military who fought the pandemic under Operation Resilience.

As always, the SNCF Foundation has done its part, offering support to many of its non-profit partners, hit hard by the crisis. And because our employees continue bring this same commitment to community service and the public interest to their work, all of our customers can board our trains with confidence.

BUSINESS MODEL: A LEADER IN SUSTAINABLE MOBILITY

SNCF Group is present in nearly every segment of the transport market, combining experience with a zest for innovation. Buoyed by our strengths—our know-how, our environmental edge and our ability to reinvent ourselves in a fast-changing world—we make it our business to serve customers and the communities where they live and work.

TRANSPORT OFFER

PASSENGER TRANSPORT SNCF MOBILITÉS		FREIGHT TRANSPORT AND LOGISTICS SNCF LOGISTICS
// Commuter mobility		
// Long distance		
// BUSINESS LINES		
<ul style="list-style-type: none"> Shared mobility in urban/peri-urban areas, including buses, coaches, metro and light rail systems, trains, shuttles, inland waterway and maritime transport, cycling, car-sharing, ride-sharing, and driverless cars: Keolis Regional passenger transport: TER Public transport for the Paris region Transilien 	<ul style="list-style-type: none"> High-speed trains in France and Europe: TGV INOUI, Eurostar, Thalys, TGV France-Europe Low-cost, high-speed rail: OUIGO and IZY Medium- and long- distance trains in France: Intercités Sales: OUI.sncf 	<ul style="list-style-type: none"> Transport and logistics: GEODIS Rail freight, multimodal transport and freight forwarding: TFMM (rail and multimodal freight) Equipment management—wagons and locomotives: Ermewa Group
// BUSINESS MODEL		
<ul style="list-style-type: none"> Public service management contracts awarded by transport organizing authorities French market open to global competition from December 2019 	<ul style="list-style-type: none"> Ticket sales to passengers (individuals and groups) French market open to global competition from December 2020 	<ul style="list-style-type: none"> Sale of services to shippers (in every industry) Market open to competition
// GROUP REVENUE IN 2019		
€14.7bn (+8.1%)	€8.8bn (+1.8%)	€10.2bn (+1.7%)
// RANKINGS		
#1 WORLDWIDE in automated metros and light rail	#1 IN FRANCE in online ticket sales	#1 IN FRANCE, #4 IN EUROPE and #8 WORLDWIDE for freight transport and logistics

INFRASTRUCTURE DESIGN AND MANAGEMENT

STATIONS	NETWORK	REAL ESTATE	CONSULTING & ENGINEERING
// ACTIVITIES			
<ul style="list-style-type: none"> Station operation, modernization and business development Crowd flow and transport hub management 	<ul style="list-style-type: none"> Rail network access and traffic management Infrastructure maintenance and upgrades Creation of new lines 	<ul style="list-style-type: none"> Land and real-estate management and business development Management and development of residential portfolio 	<ul style="list-style-type: none"> Design for major infrastructure projects and public spaces: SYSTRA, AREP SNCF International SNCF Consulting
// BUSINESS MODEL			
<ul style="list-style-type: none"> Fees from rail companies and station retailers 	<ul style="list-style-type: none"> Track access fees paid by rail companies using the network 	<ul style="list-style-type: none"> Disposals, development, rent 	<ul style="list-style-type: none"> Sale of services to customers (national and local governments, foreign rail operators, and more) Market open to competition
// GROUP REVENUE IN 2019			
€1.5bn (+3.8%)	€6.4bn (+3.2%)	€0.5bn (-2.6%)	NOT CONSOLIDATED
// RANKINGS			
	#2 property owner in France	#1 worldwide in transport infrastructure design	

FINANCIAL RESOURCES	INDUSTRIAL RESOURCES	HUMAN & INTELLECTUAL RESOURCES	COMMUNITY RESOURCES	ENVIRONMENTAL RESOURCES
<p>€35bn in net debt Group-wide, after transfer of €25bn in SNCF debt to the French state on 1 January 2020</p> <p>+€560m gains in competitiveness</p>	<p>30,000 km of track, incl. 2,700 km HS line</p> <p>3,000 stations</p> <p>8.5m sq m of built space</p> <p>110 new passenger trains delivered in 2019</p>	<p>272,611 (+0.3%) employees</p> <p>150 job categories</p> <p>13,391 (+15.7%) new hires under permanent contracts in France</p> <p>30 patents filed in 2019</p> <p>220 datasets published</p>	<p>23,000 service providers and suppliers, incl 16,400 SMEs</p> <p>€17bn (+1.8%) in procurement, incl 90% in France</p> <p>€84m (+33%) in inclusive procurement</p>	<p>17.9 TWh (+4.5%) of electricity consumed Group-wide incl 10.5 TWh (+8.2%) of electricity to power rail traction in France</p> <p>97% of rails recycled</p>

RESOURCES

▶ €35.1 bn¹ REVENUE (+5.1%) ◀

USEFUL MOBILITY FOR ALL	SUSTAINABLE MOBILITY	SHARED MOBILITY	FAIR & INCLUSIVE MOBILITY
<p>15m passengers in France and around the world</p> <p>170,000 transport & logistics operators worldwide</p> <p>39.5% of low-cost leisure tickets (TGV and Ouigo)</p> <p>Nearly 85% (+4.3 points) on-time departures</p> <p>€10bn (+12%) invested, incl €5.6bn (+9%) to upgrade the rail network</p> <p>Over 1,050 km (+20.5%) of track renovated</p> <p>15,000 passenger trains a day</p>	<p>0.4% of transport-related GHG emissions to carry 11% of passengers and 9% of freights</p> <p>30x less GHG when passengers take a train instead of driving alone</p> <p>87,500 t CO₂e (+9.3%) avoided thanks to rail motorways</p> <p>€59.2m in circular economy transactions (resale and reuse)</p> <p>100 ha to be made available for solar power within 5 years</p> <p>€13.5m saved by maintaining repairable rolling stock components</p> <p>#1 issuer of green bonds in France</p>	<p>Over 294,000 jobs supported in France</p> <p>€5m annual budget for The SNCF Foundation</p> <p>90% social housing in a portfolio of 100,000 units</p>	<p>Over 70% of workforce involved in training (in France)</p> <p>4.79% of Group employees have a disability (in France)</p> <p>25% women (share of total Group workforce)</p> <p>173 notable safety events (-21%)</p> <p>5 collective bargaining agreements signed</p>

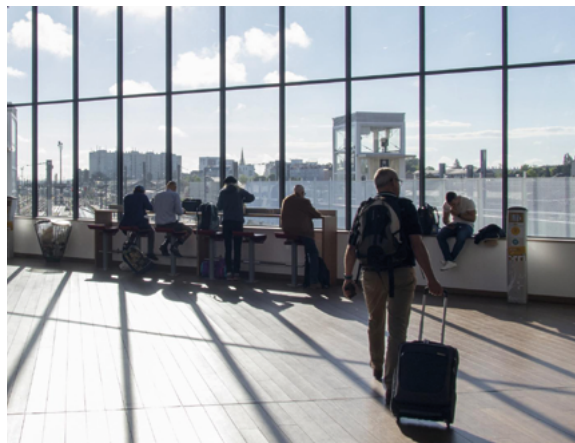
VALUE CREATION

LEARN MORE:
SNCF Group 2019 Management Report, Chapter 1

¹ Revenue is less than the total from business lines (intra-Group services excluded)

NEW GOVERNANCE FOR THE NEW SNCF

On 1 January 2020, SNCF Group became a unified, publicly-owned group with a parent company and four subsidiaries, plus Keolis and GEODIS. We're staying true to our identity even as we take on the codes, practices and requirements of a private-sector industrial and services group.



GOVERNANCE UNDER THE EPIC MODEL IN 2019

Until 31 December 2019, SNCF Group consisted of three state-owned industrial and commercial enterprises, or EPICs—SNCF, SNCF Réseau and SNCF Mobilités, which together formed the Groupe Public Ferroviaire (GPF)—and their subsidiaries. SNCF EPIC headed the Group, under the leadership of an Executive Board with two members, both named by the French Council of Ministers: the Chair of SNCF Mobilités (Chair of the Executive Board) and the Chair of SNCF Réseau (Deputy Chair of the Executive Board). SNCF Réseau and SNCF Mobilités each had their own Board of Directors, which included representatives of SNCF EPIC.

GOVERNANCE IN 2020

A UNIFIED, STATE-OWNED GROUP

On 1 January 2020, the three EPICs were replaced by five public limited companies (*sociétés anonymes*, or SAs) with clearly defined roles. The parent company now has more responsibility for strategy and leadership of the Group as a whole, freeing its subsidiaries to focus on their day-to-day operations and relationships with customers and employees.

• **SNCF** is wholly state-owned, and its shares are non-transferable. As the parent company, it provides

long-term, strategic leadership and keeps the Group on its course, set in partnership with its sole shareholder, the French State. SNCF owns all of the other companies in the Group, directly or indirectly, including GEODIS and Keolis, formerly subsidiaries of SNCF Mobilités EPIC.

- **SNCF Réseau** is responsible for engineering and operations (including setting fees and maintenance for the French rail network).
- **SNCF Gares & Connexions** manages and operates railway stations in France, providing station access and services to transport providers.
- **Fret SNCF** is France's leading rail freight operator.
- **SNCF Voyageurs** is home to all of the Group's rail passenger transport companies, in France and around the world.



2019 KEY FIGURES

66.02% attendance at Supervisory Board meetings

45.8% of board members are women

LEARN MORE:
Report on Corporate Governance

PRESERVING SNCF RÉSEAU'S INDEPENDENCE

Our new structure strengthens SNCF Réseau's position as the linchpin of the rail system and ensures its independence in fulfilling two core responsibilities: setting track access fees and assigning train paths². SNCF Réseau board members appointed by the parent company are required to recuse themselves from discussion of any motion connected with these areas. Similarly, SNCF Réseau board members may not serve simultaneously on the board of any Group rail company that does business in France. To avoid unfair competition, France's public independent transport regulation authority (*Autorité de régulation des transports*, or ART) ensures that all operators have equal access to the French rail network.

MAKING CSR A PRIORITY

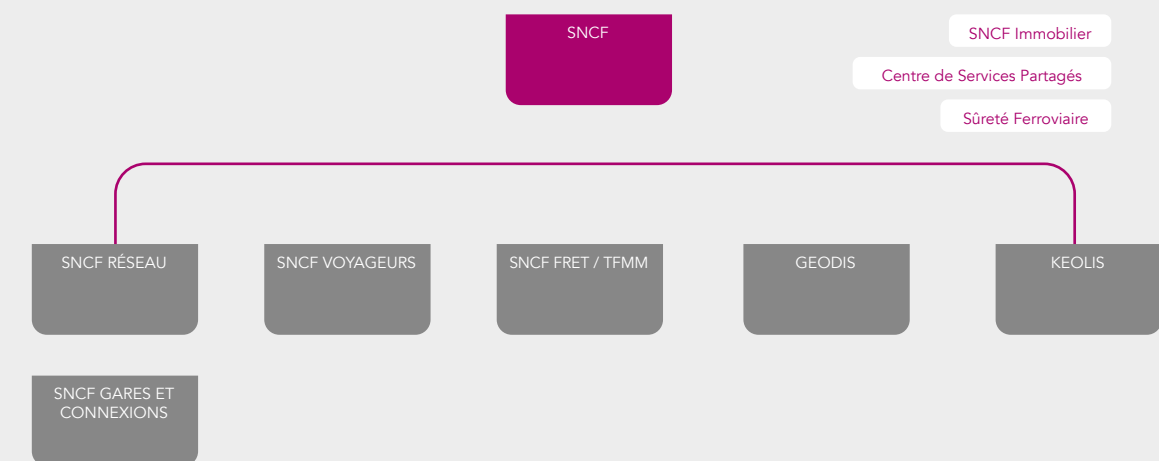
Under our new governance structure, CSR issues rise to the highest levels of senior management, giving new importance to our responsibility to our employees, the environment and society. And because our new Social Engagement and Ecological Transition Division reports to the Chief Regions Officer, there's a strong focus on regional development as well. The Division acts on behalf of the entire Group to fulfil three key missions:

- define, deploy and manage the Group's social engagement and ecological transition strategy
- help all SNCF stakeholders put this strategy to work
- report on our progress to all SNCF stakeholders, through this Corporate Social Engagement Report and other channels.

// OUR NEW MANAGEMENT TEAM

As our markets open to competition, we'll face new challenges. A diverse team of executives—chosen from inside and outside SNCF Group—is ready to meet them with a wide range of complementary skills.

LEARN MORE >



BOARD OF DIRECTORS

12

Board members,
including 6 women (50%)







3 specialized committees serve the Board of Directors:



- Audit and Risk Committee
- Strategy and Investments Committee
- Nominations, Compensation and Governance Committee

² In the rail industry, a train path is "the infrastructure capacity needed to run a train between two places over a given time-period", or the period during which a given infrastructure is assigned to a train running between two points on the network.




KEEPING EXTRA-FINANCIAL RISK UNDER CONTROL

We regularly conduct a comprehensive analysis of the financial and non-financial risks that could affect our business. The table below lists the top non-financial risks we've identified, and the action we took to mitigate them in 2019.





TOP NON-FINANCIAL RISK	ACTION TAKEN IN 2019	NEXT STEPS
// INTRODUCTION – FUNDAMENTALS		
SAFETY OF PEOPLE AND GOODS³ 	<ul style="list-style-type: none"> Expand canine teams/resources to detect explosives Improve compliance with "unattended item" procedure Launch corporate safety plan Continue running "vehicle-ramming" diagnostics in the stations at greatest risk Deploy plainclothes counter-terrorism agents (GIGN) aboard trains Early 2020: Take action against the Covid-19 pandemic by maintaining essential public transport services, delivering vital goods and equipment, operating high-speed hospital trains to transport critically ill patients, and more 	p.14
STRATEGY AND GOVERNANCE³ 	<ul style="list-style-type: none"> Reinvent the Group's operating model in response to the New Railway Pact Transfer €35bn in debt from SNCF Réseau to the French State Make commitments to the State on corporate structure and operations 	p.8-9 p.13
INFORMATION SYSTEMS (IS)³ 	<ul style="list-style-type: none"> Continue to update our passenger information system and transition to a single database Raise employee awareness of the ethics of artificial intelligence by distributing a guide on the topic Update System Security guidelines to keep pace with regulations, the Group's digital transformation, and the ever-changing threat of cyber attacks 	p.14-15 p.55
// CHAPTER 1 – MOBILITY HELPS COMMUNITIES THRIVE		
ACCESS, AFFORDABILITY AND CUSTOMER EXPECTATIONS 	<ul style="list-style-type: none"> Renovate small local lines: upgrade track between Chartres and Illiers-Combray, between Clisson and Cholet, and between Libourne and Bergerac in 2019 Sell nearly 40% of leisure tickets at low fares (TGV and Ouigo) Open Ouigo lines to Toulouse and Lyon Make stations accessible for people with limited mobility: 289 of the 730 stations targeted for upgrades by 2025 are already in compliance 	p.20-32
// CHAPTER 2 – SHAPING A NEW ERA OF GREEN MOBILITY		
ENERGY-RELATED RISKS³ 	<ul style="list-style-type: none"> Roll out a Responsible Energy policy with 3 key goals: <ul style="list-style-type: none"> ✓ improve energy efficiency by 20% between 2015 and 2025 ✓ increase the share of renewable electricity in France's rail traction electricity mix by 2026 ✓ eliminate fossil fuels by 2035 	p.38-43
CLIMATE CHANGE³ 	<ul style="list-style-type: none"> Include a "greenhouse gas" indicator when assessing investments in infrastructure upgrade projects Conduct an in-house audit on ways for SNCF Réseau to prepare for and adapt to climate change, and extend this to SNCF Voyageurs in 2020 Carry out studies to improve our understanding of the mechanisms of extreme weather and its effects on rail operations Launch a programme to achieve GHG emissions neutrality by 2030, mapping out a clear path for each business line 	p.34-43

ENVIRONMENTAL REGULATIONS AND STANDARDS³ 	<ul style="list-style-type: none"> Deploy Environmental Management Systems (EMS) at each facility Distribute guidelines for including environmental issues in decision-making, along with tools and methods for analysing environmental risks Craft an action plan based on an audit of SMEs 	p.44-51
CREDIBILITY IN SUSTAINABLE MOBILITY 	<ul style="list-style-type: none"> Transition from the SNCF app to the Assistant SNCF app, which integrates all types of transport to promote clean mobility Roll out the first dual-mode electric-diesel locomotive 	p.36 p.39

// CHAPTER 3 – PROMOTING A SHARED VISION OF MOBILITY

CHANGES IN LEGISLATION GOVERNING TRANSPORT³ 	<ul style="list-style-type: none"> Contribute to work on the French Mobility Act (LOM) of 24 December 2019 initiated by the government The New Railway Pact, passed on 27 June 2018, heralds a new era for SNCF Play an active role in revising European regulations on rail passenger rights under the supervision of the European Commission 	p.62-63
PURCHASING FROM SUPPLIERS³ 	<ul style="list-style-type: none"> Focus on three key areas: <ul style="list-style-type: none"> - compliance with applicable regulations - meeting ambitious CSR commitments - mastering digital transformation of job profiles in the purchasing process 	p.64-65
ETHICAL ISSUES LINKED TO CORRUPTION/ BRIBERY AND FAILURES OF INTEGRITY³ 	<ul style="list-style-type: none"> Continued deployment of anti-corruption programme required under Sapin II Act Step up training of the staff members most exposed to the risk of corruption and bribery, and deployed a fully revamped in-house anti-corruption training programme Propose a tailor-made fraud and anti-corruption training course for internal controllers 	p.54-55

// CHAPTER 4 – BUILDING THE NEW SNCF TOGETHER

WORKPLACE HEALTH AND SAFETY³ 	<ul style="list-style-type: none"> Finish deploying management transformation programme Gradually merge occupation health and safety audits with rail operation safety audits to create a single national audit Early 2020: modify workplace organization to protect employees from the Covid-19 pandemic (supplied personal protective equipment to front-line workers, set up a counselling hotline during the lockdown, and more) 	p.84
SOCIAL COHESION AT GPF³ 	<ul style="list-style-type: none"> Prepare for changes in the social contract following enactment of New Railway Pact legislation Continue to take part in industry-wide negotiations, focusing on job classifications and compensation issues, during drafting of the national collective bargaining agreement for the rail industry Diversity and gender balance policy 	p.74-75 p.78-79
EMPLOYER BRAND 	<ul style="list-style-type: none"> Support organization of 3,000 internships for middle school students nationwide, with a special focus on schools in disadvantaged urban neighbourhoods. Renew "voluntary military service" programme in tandem with the French Army, aimed at facilitating the professional and social integration of young people with few or no qualifications. Housing access policy 	p.72-73
SKILLS MANAGEMENT 	<ul style="list-style-type: none"> Create a training module on rail system fundamentals Release the "Mon Académie" on-line training platform Launch a platform to raise awareness of digital technology 5.7% of total payroll invested in training Over 70% of workforce took part in training (in France) 	p.72 p.84-85

³ The most material non-financial risks, as identified in our 2019 Management Report

LEARN MORE:
SNCF Group 2019 Management Report, Chapter 4

MARKET TRENDS: OPPORTUNITIES IN A CHANGING WORLD

The world around us is in a state of flux. At SNCF, we see this rapid change as an opportunity to develop new offers and become better at meeting the expectations of our customers and the regions where we do business, while working towards a greener planet.



CLIMATE CHANGE

The message from climate experts is clear: the earth is warming steadily, and higher temperatures will trigger medical, environmental and humanitarian crises in the future. Fighting climate change means moving towards a low-carbon society, and mobility has a leading role in getting us there. Our customers—passengers and shippers—see the urgent need for action, making the environment an increasingly important factor in their transport decisions.

OUR GOALS:

- Achieve carbon neutrality and aim for zero waste by 2030.
- Become the responsible transport solution throughout France. Where there is no alternative to automobiles, this includes expanding public transport by improving our ability to deliver door-to-door solutions.

ENHANCING MOBILITY WITH NEW DIGITAL SERVICES

A new revolution is reshaping the mobility industry as it embraces digital technology on a massive scale. New apps have led to new mobility services, created high-performance multimodal information tools and made journeys easier to plan and organize. Mobility as a Service (MaaS) has opened the door to a world of new opportunities, stepping up the pace of innovation,

launching new services and delivering a better experience for passengers and users.

OUR GOALS:

- Make the Assistant SNCF app the go-to multimodal transport platform for passengers and supply the platform of choice for shippers.
- Harness data mining and other industrial innovations to develop predictive models that can improve our transport and services offer.

OPENING UP TO COMPETITION

Freight and international transport markets have long been open to competition, and the domestic rail industry is now reinventing itself as well. Since December 2019, regional organizing authorities have been able to put services out to tender, and competitive bidding will be required for all new contracts from 2023. Beginning in December 2020, long-distance domestic rail transport will also be open to competition. These developments have inspired new models and new ways of thinking about mobility.

OUR GOALS:

- Cultivate renewed dialogue with customers and users to understand and anticipate new needs
- Update our offers and operating methods quickly and efficiently, making SNCF ever better at meeting the expectations of our customers and the regions we serve.

LEARN MORE:
SNCF Group 2019 Management Report, Chapter 1

STRATEGY AND OUTLOOK

At SNCF we're keenly aware of the challenges involved in fighting climate change and increasing access to mobility, and we're convinced that rail is a solution with a future. It delivers low-emission, sustainable transport nationwide, offering effortless mobility to all. A win-win proposition.

CREATE A NEW KIND OF MOBILITY CENTRED ON RAIL

But focusing on rail means focusing on all the other kinds of transport that complement it: the urban systems that carry passengers to the station, new "last mile" options, and long-distance services that go where trains don't. On our own and with our partners, we take a broad view of mobility, making rail the backbone of today's transport, to bring the freedom of effortless mobility and a greener planet to all. Our aim is to make travellers want to choose rail, to burnish its brand by making it a modern, innovative way to travel—an agile, comfortable option that can handle a crowd but adapts to individual needs.

To succeed, we must:

- **Become more customer-centric:** Customer expectations should shape our thinking—day in, day out. There has never been a wider range of transport options, and digital technology makes it easy to compare them. Today, passengers and shippers alike expect lower costs and better service. As our markets open to competition, we must take this opportunity to put customers back at the centre of our business.
- **Step up the pace of innovation:** Innovation is essential to keeping SNCF competitive. It's the key to meeting new customer expectations—personalization, new services, robustness, reliability and more—while keeping operating costs under control with robotics, automation and predictive technologies.

OUR STRENGTHS

As we put this strategy into practice and continue to reinvent SNCF, we can draw on strong market positions in France and around the world:

- **GEODIS** is one of the world's top ten transport and logistics providers, with business in 120 countries.
- **Keolis** operates over ten types of transport in 16 countries, innovating constantly to provide the best possible experience and offer 3.4 billion passengers a year a credible alternative to private cars.
- **TER** has used its CapTER strategic plan to revive passenger traffic and offer a real alternative to private automobiles in regions throughout France.
- **Voyages** has grown its business and optimized profitability with a revamped offer that includes discount pricing and better segmentation of services. In the newly competitive market, high-speed rail is an essential player, ready to face low-cost airlines and rival rail operators alike.



LEARN MORE:
SNCF Group 2019 Management Report, Chapter 1

EXCELLING IN THE FUNDAMENTALS

To foster a shared culture of operational excellence, we've adopted cross-functional programmes that support and sustain us in our daily work: PRISME for safety, H00 for on-time performance, and Information First for passenger information. But these hands-on tools—which we view as “operational fundamentals”—won't work without a fourth: continued, constantly renewed employee engagement.



SAFETY AT SNCF: PRISME

In 2015, we launched PRISME, a programme designed to deepen our subsidiaries' safety culture. It covers areas ranging from fairness to life-saving guidelines, risk management, updated audit and surveillance procedures, new management methods, increased accommodation of human and organizational factors, and more. Projects rolled out over the past three years have helped our employees meet the highest safety standards. But in 2019 we took the next step, working to make these safety practices second nature and harmonize them across SNCF Group. More than ever, the hard work of our teams is positioning SNCF as one of Europe's safety management leaders.

To continue this transformational programme from 2020 to 2026, we tapped the Group's collective intelligence, pooling all the best practices used by our employees in the field. This interactive effort made it easier for them to express their needs and encourage them to make suggestions.

2019 ONE GOAL: ZERO DEATHS

- P** DEVELOP PROACTIVE BEHAVIORS
- R** ADOPT MANAGEMENT BY RISKS
- I** MASTER THE INTERFACES
- S** SIMPLIFY PROCEDURES AND OPERATING MODES
- M** CREATE THE MANAGERIAL CONDITIONS FOR EVERYONE'S COMMITMENT
- E** ACQUIRE INNOVATIVE EQUIPMENT



2019 KEY FIGURE

21% fewer notable safety events in 2019 (and 50% fewer since PRISME launched in 2015)

No workplace fatalities in 2019.

LEARN MORE:

- SNCF Group 2019 Management Report, Chapter 1
- Sncf.com > Promoting sustainability > Innovate > Keeping customers informed
- Sncf.com > Promoting sustainability > Our stakeholders > Safety

ON-TIME PERFORMANCE AT SNCF: H00

We introduced the H00 programme in 2017 to improve on-time departures—down to the second—and deliver better customer service. Three years later, it has become one of our fundamentals.

Performance continued to improve in 2019, with on-time departures at nearly 85%, or 150,000 more trains leaving on time than in 2018. These excellent results—the product of our collective efforts—show the effectiveness of the standards and methodologies we adopted, from measuring tools and indicator tracking to field visits. Initially trialled at 37 pilot sites, H00 is now being deployed throughout France, and we aim to achieve 87.6% on-time departures in 2020.



2019 KEY FIGURE

84.6% on-time rail departures, up from 80.4% in 2018

// SNCF HUMAIN

Job profiles and skills are changing, and the stakes have never been higher. In January 2020 we launched SNCF Humain, which joined our SNCF Sécurité, SNCF Ponctualité and SNCF Information programmes as our fourth fundamental—a sign of the Group's commitment to putting people and solidarity at the heart of our values and actions.

SNCF Humain has four aims:

- Reaffirm our commitment to making inter-company unity a priority—an integral part of what we do and how we do it
- Enhance career mobility between business lines
- Give employees more information about the jobs of tomorrow and the jobs available today in each labour pool
- Give managers the power to help shape the career paths of their employees, with support from HR.

EMMANUEL TEBOUL
Head of passenger information



PASSENGER INFORMATION AT SNCF: INFORMATION FIRST

How much priority does SNCF give to passenger information, especially during service disruptions?

EMMANUEL TEBOUL: It's a priority for us because it ranks high among customer expectations—which makes it a key component of customer satisfaction. All the more when a journey is unexpectedly delayed: when customers have the right information, they can plan the rest of their journey with confidence. Under the Information First programme, our mantra is “The right information for every customer”. And it drives everything we do. The aim is to give customers reliable, consistent, clear information—fast.

What were the programme's biggest achievements in 2019?

E.T.: We accomplished a lot in 2019! We transitioned to a new information system that made passenger information more consistent. We also started up several station operations centres, drafted over 600 scenarios for managing disruptions, and installed 500 new displays in SNCF stations. And we launched a social media chatbot.

You introduced a new program called “Info now, Info from all”. What can you tell us about that?

E.T.: The aim is to help 10,000 managers model, deploy and propagate best passenger information practices as they work with the 100,000 employees who use these practices every day—from conductors to information managers to network maintenance workers. Everyone has an important role to play, and we have to work together to deliver better passenger information over the long term.

Source: Programme Information First



2019 KEY FIGURE

79% of the time, delay estimates were released within 10 mn of an accident (up from 64% in 2018)

SNCF AND THE UN: DOING OUR PART

At SNCF, we're committed to practicing the universal principles of the United Nations Global Compact (GC) and making them a part of our culture. These ten principles cover four areas—human rights, international labour standards, the environment and the fight against corruption—and over the past five years, we've met the requirements for the GC Advanced level—the highest for CSR performance. The efforts we've made to build these principles into our business have also enhanced our contribution to the UN's Sustainable Development Goals.

This wheel shows the relationship between the UN's 17 Sustainable Development Goals (SDGs) and the Ten Principles of the Global Compact.

HUMAN RIGHTS

- Whistleblowing charter and reporting system
- Annual report of the Group's Ethics Division, presented to the Board of Directors and published on [sncf.com](https://www.sncf.com)
- CSR and Anti-Corruption Charter for suppliers, adherence to the Charter for Responsible Supplier Relationships
- Assessment of suppliers' human rights maturity

INTERNATIONAL LABOUR STANDARDS

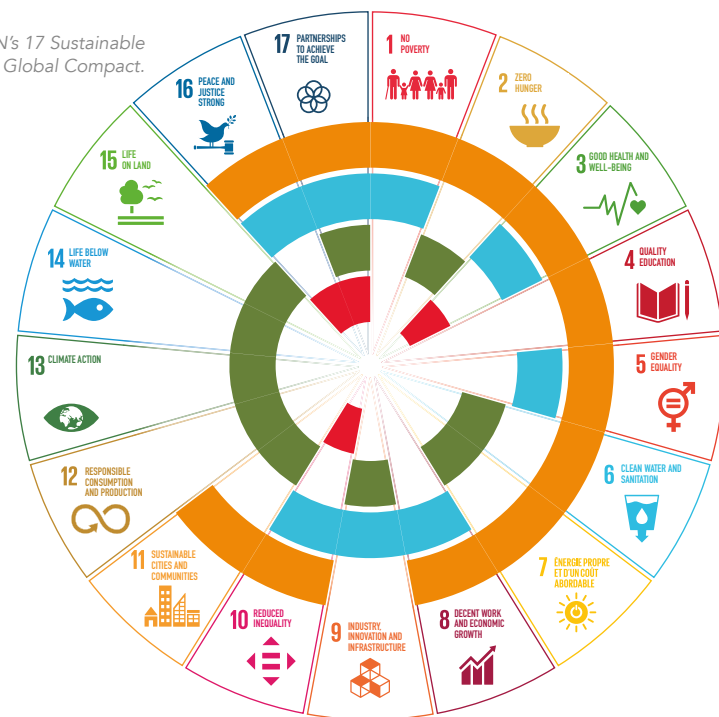
- Collective agreements signed each year with trade unions representing SNCF employees.
- Observatoire de la Qualité de Vie au Travail, a watchdog group for quality of life at the workplace, with representatives from the business community, labour organizations and the French National Agency for the Improvement of Working Conditions (ANACT)

THE ENVIRONMENT

- Commitment to reduce CO₂e emissions to 50% below 1990 levels by 2030 and 75% by 2050
- Commitment to achieve CO₂e emissions neutrality in France by 2030
- Path towards zero waste or 100% resource extraction by 2030
- Circular economy strategy 2017-2020
- Environmental Management System (EMS)
- ISO 14001 certification of industrial sites

FIGHT AGAINST CORRUPTION

- SNCF Group Ethics Charter
- Anti-corruption code of conduct
- CSR/anti-corruption charter for suppliers



RESPONDING TO THE COVID-19 CRISIS

- SNCF Foundation: expansion of skill-sharing and financial support programmes benefiting the AP-HP Foundation for medical research, the Abbé Pierre Foundation for housing advocacy, and the Fondation des Femmes for the prevention of domestic abuse
- Housing offered by SNCF Immobilier and its subsidiaries to women in need
- Relaxation of guidelines for making SNCF employees available for public-interest initiatives
- Donations of food to Samu Social de Paris and Restos du Coeur to fight hunger
- Free TGV and Intercités travel for healthcare personnel
- TGVs converted into hospital trains to transport patients
- Working arrangements adapted to protect employees
- Protective equipment provided to employees in the field
- Professionally-staffed counselling hotline made available during lockdown
- Reduced transport offer maintained to meet essential needs

INTRODUCTION



KARIM
ZERIBI
Director of Social
Engagement and the
Ecological Transition, SNCF
Group
Vice-President, SNCF
Foundation

This report comes at a pivotal time, just as SNCF Chairman Jean-Pierre Farandou has called for the creation of a new Social Engagement and Ecological Transition Division. I'm honoured to be chosen as its leader.

Our mission is to launch, lead, coordinate and oversee an ambitious social and environmental strategy that is integral to the Group's corporate roadmap.

Within the Division, we have a dedicated group for each of three focus areas: the ecological transition, the energy transition and building strong relationships with the communities we serve. The Division also coordinates the SNCF Foundation, the SNCF au Féminin women's network, and the Group's subsidiaries SNCF Développement and Trains Expo Événements SNCF.

From my first day on the job, I have been struck by the incredible wealth of ideas and the powerful engagement that SNCF employees bring to the social and environmental challenges we face.

And now everyone can see it in this report.

I want to build on this solid foundation to move faster and go further, boldly and with determination. I will be guided by three priorities, which I can sum up in three key words: people, community and planet. My teams and I want to show everyone that our mobility offer is the solution, that forging close ties with local communities is a source of strength for the regions we serve, and that the men and women of SNCF Group are eager to deliver a public service that is modern, efficient, and useful for everyone, everywhere.

Without SNCF, we cannot build the post-Covid world of tomorrow!

1 STRATEGIC ROADMAP. 3 PRIORITIES. 10 COMMITMENTS

SNCF Group's new strategic roadmap for social engagement and the ecological transition is structured around three main priorities—people, community and the planet—and built on ten core commitments:

- Adopt policies that support employees and promote inclusive hiring
- Encourage employee engagement and good corporate citizenship
- Fulfil our community service missions
- Promote gender equality
- Fight to close regional divides
- Create unity, bring people together and foster shared values within SNCF Group
- Achieve carbon neutrality
- Launch a circular economy programme based on profitable business models
- Protect biodiversity
- Improve air quality

We've translated these commitments into 25 concrete, measurable targets. Every unit in the Group is making a positive contribution to SNCF's new corporate strategy and helping us meet these targets in its own way.



01

MOBILITY HELPS REGIONS THRIVE

At SNCF, we're constantly inventing new ways to travel, putting our expertise as a smart mobility specialist and transport integrator to work for the regions we serve. Along with our partners, we're leveraging our footprint—in France and beyond—to help transform towns and cities, shape vibrant, close-knit communities, and make life better for everyone.

How SNCF is contributing to the Sustainable Development Goals (SDGs)⁴



⁴ At the start of each chapter, we have used icons to show how SNCF is contributing to the Sustainable Development Goals (SDGs) adopted by the United Nations. See page 97 for more information.

IN FOCUS

How does mobility help regional destinations grow and attract people and investment?

LOÏG CHESNAIS-GIRARD: Modern society is built on travel and interaction with the rest of the world. Brittany may be tucked away in a remote corner of France, but we're also a peninsula and we share that same outward-looking mindset. We've made mobility—and rail in particular—one of the cornerstones of our development strategy. And I'm pleased to report that investing in rail has paid off: passenger numbers are up sharply and the benefits of this growth are flowing to communities in every part of our region.

FRANK LACROIX: Mobility really adds to the appeal of regional destinations by attracting business and investment, fostering knowledge-sharing, and bringing people together. We've also found that better transport links have a snowball effect—driving growth which, in turn, increases demand for mobility. The challenge is to maintain a virtuous circle. Because the potential downside is that more travel means congested roads and dirtier air. And that's where rail really comes into its own: it's a clean, fast and efficient way to move lots of people around, especially to and from the centre of towns and cities.

Going forward, how do you see SNCF's role in supporting regional growth, and where will the main challenges lie?

L.C-G: There's no question that the climate emergency and public health will be the main challenges facing all of us in a post-Covid world. We owe it to our fellow citizens to recover from the crisis in a way that delivers value for money—and that works for everyone. My sense is that the recovery will build from the ground up, starting in our regions. And SNCF should have a big part to play in the process.

FL: At SNCF, we're proud of what we've achieved over the decades: bringing economic and cultural benefits to every corner of France. Now, as we look beyond the pandemic, we'll be going all out to help the regions we serve recover and rebuild. SNCF will be championing what I call "green and clean" mobility—because rail is an eco-friendly and particularly safe way to get around. That's how we'll encourage people to travel with us again. And it's how we'll lay the foundation for green, responsible growth.



FRANK LACROIX
Chief Regions Officer,
SNCF Group, and
Managing Director, TER

LOÏG CHESNAIS-GIRARD
President, Brittany Regional
Council



©Thomas Crabot – Brittany region

In 2020, some regional rail lines will open up to competition. What does SNCF offer that other operators can't?

L.C-G: SNCF stands out for all sorts of reasons—from its robust safety culture and full-service expertise, to its hard-working people who approach everything they do with a strong sense of public service. Those resources are invaluable. Of course, like any business, SNCF needs to change and adapt as the needs of the people and communities it serves evolve. That agility comes from nurturing close ties with its partners—starting with French regions—and from welcoming and embracing outside input.

FL: We've spent the last four years preparing for this moment. We've revamped our methods and procedures while remaining true to our fundamentals—to the things that make us who we are: safety, technical expertise, and a strong sense of public service. Add in the fact that we're at the forefront of innovation, and that we know our customers better than anyone else, and I'm confident that we'll be able to rise above the field.

OUR NETWORK KEEPS REGIONS CONNECTED



Pornichet station © SNCF-AREP / Claude Le Breton

At SNCF, we understand that rail is more than a form of transport—it's a critical asset for shaping thriving, prosperous communities and regions. That's why we're partnering with local authorities to maintain local services and breathe new life into smaller stations.



€20m

SNCF Gares & Connexions plans to invest €20m to renovate empty premises in stations



42%

Local rail lines account for 42% of our network by length but just 2% of passenger traffic



435

applications have been received for space at 198 stations as part of our "1001 Gares" programme

CHAMPIONING LOCAL RAIL LINES THROUGH PARTNERSHIPS

Local rail lines are remarkably diverse. Some carry passengers between large towns and cities, while others serve sparsely populated rural communities. Likewise, train types and service frequency vary markedly from one line to the next. At SNCF Réseau, we've been investing heavily in local network infrastructure and rolling stock for many years, drawing on our partnerships—with the French State, regional and local authorities, and transport operators—and our capacity for innovation to deliver the right solutions, line by line. Our approach is guided by three principles: staying in constant dialogue with users, starting with regional authorities; developing a catalogue of tried-and-tested technical solutions; and committing for the long term.

REJUVENATING SMALLER STATIONS

In July 2019, SNCF Gares & Connexions launched "1001 Gares" to give a new lease of life to empty premises in stations serving fewer than 100,000 passengers a year. The programme invites local organizations to submit forward-thinking ideas on how to turn vacant real estate into bustling community spaces.

// A MAJOR BOOST FOR SMALLER STATIONS



Donzère station © All rights reserved

WHAT WE'RE DOING

Smaller stations may lack the commercial potential of larger hubs, but each one is a piece of history at the heart of the town it serves. That's why we're seeking local ideas to turn empty premises into community spaces that bring people together—and to preserve this important legacy for future generations.

HOW WE'RE DOING IT

In 2019, we identified 1,000 smaller stations—serving fewer than 100,000 passengers a year—with vacant

real estate. Over time, we'll be releasing details of the premises online at 1001gares.fr, inviting local organizations to submit original ideas for turning these otherwise disused spaces into community hubs. To fast-track the process, we've also set aside €20m through SNCF Gares & Connexions to help bring the premises up to code.

WHAT WE'VE ACHIEVED

Since the website went live, we've listed empty spaces at 342 stations throughout France, received 435 applications for 198 sites, and given the green light to four ideas: an adult literacy centre run by charity Lire et Dire in Chinon near Tours, a PIMMS public service drop-in centre in Donzère near Avignon, and two coworking spaces (one in La Baule-Escoublac near Nantes, and a second in Montluel near Lyon).

// UPGRADING THE LOCAL LINE LINKING LIBOURNE AND BERGERAC



Our track-renewal train in action on a viaduct between Libourne and Bergerac, in south-western France © SNCF

WHAT WE'RE DOING

At SNCF, we're determined to make rail the backbone of mobility in every part of France—especially in rural areas where public transport options are limited.

HOW WE'RE DOING IT

We're investing in local network infrastructure and rolling stock, working with the French State and regional authorities. One example is the local rail line between Libourne and Bergerac in

south-western France, which underwent a nine-month programme of works in 2019. Costing close to €84m, the upgrades were funded by SNCF Réseau, the French State, the Nouvelle-Aquitaine Region, the Gironde and Dordogne departmental authorities, and 14 municipal groupings.

WHAT WE'VE ACHIEVED

SNCF Réseau deployed a track-renewal train, a cost-efficient machine that allows our engineers to upgrade as much as 1,000 metres of track a day—five times the rate typically achieved using conventional methods. As well as replacing 62 km of track, we also renovated 10 switches and 72 level crossings, and repaired three metal bridges. The upgraded line reopened on 30 September 2019, carrying 27 daily TER regional services at an increased speed of 120 km/h.

BRINGING REGIONS TOGETHER



Lucien Saint-Sever site in Rouen (Normandy) © P Frayssseix

As local authorities adapt to the challenges that lie ahead, we're by their side every step of the way. Our aim? Offer comprehensive solutions to create jobs and foster greener, more inclusive communities.



14

We've signed 14 partnership agreements to transform promising real-estate into sustainable neighbourhoods in major cities like Paris, Lyon, Lille and Bordeaux



22

Since 2015, we've created 22 temporary urban spaces, 14 of which are still open



3.4 million

passengers a day in the Paris region

RESHAPING TOWNS AND CITIES, TOGETHER

At SNCF, we're more than just a transport operator delivering mobility. Through partnerships with local authorities, we offer holistic solutions—spanning housing, employment, education, the environment, civic responsibility and more—that help bring people together and make life better for everyone, everywhere. SNCF Immobilier manages a 20,000 ha portfolio that includes 3,000 ha of land primed for urban development. We're putting that real estate to work through innovative developments, transforming towns and cities and forging close-knit communities in every part of France.

CREATING TEMPORARY URBAN SPACES

Urban transformation doesn't happen overnight, and there's often a lag between planning and execution. Through SNCF Immobilier, we've created more than 20 temporary urban spaces in Paris, Pantin, Rouen and elsewhere—pop-ups that put disused rail land and buildings to good use until the development work gets under way. Our approach to urban development also gives us the time and space to reflect on what tomorrow's cities might look like, how they'll be governed, and how we'll manage our projects going forward.

LEARN MORE :



// LES MESSAGERIES: A LOW-CARBON NEIGHBOURHOOD NEAR PARIS-LYON STATION



Les Messageries, a new neighbourhood taking shape next to Paris-Lyon station © All rights reserved

WHAT WE'RE DOING

We're managing and extracting maximum value from our tertiary and industrial properties, but we're also meeting local development needs by transforming disused rail land and buildings into attractive new urban developments.

HOW WE'RE DOING IT

Espaces Ferroviaires, our spatial planning and property development subsidiary, is project-managing the transformation of 22 ha of rail

land in Paris—including a brand-new, sustainable neighbourhood near Paris-Lyon station. The 6 ha site, known as Les Messageries, was shaped with input from local authorities and residents, and meets low-carbon and resource-efficient design principles, delivering CO₂e emissions savings of 30% and running on 50% renewables. Aside from its urban functions, Les Messageries also features a 1 ha green space to support biodiversity, as well as a new supply centre for the station.

WHAT WE'VE ACHIEVED

Les Messageries is an exemplar of brownfield regeneration—an inclusive, resilient district that preserves the historic rail buildings. It also marks the first phase of an integrated, mixed-use neighbourhood that will take shape around Paris-Lyon station, an example of sustainable urban development.

// BRINGING LIGHT RAIL TO THE NORTH-EASTERN SUBURBS OF PARIS

WHAT WE'RE DOING

An ambitious regeneration scheme aims to promote social diversity and attract business and investment into Clichy-sous-Bois and Montfermeil north-east of Paris. But until recently, poor public transport links meant that these two suburbs were largely cut off from the city centre.

HOW WE'RE DOING IT

Working with the French State and the Paris Region, we've extended tramway line T4 to Clichy-sous-Bois and Montfermeil. The new branch, which cost €270m to build, serves eight new stations in four communities.

WHAT WE'VE ACHIEVED

The section opened in December 2019, bringing faster, easier and more convenient travel to an anticipated 37,000 daily passengers. As well as providing comfortable, reliable connections to the city's business districts, universities and cultural attractions, the new light rail corridor has transformed the image and appearance of the communities it serves.



New tram-train trainsets on the T4 branch serving Clichy-sous-Bois and Montfermeil © SNCF

REINVENTING MOBILITY



La Maison du vélo, on the concourse at SNCF's Grenoble station
© Yann Audic

At SNCF, we're doubling down on our commitment to innovation and freedom of choice as we look to deliver seamless mobility that's greener and more convenient to a new breed of consumer.



13 million

users of the Assistant SNCF app



20,000

bicycles available for long-term rental through Keolis-operated bike-sharing programmes in France and the Netherlands



700

stations with secure bicycle parking spaces

GROWING BEYOND RAIL

Today's digitally fluent consumers—especially younger sections of the population—increasingly prize access over ownership. And the mobility landscape is changing as competition between modes of transport heats up, and as passengers and logistics companies embrace multimodal transport. This shift poses a challenge for us, and while rail remains central to what we do, we're growing our business beyond rail to include shared, intermodal solutions for all. One way we're doing that is through Assistant SNCF, our new app that encourages passengers to choose multimodal itineraries and includes services run by other operators.

KEOLIS: AT THE FOREFRONT OF SMART MOBILITY

At Keolis, we're leading the way on shared mobility. We operate at least 10 modes worldwide, developing forward-thinking services and solutions—with expert insights and input from partner start-ups and innovative businesses—to make public transport a more appealing option. In Quebec, for instance, customers can use our chatbot service to get travel information, while our open payment system lets passengers in Dijon and Manchester validate and pay for their journey on-board using their contactless bank card or smartphone. We also operate fleets of smart autonomous vehicles in Lyon, Rennes, Lille and Las Vegas, and we've launched real-time, on-demand transport services in France, Australia and the United States.

LEARN MORE >



// LINKING FRANCE AND SWITZERLAND

LEARN MORE >



WHAT WE'RE DOING

Of the 630,000 daily border crossings between France and Switzerland, just 16% were made by public transport. Many commuters, especially on the French side, had no option but to make the journey by car, leaving roads gridlocked and pushing up air pollution.

HOW WE'RE DOING IT

The Léman Express network opened in December 2019. It's Europe's largest cross-border regional rail network, spanning 45 stations and 230 km of line. The CEVA line—a full eight years in the making—is the backbone of the system, linking Geneva's Cornavin and Eaux-Vives stations with the French town of Annemasse.

WHAT WE'VE ACHIEVED

The Léman Express network carries 240 services a day, with six trains per hour in each direction on the CEVA line. And with daily capacity of up to 50,000 passengers, the network is prompting a shift to green mobility and building closer ties between communities on both sides of the border.



The new Régiolis trainset, which carries passengers on the cross-border Léman Express network © Nicolas Rodet

// A BRIGHT FUTURE FOR CYCLING

WHAT WE'RE DOING

At SNCF, we understand that the future of the ecological transition depends on getting more people to choose eco-friendly transport modes. That's why we're working with organizing authorities to pioneer combined bike/train options for commuters. And by doing so, we're playing our part in delivering on the targets of the French Mobility Act (LOM), which calls for a tripling of the modal share of cycling by 2024.

HOW WE'RE DOING IT

We're going the extra mile to promote and support leisure and commuter cycling—and to get more people travelling to and from stations by bike. Priorities include providing bicycle parking facilities within easy reach of all our stations, and making bikes and other eco-friendly transport options available for passengers at both ends of their rail journey.

WHAT WE'VE ACHIEVED

We've installed secure bicycle parking facilities at close to 700 stations across our network. And in 2019, SNCF Gares & Connexions launched Espace Multimodal Augmenté (EMA), a new passenger information and service programme to encourage people who use our small and medium-sized stations to switch to alternative, eco-friendly modes—bikes, e-bikes, bike-sharing and carpooling schemes, and more—for their inbound and onward journeys. The initiative received a grant worth close to €7m from the French government's white certificates (CEE) scheme in recognition of its innovative credentials.



An EMA information and service point © SNCF

BUILDING SUSTAINABLE ALTERNATIVES TO ROAD TRANSPORT



Rail motorway terminal at the Port of Calais © VIIA

As an active member of Rail Freight Forward, we're breaking new ground in the push for low-carbon alternatives for shippers—in France and on international markets—as we pursue our coalition's headline ambition: to double the modal share of rail freight in Europe to 30% by 2030.



5

rail motorways



No.1

Fret SNCF is the No. 1 rail freight operator in France



1

freight train takes 30–40 trucks off the road

LEADING FROM THE FRONT

At SNCF, we're positioning ourselves as a freight transport and logistics facilitator, catering to the demands of a fast-changing, complex and fiercely competitive global market. We're present in 120 countries, and business outside France accounts for over half our revenue. Backed by our diverse portfolio of businesses—GEODIS, Ermewa Group, TFMM, Fret SNCF, Forwardis, Naviland Cargo and Captrain—we can design customized, innovative, end-to-end multimodal shipping solutions for customers in every part of the world. And we deliver on all fronts—quality, frequency, reliability, pricing and service.

MAKING RAIL THE FIRST CHOICE

We're backing rail freight as a way to increase mobility, reduce air pollution and combat global warming. Through SNCF Réseau, we're investing €100m over five years to upgrade sidings, targeting locations that carry high volumes of freight traffic, and expanding storage capacity for passenger trains. Work began at 21 sites in 2019 and by end-2020 we'll have completed siding upgrades at 31 locations across our network.

We're also championing combined transport—which involves transporting trucks and containers on rail wagons instead of by road—to help ease congestion on major thoroughfares and cut carbon emissions. In recent years, we've opened five rail motorways through our subsidiary VIIA, and in 2019 we added a new stop on the line that links Calais to Turin, with services now calling at Mâcon in eastern France. Another way we're making rail freight more flexible is by harnessing the power of technology: last year, we began supervised testing of our new driverless freight train, and we'll be running more tests throughout 2020.

LEARN MORE >



// WINNING NEW BUSINESS WITH CAPACITY MANAGEMENT

LEARN MORE >



© Fret SNCF

WHAT WE'RE DOING

At Fret SNCF, we're becoming more agile, offering new ways to combine shipments of different shapes and sizes, and making it easier to accommodate new traffic streams. The move makes sound business sense, helping us win back market share for rail by catering to more demanding customers in today's integrated global market—in Europe and beyond. And because shifting from road to rail cuts carbon emissions by 93%, it's good news for the planet, too.

HOW WE'RE DOING IT

Last year, we introduced capacity management in a major overhaul of our business model. The change gives Fret SNCF customers even more choice, with regular freight services operating on predefined routes. Shippers know exactly what capacity is available, and can book the slots they need, when and as they need them.

WHAT WE'VE ACHIEVED

In 2019, we rolled out capacity management across four major lines that, together, carry 40% of cargo by volume—rising to 70% by 2020. The model sets a new standard for flexibility and reliability, allowing customers to vary shipment shapes and sizes and adjust their orders to accommodate peaks in demand. In 2020, we'll be launching a new commercial offer for this service. And because capacity management maximizes train fill rates, we're also helping our customers reduce energy use per tonne-km.

// PERRIER SHIFTS FROM ROAD TO RAIL



© Florian Taine – Ermewa

WHAT WE'RE DOING

Although 90% of cargo is carried by road, some firms are exploring alternative freight transport options as a way to shrink their carbon footprint and tackle the climate emergency.

HOW WE'RE DOING IT

Nestlé called in Ermewa Group, a European leader in leasing rail wagons, to help overhaul logistics operations for its Perrier mineral water

brand by carrying shipments from the bottling plant in Vergèze, in south-western France, to the Mediterranean port of Fos-sur-Mer. The shift from road to rail has resulted in 27,000 fewer truck journeys each year, cutting annual CO₂ emissions by an estimated 2,500 tonnes.

WHAT WE'VE ACHIEVED

Five days a week, a 54-container freight train carries more than two billion bottles and cans of Perrier mineral water from the plant in Vergèze to the Mediterranean. This high-tech train—operating five days a week and setting a new benchmark for on-time performance—runs on 80% electricity and has reduced noise by 10-15%. The new-look logistics chain, which was up and running in just 12 months, serves as an example for other businesses operating at the port.

MAKING TRANSPORT AFFORDABLE FOR ALL



© SNCF – OUIGO – Emeric Fohlen

As the French rail market opens up to competition, we're doing everything we can to make travelling with us affordable—with more choice and low fares for all.



+48.7%

increase in Ouigo passenger numbers compared with 2018



17 million

people chose our Ouigo service in 2019



90%

of passengers said they were satisfied with Ouigo, and 20% said they were very satisfied

KEEPING FRANCE MOVING

Since May 2019, customers have enjoyed even more benefits through our new, streamlined range of discount railcards for Intercités and high-speed TGV services. Add in Prem's tickets and special last-minute deals, and our fare structure offers something to suit every need and every budget. As passenger habits evolve, we're constantly reshaping our business model to get more people travelling on our trains—and to make high-speed rail a commercial and popular success story. Europe-wide, our high-speed services carried 113.5 million passengers in 2019.

MORE SPEED, MORE CHOICE

With SNCF, customers have a clear choice between two high-speed services:

- The first is Ouigo, our basic, high-capacity option at low-cost fares. Close to 50 million people have boarded our Ouigo trains since they launched in 2013, and in 2020 the service will capture around 25% of the high-speed rail market. Eventually, 65 daily Ouigo services will carry 25 million passengers to 41 direct destinations—connecting with 2,000 onward destinations—throughout France.

- The second is TGV inOUI, our premium service launched in 2018. Added benefits include renovated trainsets, on-board Wi-Fi, and conductors equipped with new customer-relations tools so they can spend more time assisting passengers.

[LEARN MORE >](#)



// HIGH SPEED, LOW COST

WHAT WE'RE DOING

Rail has traditionally struggled to compete with road on cost. So in our drive to get more people travelling by train, we're rolling out even more low-cost options—without compromising on quality—to make rail affordable for everyone.



© SNCF – OUIGO – Emeric Fohlen

HOW WE'RE DOING IT

We're constantly adding new Ouigo destinations as we extend the reach of our low-cost service. In July 2019, we launched a new daily return service between Paris-Montparnasse and Toulouse. From 1 June 2020, passengers will have the choice of three return trains to Lyon per day, operating out of Paris-Marne-La-Vallée-Chessy, Paris-Lyon and Roissy-Charles de Gaulle Airport's Terminal 2 stations.

WHAT WE'VE ACHIEVED

We welcomed an estimated 300,000 new passengers on board our Paris-to-Toulouse Ouigo trains in 2019. And with city-centre to city-centre fares starting from just €16 for adults and €8 for children, our low-cost Paris-to-Lyon service will persuade many more motorists to leave the car at home and take the train instead.

// UNLIMITED TRAVEL WITH TER

WHAT WE'RE DOING

In keeping with the French Mobility Act (LOM), which calls for alternatives to private car use, we're introducing special offers—on rail travel and beyond—for holders of our TER regional service passes.

HOW WE'RE DOING IT

Since September 2019, customers purchasing their first annual pass have enjoyed reduced fares on our TGV inOUI and Ouigo high-speed rail services, as well as discounts with Uber (ride-hailing), Citiz and OuiCar (car-sharing), Decathlon (bicycles), and more. The offer is available in all TER regions except Brittany and Centre-Val de Loire.

WHAT WE'VE ACHIEVED

As of end-January 2020, some 20,000 customers had taken advantage of our introductory offer,

including 10,000 young people. We'll be conducting a survey to gauge customer satisfaction and service uptake.



©SNCF

MAKING MOBILITY ACCESSIBLE



© Letizia Le Fur

At SNCF, we're always working hard to make travelling with us a comfortable, stress-free experience for all our customers—including people with disabilities and limited mobility. And we recognize, too, that making rail accessible also means bridging the digital divide.



289

stations are now accessible, with 730 planned by 2025



Close to 1 million

travellers use our personal assistance services every year



55

PIMMS public-service drop-in centres operate with SNCF's support



575,089

people dropped into an SNCF- or Keolis-operated PIMMS centre for help and support in 2019

EASIER MOBILITY FOR ALL

As part of our commitment to accessibility, we're doing whatever we can to make sure everyone—including people with disabilities—can access our trains, stations, websites and apps. In line with our duties under the French State's Programmed Accessibility Agenda (Ad'Ap), we're carrying out improvement works to make our stations and platforms more accessible—from tactile floor paths and disability-friendly signage, to redesigned ticket windows and information offices. We're also working hard to make sure everyone can use our digital tools. For instance, our Assistant SNCF app includes a feature that connects people with hearing impairments with the train manager.

Our on-board and in-station employees are specially trained to assist disabled passengers, and there's always someone on call to help people with reduced mobility board and get off our trains.

BRINGING PUBLIC SERVICES WITHIN REACH

Close to 20 million French people struggle to access basic services, especially when those services are only available online. At SNCF, we've teamed up with PIMMS—a nationwide network of 55 drop-in centres where local residents can go for help and support with everyday affairs such as employment, training, public services, healthcare and public transport.

// DESIGNING ACCESSIBLE STATIONS



New Rennes rail station opens on 3 July 2019 © SNCF

WHAT WE'RE DOING

In keeping with French legislation adopted in 2005 to ensure equal rights and opportunities for the disabled, we've made accessibility a central plank of our strategy. We're going all out to make it easier for everyone to travel—especially the 5 million passengers who use our network each year.

HOW WE'RE DOING IT

Our Accessibility Masterplan for 2015–2025 sets out what we're doing to meet the accessibility needs of people with disabilities—from launching new services

to making travelling with us a more convenient and comfortable experience. A midterm review of our progress through 2018 found that we were on track to meet the majority of our commitments.

WHAT WE'VE ACHIEVED

Last year, we carried out major accessibility improvement works across our network, including Saint-Nazaire and Rennes stations in western France.

At Saint-Nazaire, the passenger terminal is now fully accessible to people with disabilities. Enhancements include disability-friendly signage, safety decals on glass walls, tactile floor paths and warning strips for the visually impaired, and induction loops for the deaf and hearing-impaired.

We've also added special paths for the visually impaired at Rennes station, and installed automatic doors and escalators to make the terminal more accessible—all with input, starting in the design stage, from Collectif Handicap 35, a local disability organization.

// PIMMS: BRIDGING THE DIGITAL DIVIDE

WHAT WE'RE DOING

As we revitalize our real-estate portfolio, we recognize that some smaller towns and communities on our network have specific needs. One example is Donzère, near Avignon, where many local residents had reported difficulties in accessing public services—especially online.

HOW WE'RE DOING IT

Working in partnership with the local authority, we expanded the PIMMS public service drop-in centre located inside the station. Called Portes de Provence, this centre is staffed by specially trained mediators who provide anyone who needs it with help and support in managing their everyday affairs. Mediators also deliver training in basic digital literacy.

WHAT WE'VE ACHIEVED

In 2019, staff at the in-station PIMMS centre provided 4,000 hours of support and held 143

digital literacy workshops, while the mobile team delivered 950 hours of training in the community. By helping people who would otherwise struggle to access services online, the centre is playing its part in bridging the digital divide.



© SNCF

SUPPORT JOB CREATION AND REVITALIZE REGIONS



ENC training college, Saintes © www.unjournephoto.fr Romuald Goudeau

At SNCF, we're using our nationwide footprint to support growth and job-creation initiatives in every part of France.



613

entrepreneurs supported by SNCF
Développement since 2011



1,999

jobs created by SNCF
Développement since 2011



€10.4m

in funding disbursed since 2011

BACKING LOCAL ECONOMIES

At SNCF Développement, the group's economic development and entrepreneurship subsidiary, our regeneration experts work with stakeholders—locally and nationally—to help communities affected by economic change adapt and thrive in today's new business landscape. Its services cover everything from financing and supporting entrepreneurs to developing customized training programmes, and are designed with one aim in mind: create value and prosperity in every part of France.

WORKING ON ALL FRONTS

Our projects span every aspect of business and employment, whether we're supporting job-creation initiatives, working with local companies—including digital and tech firms—or training people up to work as digital leads and web developers, or in other occupations where skills are in short supply.

Every project goes through the same four-step process: we set up a dedicated, multidisciplinary team, reach out and engage with local partners, examine the proposal, then submit it to our in-house selection committees for a final decision.

// TACKLING SOCIAL EXCLUSION ON THE FRONT LINE



Graduates of the ENC web development course receive their contracts of employment from e.Voyageurs SNCF, 7 February 2020 © e.Voyageurs SNCF

WHAT WE'RE DOING

At SNCF, we're doing our bit to bring the long-term unemployed back into the workforce and equip people with the skills they'll need for the jobs of the future. We're focusing our efforts on disadvantaged urban areas—where social problems and economic inequalities act as barriers to employment—and on occupations hit hard by the rise of digital technology.

HOW WE'RE DOING IT

Our ENC training college in Saint-Denis, a northern suburb of Paris, runs web development courses to help people from disadvantaged backgrounds find a route back into work. The programme is a joint initiative between SNCF Développement, Wild Code School, the Plaine-Commune municipal grouping, and e.Voyageurs SNCF.

WHAT WE'VE ACHIEVED

In September 2019, ten people from disadvantaged areas of Paris embarked on a web development programme at ENC after completing a month-long preparatory course earlier in the year. On graduation, the trainees received a recognized qualification and a permanent contract with e.Voyageurs SNCF. They also worked with a mentor throughout their training, and will receive ongoing support and guidance as they transition into the workplace.

// A FRESH START AT OUR SAINTES TECHNICENTRE



Graduation ceremony for trainees on our Advanced Digital Skills course, Saintes, 27 September 2019. © www.unjournephoto.fr, Romuald Goudeau

WHAT WE'RE DOING

We understand that reorganizing our operations has a big impact on local economies. That's why we do whatever we can to support affected regions and communities—like Saintes in western France, where we've shut down some areas of our Technicentre as part of a €5m restructuring programme that began in 2018.

HOW WE'RE DOING IT

Since 2011, we've been transforming economies in partnership with local stakeholders through SNCF Développement. In Saintes, our subsidiary has

opened a training college and set up a €1.5 million regeneration fund to create new jobs. Our real-estate arm SNCF Immobilier is also in talks with the Nouvelle-Aquitaine regional authority on plans for a new training centre, known as Ferrocampus, at the same site, and has signed a memorandum of understanding.

WHAT WE'VE ACHIEVED

Since it opened in 2018, the new training college—known as ENC—has been supporting people whose occupations have been affected by the digital revolution. By September 2020, some 100 men and women will have attended courses at the school. We're also on track to fund 136 new jobs, well above our initial target of 100. Throughout France, SNCF Développement has helped 613 people set up new businesses and created close to 2,000 jobs in the past seven years.



© Alex Profit

02

SHAPING A NEW ERA OF GREEN MOBILITY

SNCF specializes in low-carbon mobility for both passengers and freight—a vital asset in fighting climate change and protecting the environment. We aim to reach greenhouse gas neutrality by 2030, and we're already testing innovative solutions that shrink our environmental footprint and give our passengers the freedom to travel while minimizing their impact.

How SNCF is contributing to the UN's Sustainable Development Goals (SDGs) ⁵



⁵ At the start of each chapter, we have used icons to show how SNCF is contributing to the Sustainable Development Goals (SDGs) adopted by the United Nations. See page 97 for more information.

IN FOCUS

As a major player in French mobility, does SNCF bear a special responsibility for protecting the climate and the planet?

JEAN-MARC JANCOVICI: It's hard to escape the fact that mobility has an environmental cost. Mitigating that impact is all about striking the right balance between different factors, such as capacity, journey length and mode-specific pollution. As France grapples with Covid-19 and the resulting economic crisis, and as transport modes compete for government support, SNCF has a duty to make the case for rail—as a low-carbon, low-pollution, low-noise option.

ALAIN QUINET: Rail has left an important legacy for every part of the economy—across business, trade, tourism, and more. It's also the only transport mode capable of addressing the two biggest issues of the day: reducing carbon emissions and easing urban congestion. And as the Covid-19 pandemic threatens the very life of the nation, SNCF has a major role to play in keeping France moving and thriving.

SNCF has pledged to achieve carbon neutrality by 2030. Is the Group doing enough to address the scale of the climate emergency?

J-M.J: Talk of carbon neutrality makes sense on a global scale, but less so when it comes to individual companies. Ultimately, SNCF's future is tied to what happens elsewhere in the world. That said, the Group has its priorities in the right place: shrinking its direct carbon footprint, reducing emissions along the passenger mobility chain, and supporting carbon sequestration. SNCF recently teamed up with consulting firm Carbone 4 to see how it could cut direct emissions—in this case, from regional rail services. That should remain the focus of its work going forward.

A.Q: We're responding to the climate emergency on two fronts: by exploring ways to reduce our impact on the planet, and by adapting our business to a warmer world. While we recognize we can always do more, the real challenge is finding solutions that yield environmental benefits but aren't cost-prohibitive. One example is the work we're doing to grow the circular economy by recycling end-of-life rails and ballast.



JEAN-MARC JANCOVICI
Founder and President,
The Shift Project

ALAIN QUINET
Deputy Chief Executive
Officer, SNCF Réseau,
and Chair of France's
Commission on the Shadow
Price of Carbon



Could environmental performance help operators stand out as the French rail market opens up to competition?

J-M.J: As the planet heats up and competition intensifies, companies will need to be able to think on their feet, tighten their purse strings and take the long view. It will be a case of survival of the fittest—and environmental performance will go a long way to determining whether a business sinks or swims. SNCF's Executive Committee is already taking the issue seriously. The next step is to ensure those priorities are reflected in front-line processes.

A.Q: In an open market, there's no substitute for local knowledge. That applies equally to legacy players like SNCF and to new contenders. Because when we understand what our customers need, we're able to put together a winning mix of green transport options—including for last-mile journeys. Part of that process involves engaging with our stakeholders—local authorities, environmental organizations and residents' groups—to design solutions that work for everyone.

BRING LOW-CARBON MOBILITY WITHIN REACH



© Alex Profit

With passenger and freight mobility set to grow 20% by 2050, we're offering our customers transport solutions that are increasingly environment-friendly.

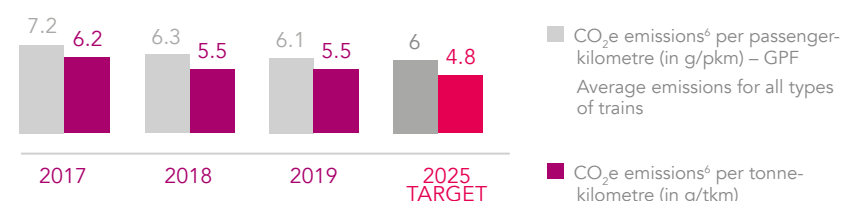


-97%

When you take a train, you emit nearly 97% less GHGs than when you drive alone



KEY INDICATORS



LEVERAGING THE ENERGY EFFICIENCY OF RAIL
 Rail is one of the greenest ways to get around: though the transport sector emits 30% of GHGs in France, trains account for only 0.4%, yet carry 11% of all passengers and 9% of freight⁷.

Which makes rail a vital asset in fighting climate change and driving the ecological transition. At SNCF, we're harnessing its energy efficiency to meet two goals: stepping up our contribution to France's campaign to achieve carbon neutrality by 2050, and continuing to shrink our environmental footprint—which reduces our customers' impact, too. As part of this effort, we're rolling out a broad mix of solutions so that everyone can choose the most responsible forms of transport for effortless, eco-friendly mobility. One example is our new personal mobility assistant, introduced in June 2019, which identifies low-carbon alternatives and makes it easier for passengers to combine multimodal options to get to their destination. Some 13 million users have adopted it to date.

ACHIEVING CARBON NEUTRALITY BY 2030
 We aim to make our own operations emissions-neutral as well. We've launched a campaign to identify the steps that each SNCF business line can take to reduce emissions in its day-to-day operations—by saving energy, increasing efficiency and using new kinds of energy—and then combine these efforts into a Group-wide drive to achieve carbon neutrality by 2030. We've also joined other companies in the ZEN 2050 study, working together to explore how carbon neutrality might be achieved in France by 2050. The results were published by Entreprises pour l'Environnement (EpE), a group of environmentally conscious businesses.



LEARN MORE >

// SUSTAINABLE MOBILITY GAINS GROUND IN EUROPE



Combining forces: Eurostar and Thalys network © SNCF

WHAT WE'RE DOING

High-speed Thalys and Eurostar trains carry over 18.5 million passengers a year in five countries. The climate crisis, coupled with rising demand for sustainable mobility in Europe, is both a challenge and a powerful growth opportunity for both brands.

HOW WE'RE DOING IT

To meet this challenge, Eurostar and Thalys created the Green Speed project—a plan to combine the cross-channel operator with its French-Belgian counterpart. If approved by their boards of directors and the European Commission, the tie-up will open a new era in high-speed rail service in Europe.

WHAT WE'VE ACHIEVED

By 2030, Green Speed will offer an attractive and eco-responsible alternative to road and air travel for nearly 30 million passengers a year. This new transport option will pursue ambitious environmental goals and promote renewable energies, delivering benefits to customers that include simplified international itineraries, attractive fares and high-quality service.

LEARN MORE >



// ASSISTANT SNCF—A NEW APP FOR END-TO-END MOBILITY

WHAT WE'RE DOING

Some 53% of people in France say they're always looking for new ways to save time in their day-to-day routine⁸. We can help by making transport smoother and combining existing mobility options.

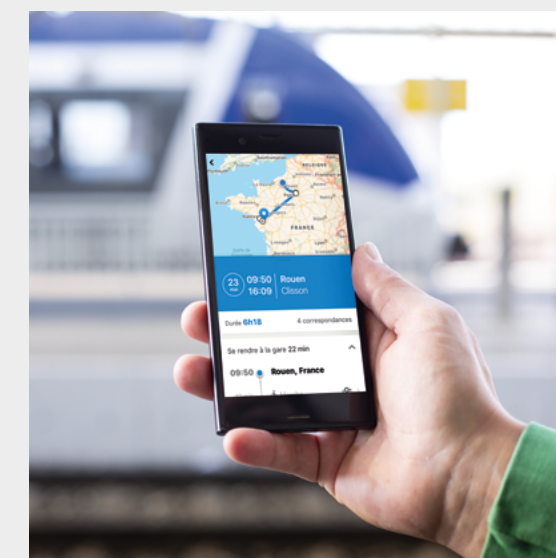
HOW WE'RE DOING IT

In June 2019, we launched Assistant SNCF, a new version of an existing SNCF app that has already won over 13 million users. It's France's first mobility integrator—a tool that opens a transport ecosystem to outside operators.

WHAT WE'VE ACHIEVED

The Assistant SNCF app encourages passengers to choose multimodal itineraries and makes mass transit and other transport options more accessible. In the process, it moves society toward three goals: address the environmental crisis, reduce automobile traffic in

major metropolitan areas, and offer transport solutions in more sparsely populated regions. And it's designed to incorporate new sustainable mobility options for both shared mobility and mass transit.



© Fred de Gasquet / SNCF

⁶ Average emissions for all train types
⁷ In 2017

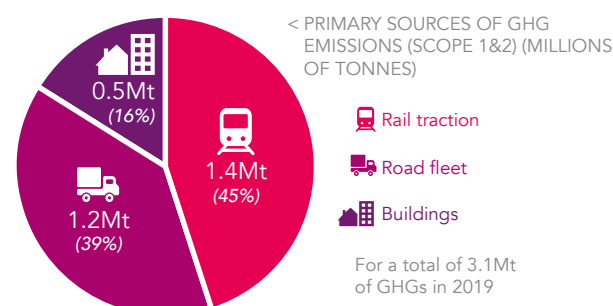
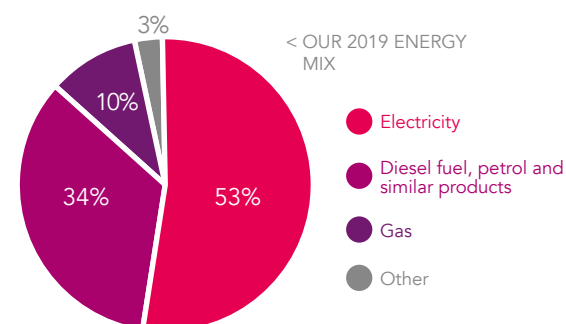
⁸ Sociovision 2018

MAKE OUR FLEET MORE RESPONSIBLE



Régionalis H2 hydrogen train © SNCF

We've launched an aggressive campaign to invest in low-carbon technologies, ranging from network upgrades and win-win procurement to trains powered by hybrid technologies, batteries, hydrogen and biofuels.



STEPPING UP OUR COMMITMENT TO RESPONSIBLE ENERGY

SNCF's new Responsible Energy Policy sets six goals to boost our performance, make SNCF more environmentally friendly, and reduce our carbon emissions:

- Reduce energy intensity by 20% between 2015 and 2025
- Expand renewables to 40%-50% of our traction power mix by 2025
- Use the land and buildings in our real estate portfolio to generate renewable energies
- Eliminate diesel for rail by 2035
- Eliminate heating oil by 2028
- Convert more road transport to alternative energies, such as biomethane, biodiesel, electricity and hydrogen

ELIMINATING DIESEL FOR RAIL BY 2035

In pursuing this goal, we continue to work with train manufacturers to develop rolling stock that is greener

than ever. We're now studying four ways to reduce carbon emissions from rail :

- Biofuels: Tests in 2019 showed promising results, cutting greenhouse gas emissions by 60% and reducing fine particulates.
- Dual-mode electric and hydrogen trains with lithium-ion batteries that recycle braking energy. The first trainset will start trial runs in 2021 and begin commercial operation the following year in four French regions—Occitanie, Grand-Est, Nouvelle-Aquitaine and Centre-Val de Loire.
- Hydrogen-powered trains: Experimental runs are planned for 2023 in the Occitanie, Burgundy-Franche-Comté, Auvergne-Rhône-Alpes, and Grand-Est regions, with commercial operation lifting off in 2025.
- Battery-powered trains: Four regions—Sud, Nouvelle-Aquitaine, Occitanie and Hauts-de-France—have signed a letter of intent to experiment with rechargeable battery-powered trains in 2022. The aim is to launch commercial operation in 2023.

LEARN MORE >



// EUROPE'S FIRST DUAL-MODE LOCOMOTIVE



©VFLI

WHAT WE'RE DOING

At SNCF Group, we're working hard to shrink our environmental footprint and make freight transport cleaner and more sustainable.

HOW WE'RE DOING IT

Our rail freight subsidiary VFLI has begun operating a Eurodual locomotive—Europe's first hybrid that can run on both electric and next-

generation diesel power. Some 150 trains a year now carry mineral water between the Vittel plant in France's Vosges Mountains and a logistics hub in the Mediterranean city of Arles, 600 km away.

WHAT WE'VE ACHIEVED

Because they operate in electric mode 95% of the time, Eurodual locomotives have cut CO₂e and greenhouse gas emissions by 80% for every journey, eliminating 1,920 tonnes of CO₂e equivalent annually. And even in diesel mode, they emit 90% less fine particulates and nearly 50% less nitrogen oxide than a conventional diesel engine. Bottom line: Eurodual has eliminated 80% of pollution from the traffic between Vittel and Arles.

// 3 QUESTIONS FOR OLIVIER MENUET, PRESIDENT OF SNCF ÉNERGIE AND VICE PRESIDENT ENERGY FOR SNCF GROUP

© Bertrand Jacquot



What can you tell us about SNCF's commitment to responsible energy consumption?

SNCF consumes nearly 18 TWh of energy annually, at a cost of €1.4 billion. That makes us France's biggest industrial electricity consumer, and we're working to be as eco-friendly as possible. Our Responsible Energy Strategy calls for boosting renewables to 40%-50% of our traction power mix by 2025. Around 20% of that will come from power purchase agreements, or PPAs—long-term energy-purchase contracts between renewable energy producers and consumers.

SNCF signed a contract with Voltalia in June 2019. What does it cover, and how does it fit into the Group's responsible consumption strategy?

The agreement we signed with Voltalia in 2019 is Europe's biggest PPA, with capacity of 143 MWp over 25 years. It's also the first contract on this scale

to be signed between a renewable energy producer and a major independent consumer in France. Between now and 2023, it should generate 3% to 4% of the electricity we need to power our trains.

What else are you doing to deliver on this commitment?

We're focusing our research on a wide range of carbon-reducing technologies that include biofuel made from rapeseed and trains that run on hybrid, hydrogen and battery power. The goal is to reduce SNCF's energy intensity by 20% over 10 years by cutting consumption not only aboard our trains, but in our stations and offices, too.

// KEOLIS ROLLS OUT HYDROGEN BUSES IN THE NETHERLANDS

LEARN MORE >



© Keolis

WHAT WE'RE DOING

Government officials in the Netherlands have set ambitious goals for reducing greenhouse gas emissions from buses. While rapidly expanding their fleet of electric buses, they're also searching for alternative fuels that can shrink the carbon footprint for Dutch transport.

HOW WE'RE DOING IT

Electric buses powered by hydrogen fuel cells can serve a large area without ramping up the system's environmental impact or reducing air quality. And the electric motor, located near the rear wheels of

each vehicle, recovers braking energy, converts it and recharges the battery.

WHAT WE'VE ACHIEVED

Our Keolis subsidiary—a valued partner for regions seeking to design and deploy low-emission transport solutions—is working with Dutch Transport Organizing Authorities to deploy hydrogen buses. In September 2019, Keolis rolled out the first two hydrogen buses in the country's Veluwe region. Thanks to a new hydrogen station, drivers can fill up their own tanks, and 30 took a special course in driving techniques to optimize energy consumption. Since December 2019, Keolis has also operated a hydrogen-powered bus rapid transit service in the French city of Pau, and is now trialling new systems in Versailles, Chaumont, Dijon and Lyon.

// 3 QUESTIONS FOR CLAIRE COMMERE, HEAD OF ENERGY STRATEGY, BUSINESS & MULTIMODAL MOBILITIES AT SNCF ÉNERGIE



How does SNCF plan to limit its use of fossil fuels?

To meet the energy challenge, we've committed to substantial

cuts in our consumption of fossil fuels. Our three-pronged strategy calls for becoming more energy efficient, transitioning to alternative energies, and adopting innovative technologies.

What is B100 rapeseed biodiesel, and what makes it an opportunity for SNCF?

B100 is a biofuel made from rapeseed. Processing the plant's seeds yields rapeseed cake (a protein-rich livestock feed), food-grade oil and biodiesel. For producers, plant proteins are the priority, and B100 is a co-product. But if tests are conclusive, B100 could offer a quick, temporary way of shifting our existing fleet away from fossil fuels

and reducing its greenhouse gas and particulate emissions until hydrogen power and other alternatives are available.

What experiments are under way now?

We recently tested B100 on an engine bench with Terres Univia, a group representing the plant-based oil and protein industry, and the French Institute for Petroleum and New Energies (IFPEN). Initial results for technical compatibility and environmental performance look very promising. To show that B100 is a viable "farm to rails" solution, we now need to confirm them under actual operating conditions.

// INNOVATING TO SAVE ENERGY

LEARN MORE >



Frugal Electrification Minilab, Paris, 2 October 2019

© Jean-François Tremong

WHAT WE'RE DOING

At SNCF, we practice "frugal electrification"—a selective strategy that replaces traditional methods with innovative alternatives, cutting the costs of electrifying a line over its entire life cycle. It's a bold way of thinking about electrification, opening the door to exciting new solutions that can be combined with ideas and technologies that have already been put to the test in other countries.

HOW WE'RE DOING IT

We've created a Frugal Electrification MiniLab—a cross-functional team of 50 experts from SNCF,

SNCF Mobilités, SNCF Réseau and Keolis—to take an approach that spans infrastructure, rolling stock and operations. Together, these experts are busy identifying the innovative technologies and organizing principles we'll need to shift more of our network from fossil fuels to electricity and meet our environmental goals. This means taking a broad view, including doing away with catenaries around engineering structures and other sensitive, high-cost areas; installing less expensive catenaries with shorter lifespans; and reducing the number of substations by increasing voltage.

WHAT WE'VE ACHIEVED

In 2020 members of SNCF Group's energy cluster plan to put their ideas to work. This includes setting up system-wide governance that includes local stakeholders, developing the innovative technological ideas generated by the MiniLab, and deploying these concepts in actual projects. Several are already under review for lines including Bordeaux-Le Verdon, Aix-Marseille, Trilport-La Ferté Milon, and Auray-Quiberon.

// MAKING TRAINS MORE EFFICIENT BY WORKING TOGETHER



Energy-Efficient Train awards ceremony in Paris, 21 May 2019

© Philippe Fraysseix

WHAT WE'RE DOING

Trains are inherently energy-efficient, but we're looking to increase our lead. Every unit in the Group is working to make our operations even greener, with the Rolling Stock and Energy Divisions leading the charge.

HOW WE'RE DOING IT

In September 2018, the two divisions issued a call for energy-efficient train proposals for the

engineering teams working on this issue. They had three goals: encourage SNCF employees to think proactively, unite them around the issue of responsible energy, and meet the Group's own needs as we move into the future.

WHAT WE'VE ACHIEVED

Response to the programme was enthusiastic, with a total of 147 candidates and 61 proposals, and in 2019 we presented three awards for innovations that will be rolled out or trialled in 2020. One aims to reduce consumption while diesel trains are parked; another calls for fitting TGV doors with a delayed opening system that prevents energy loss when trainsets are on standby; and the third aims to limit mechanical braking. This reduces energy consumption, but also improves air quality, reduces noise pollution, and extends the life of brake blocks.

ACTIVELY PROMOTE MORE ENERGY-EFFICIENT BUILDINGS



© Philippe Fraysseix

SNCF has a large, diverse and constantly changing portfolio of land and buildings, and supporting the energy transition is an important part of our real estate strategy. The challenge of cutting the energy consumption of our properties—many of which are very old—falls to SNCF Immobilier, the Group's real estate arm. Success will require controlling consumption in existing buildings, harnessing more renewable energies, and developing low-carbon buildings, residential complexes and even whole neighbourhoods.



-25%

improvement in carbon performance by 2030



-20%

improvement in energy efficiency between 2015 and 2025 (in kWh/sq m)



-840 GWh

energy consumed in 2019 by the 25,000 buildings (excluding stations) in our property portfolio

GOOD CORPORATE CITIZENSHIP

Our energy transition plan naturally includes optimizing consumption and raising resident awareness. But at SNCF we're going even further by designing environmental performance criteria into our projects and engineering works while they're still on the drawing board. We also analyse energy-intensive sites to identify potential savings. SNCF Immobilier has three subsidiaries: S2FIT and Espaces Ferroviaires, which support the ecological transition by designing sustainable neighbourhoods and high-performance industrial facilities, and ICF Habitat, a specialist in large-scale urban renewal and retrofit projects that improve energy efficiency. ICF Habitat also holds a portfolio of 100,000 residential units, with social housing accounting for 90,000 of them.

ICONIC BUILDINGS

Examples of SNCF Immobilier's work include Les Messageries, a rail property in Paris's 12th arrondissement that will soon become a new low-carbon neighbourhood. Other sites are the SNCF Technicentre in Rennes, where energy consumption fell by 40% in the first year, and our new Technicentre in Romilly, which has earned HQE (high environmental quality) certification.

// 3 QUESTIONS FOR GILLES BALLERAT, HEAD OF REAL ESTATE MANAGEMENT AND OPTIMIZATION AT SNCF IMMOBILIER



What is SNCF's strategy for upgrading and adapting its operational assets?

We've launched "Facility of the Future 4.0", an

aggressive campaign to upgrade our operational assets and adapt to the needs, practices et performance requirements of tomorrow. Under a master plan developed with the Rolling Stock Division, SNCF Immobilier has spearheaded construction of several Technicentres for intensive rolling stock maintenance. They're more economical and energy-efficient, and their processes and work flows are more flexible, agile and up to date—which means higher performance all around. That's one way SNCF Immobilier contributes to the Group's success.

What are your goals in upgrading these facilities?

We aim to improve customer service, adapt to changing markets, shrink our environmental footprint even more, and improve working

conditions for our employees—but that's not all. We also want to build our brand as a service-sector employer and strengthen our ties to the regions that host our facilities. That's why SNCF employees play an active role in designing the buildings, which are made to the highest environmental standards.

You've recently upgraded the Technicentres in Hellemmes and Romilly. What makes them so noteworthy?

At our Hellemmes Technicentre, one workshop is certified as a positive energy building (BEPOS) and meets the E+C- environmental standard. In addition to special insulation, the building has a 6,000-sq m solar panel array on the roof that supplies it with energy and hot water. In Romilly, the new Technicentre was designed and built to meet the standards for HQE (high environmental quality) certification. Thanks to their insulation and solar panels, the air conditioning system in their industrial and service spaces, and their soundproofing and other features, the buildings earned the "Excellent" HQE rating for eco-construction and eco-management.

// RAISING THE BAR FOR ENERGY EFFICIENCY



Housing complex in passage Gergovie, in Paris's 14th arrondissement © Sébastien Godefroy

WHAT WE'RE DOING

Our new buildings meet high standards for energy efficiency, but that isn't always true for the older social housing properties in our portfolio. It takes significant investment to shrink their environmental footprint and keep costs affordable for tenants.

HOW WE'RE DOING IT

ICF Habitat—an SNCF Immobilier subsidiary and a key player in urban renewal in France—is deeply committed to setting new standards for eco-friendly upgrades. Every year it invests

an average €53 million to keep properties safe and comfortable for residents, and cut energy consumption and greenhouse gas emissions. The newly retrofitted Gergovie complex—a 303-unit social housing property in Paris's 14th arrondissement—opened in 2019 and is a perfect example.

WHAT WE'VE ACHIEVED

In addition to making the complex a better place to live, the upgrade included exterior insulation and new heating and hot water equipment that boost Gergovie's economic, social and environmental performance. Renewables now account for 50% of energy consumption, and CO₂ emissions have been cut by half. The new equipment, installed in stages, has already reduced residents' heating costs by 11%.

REDUCE NOISE AND AIR POLLUTION FROM TRAINS



© Alex Profit

For years, we've moved aggressively to reduce the environmental impacts of our trains and infrastructures—which means better air quality and less noise for our customers, our employees and people living nearby.



€2.7m

invested to mitigate noise hotspots in 2019



350

sites in the Paris region have been assessed for rail noise



27

underground Transilien commuter stations will be assessed for air quality by year-end 2020

BETTER AIR QUALITY

Improving air quality—particularly in mass transit—is a key component of SNCF's environmental strategy. Yet achieving and maintaining air quality in underground spaces is complex, and documentation is still inadequate. Worldwide, we're one of the very few rail operators taking action to address this problem, and our efforts have been featured in international publications. In addition to years of work to improve the air in underground rail spaces, we're developing fossil-fuel alternatives to power passenger transport.

RAIL NOISE AND PUBLIC HEALTH

Rail noise affects both the environment and public health. In France, some 9 million people are exposed to transport-related noise louder than 65 decibels, with 78% of the total coming from road traffic and 6% from rail. It diminishes their quality of life, but it also affects their health, causing insomnia and high blood pressure. Rail offers many benefits, meeting a wide range of mobility needs while occupying less space, consuming less energy and emitting less greenhouse gases, particulates and nitrogen oxides than other forms of transport. Even so, rail noise is a real concern for people living near the tracks, and we're taking steps to both prevent and reduce it.

LEARN MORE >



// TURNING DOWN THE VOLUME

LEARN MORE >



Eole work site, acoustic hangar in Courbevoie

WHAT WE'RE DOING

Though our rail projects always follow regulations to the letter, adding new lines or upgrading rail infrastructure can change the soundscape for people living nearby. At some stages of these essential works, noise is hard to avoid, but SNCF Réseau makes every effort to keep it to a minimum.

HOW WE'RE DOING IT

Reducing noise pollution makes demands on our rolling stock, infrastructure and operations teams—and sometimes all three. Rolling stock acoustics have

improved significantly in recent years, thanks in part to improved braking systems that make trains quieter throughout each journey. And for track upgrades, we replace wooden sleepers with new concrete ones that reduce noise by around 3 dB(A) on the line.

SNCF Réseau also limits noise when works are under way by raising employee awareness, using approved construction vehicles and taking a strategic approach to layout and timing.

WHAT WE'VE ACHIEVED

New rolling stock has cut noise pollution by nearly 50%, and network upgrades have reduced noise even as traffic has increased. By continuing to mitigate hotspots, we're reducing the number of people exposed to rail noise. Case in point: we're installing soundproofing along the entire length of our Eole project, an extension of the RER E commuter line serving the Paris region.

LEARN MORE >



// IMPROVING AIR QUALITY IN UNDERGROUND STATIONS



Test under way at the Avenue Foch station in Paris on 3 September 2019 © Cora Cremezi Charlet

WHAT WE'RE DOING

In the Paris region, we've launched a series of initiatives to help passengers breathe easier in 27 stations that are entirely or partially underground.

HOW WE'RE DOING IT

From 2016 to 2019, we partnered with Airparif, an air quality monitoring network, to assess conditions in these stations, and since 2019 we've rolled out a broad range of measures to reduce particulate concentrations on trains, stations and tunnels. These include mapping air quality, developing digital simulations to better understand

contributing factors, and testing new solutions to identify the most effective technologies. Also in 2019, we met with the world's leading players to share expertise and step up deployment of the best solutions.

WHAT WE'VE ACHIEVED

In partnership with Tallano Technologie, we've developed a suction device that captures fine particulates. In 2020, a trainset fitted with this new technology will begin running on the RER C commuter line to test its performance and endurance under actual conditions. We're also trialling an Air Liquide solution that uses positive ionization to capture particulates suspended in the air: results from tests at the Avenue Foch station (also on RER C) will be published in 2020. And with support from the Paris region, we'll experiment with other solutions developed by start-ups at the Avenue Foch and Boullainvilliers stations (RER C) and the Sevrans-Beaudottes station (RER B) between now and the end of 2020.

GROW THE CIRCULAR ECONOMY: ZERO WASTE BY 2030



Recycling ballast at Cavaillon in southern France © Michel Lopez

At SNCF, growing the circular economy is a priority, and we've adopted ambitious policies to make it a reality, scaling up the processes we need to transform today's waste into tomorrow's resource.



540,000 t

of ballast re-used in 2019



92%

of retired passenger rolling stock is recycled



€13.5M

saved by maintaining reparable components on rolling stock

SEEING THE BIG PICTURE

As a rail company, we consume a wide range of materials—for our track, rolling stock, stations and more. In 2013 we launched a strategy to reduce resource consumption, cut waste Group-wide and recover and recycle end-of-life materials. This sweeping effort covers waste from our front-line operations (infrastructure and rolling stock), our real-estate portfolio (SNCF Immobilier and Gares & Connexions), and cross-functional service activities. We have four primary objectives:

- Promote ecodesign that incorporates whole-life cost principles
- Adjust our industrial processes to maximize component life and optimize our use of materials
- Forge partnerships with environmental organizations and with existing and emerging waste recovery facilities.
- Create value, both for our business and for the communities we serve

MAKING ROLLING STOCK PART OF THE CIRCULAR ECONOMY

For years, we've followed well-established maintenance practices that keep our rolling stock running safely—a discipline that's even more important now that some parts and equipment have been discontinued. Rolling stock has an average life of around 40 years: during that time, we maintain and in some cases overhaul carriages completely as part of mid-life maintenance. When equipment is retired from our fleet, it's processed at one of seven French sites, but we're working to scale that up into a nationwide network as quickly as possible. By 2021 we'll have 14 sites in operation, and together they'll aim to handle 1,000 train bodies a year—creating 420 long-term jobs in the process.

LEARN MORE >



// GIVING COMPUTERS A NEW LEASE OF LIFE



Reconditioning a computer at Nodixia © Nodixia

WHAT WE'RE DOING

To equip our employees with up-to-date technology, in 2019 and 2020 SNCF will replace thousands of office computers that don't meet the latest standards and can't transition to Windows 10. The challenge: devise a disposal strategy that's environmentally and socially responsible.

HOW WE'RE DOING IT

Our "Grande Collecte" initiative moves us closer to the circular economy by finding new homes for as many of these computers as possible—and

it delivers social benefits as well. Equipment is picked up and redistributed by Nodixia, a sheltered workshop where employees with disabilities account for over 80% of the workforce.

WHAT WE'VE ACHIEVED

By the end of February 2020, Nodixia had collected over 10,000 computers: of the first 3,500 units, 70% had already been repurposed, and 18% had been recycled for parts. Thanks to Grande Collecte, we've avoided over 171 tonnes of CO₂e—the equivalent of more than 100,000 high-speed journeys between Paris and Marseille—and created ten new jobs for people with disabilities. And we're building on this success through a partnership linking SNCF Foundation, Nodixia and Emmaüs Connect, a non-profit that fights computer illiteracy, opening the door to digital opportunity for all.

LEARN MORE >



// ON TRACK FOR A GREENER WORLD WITH EUROSTAR

WHAT WE'RE DOING

Rail is already the greenest form of short-haul international transport, but Eurostar is committed to making it even more sustainable.

HOW WE'RE DOING IT

In 2007 the company launched Tread Lightly, a ten-point plan aimed at minimizing on-board waste, promoting recycling and the circular economy, and cutting plastic consumption in half by 2020.

WHAT WE'VE ACHIEVED

In November 2019, Eurostar operated its first plastic-free train between London and Paris, offering passengers an array of eco-friendly amenities: wooden cutlery, water in recyclable cans, coffee in paper cups, and alternative packaging

that eliminates all single-use plastics. Tread Lightly has earned the company its third star from the Sustainable Restaurant Association, a British non-profit dedicated to accelerating change towards an environmentally restorative and socially progressive hospitality sector.



On 14 November 2019, Eurostar marked its 25th anniversary by operating the first plastic-free train between London and Paris. © Eurostar

MAKE ECODESIGN THE NORM



Concourse and waiting area at Nîmes Pont-du-Gard station
© AREP, Didier Boy de la Tour

SNCF Réseau is committed to making ecodesign an integral part of its products, systems, services and projects, boosting environmental performance throughout the life cycle of each rail project.



75

projects ecodesigned
by SNCF Réseau



3%

of rails are re-used,
up from 2.7% in 2018



5

coordinators and 55 ambassadors
are helping our teams expand their
expertise in energy, materials, climate,
carbon and biodiversity



4

Arep-designed buildings won
High Environmental Quality
(HQE), E+C- or Sustainable
Mediterranean Buildings (BDM)
certification in 2019

CHANGE FROM THE GROUND UP

At SNCF Réseau, making ecodesign a priority means:

- Conserving resources and consuming fewer non-renewable materials
- Boosting energy efficiency
- Limiting environmental impacts
- Making the rail network more resilient
- Shrinking our physical footprint.

Today's ecodesign encompasses the need to make infrastructure and rolling stock more climate-resilient.

MAKING THE ENVIRONMENT A CORE PRINCIPLE

By the end of 2019, SNCF Réseau had incorporated ecodesign principles into some 75 projects—up from 50 in 2018—in areas ranging from station accessibility to high-performance processes. In the Paris region, for example, we developed an ecodesign support tool to build environmental performance into our study protocols. Also in 2019, we added environmental performance clauses to around ten contract renewals for concrete sleepers and other rail products.

LEARN MORE >



// 3 QUESTIONS FOR RAPHAËL MÉNARD, CHAIRMAN OF THE AREP MANAGEMENT BOARD

LEARN MORE >



Why did you give ecodesign such a prominent role in upgrading Nîmes Pont du Gard station?

It was essential to integrate the

new building and rail infrastructure into their surroundings. Many stations are located in urban areas, but Nîmes Pont du Gard station is well outside the city in a natural setting. Our priority was minimizing our impact on its rich, complex landscape.

What makes the project stand out?

Nîmes Pont du Gard is the first railway station to be certified as a Sustainable Mediterranean Building (BDM). And it incorporates all of the components of the EMC2B programme launched by Arep and SNCF Gares & Connexions in 2019:

Energy: The new station will generate more power than it uses, thanks to built-in renewable energy combined with technical and architectural choices that minimize consumption.

Materials and Carbon: We built Nîmes Pont du Gard with resource-efficient materials, including its striking

"rammed earth" concrete, bio-sourced less than 10 km from the site.

Climate: the station has a natural ventilation and cooling system that was built into the original design.

We designed the station to fit naturally into its site and included abundant landscaping. These features provide more comfortable temperatures for travellers, but also preserve and promote biodiversity.

When Arep takes the lead on a project, how important are ecodesign principles?

Within SNCF Gares & Connexions, Arep is a key player in the drive to reach carbon neutrality by 2030. It's our job to offer creative new solutions, but above all they need to be easy, economical, and sustainable to meet every aspect of the climate challenge—getting away from fossil fuels, building a renewable future and documenting the provenance and re-use of materials. But also taking ownership of the project's carbon footprint, ensuring that the building is comfortable and climate-resilient, and helping to preserve biodiversity. That's our mantra for showing customers that each project is sustainable, both qualitatively and quantitatively.

LEARN MORE >



// INNOVATIVE MATERIALS FOR THE TRAINS OF TOMORROW

WHAT WE'RE DOING

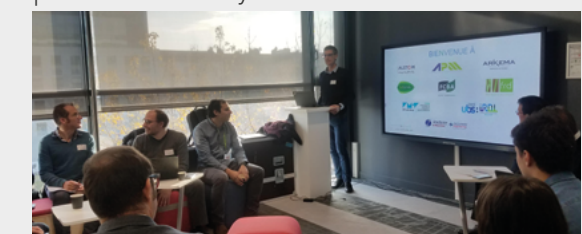
When a train's seats, tray tables and other fixtures are made from petroleum-based products, the manufacturing process can generate pollution, and the components themselves are often hard to repair—and impossible to recycle. At SNCF, we're searching for alternatives that are greener, but still meet the strict requirements of the rail industry.

HOW WE'RE DOING IT

Following a joint call for expertise by SNCF Innovation Recherche and SNCF Mobilités, we built a team of experts tasked with evaluating the usefulness of bio-based materials—derived from living organisms such as wood, resin and plant fibres—for the rail industry.

WHAT WE'VE ACHIEVED

With the right bio-based materials—plant-based carpets and building components reinforced with flax fibre, for example—we could deliver both environmental and technical performance at no additional cost. If these materials are approved, we plan to source them primarily from French industries with well-established expertise, such as the flax and hemp producers in the Grand Est and Hauts-de-France regions. With quality suppliers, we should be able to complete development and begin production within a year or two.



Bio-Based Materials Day, Saint-Denis, 21 November 2019
© Léa Darmon-Raphoz

PRESERVE NATURAL RESOURCES AND BIODIVERSITY



Workers install trackside fencing to discourage wildlife crossings at Coubert, on the Paris-Lyon high-speed TGV line ©SNCF

Like a network of waterways reaching into every corner of France, the SNCF rail system interacts constantly with nature. And as a good corporate citizen, we're working to cultivate biodiversity in partnership with local communities.



100%

of our wooden sleepers are sourced from FSC-certified suppliers



8

partnerships with French biodiversity advocates were formed in 2019, for a total of €204 million



-75%

reduction in herbicide use over 20 years

PROTECTING AND PROMOTING BIODIVERSITY

Although our operations inevitably affect biodiversity, we can use our real estate holdings to protect and preserve it. At SNCF Réseau, biodiversity is a top CSR priority, and a key social and environmental engagement issue for the entire Group. In 2018, for example, we joined the Act4nature initiative, and in 2020 we're publishing a biodiversity roadmap that strengthens our Group-wide commitment to the Avoid, Reduce, Offset (ARO) principle, and providing a tool to track offset measures.

More broadly, SNCF has joined a number of partnerships with other environmentally responsible players, including the French non-profits Orée, EpE and CILB, and we're funding research projects such as ITTECOP⁹, which studies the ecological impact of land transport systems.

GETTING RESULTS

At SNCF, we make it a priority to limit our use of herbicides, and we're testing a variety of new methods, such as weed-blocking mats under our trackbeds and alternative biological control agents. For the long term, we're studying innovative herbicide-free technologies using electromagnetic pulses (EMP) and other technologies.

In addition, SNCF has made 15 commitments under the Act4nature initiative, launched in 2018 by the business coalition EpE (Entreprises pour l'Environnement). To meet these, we're engaged in projects across a wide range of areas—transforming infrastructure corridors into ecological corridors where we can, restoring the ecological continuity of waterways, and experimenting with new ways to reduce collisions with wild animals.

LEARN MORE >



// NATURAL SELECTION

WHAT WE'RE DOING

Even before the French bans on glyphosate-based herbicides were announced, SNCF was working to find alternatives that balanced eco-protection with the need to keep our passengers and employees safe. We're now testing several solutions, including selective plantings on sidings.

HOW WE'RE DOING IT

As part of a research experiment, SNCF Réseau is cultivating select plants on little-used sidings at our Brevans site in the Bourgogne Franche-Comté region and along classification tracks at Villeneuve-Saint-Georges in the Paris region. Areas were seeded with assortments of carefully chosen, low-growing species that will reduce the need for maintenance.



Seeding rail sidings with a hydromulch slurry at Brevans in October 2019 © Anne Petit

WHAT WE'VE ACHIEVED

Over a five-year period, data will be collected, and results analysed to judge the success of the experiment and extract lessons learned. We also plan to make a selection tool available to local units to help them identify the best seed mixes for their needs.

// RAISING BIODIVERSITY AWARENESS AT SNCF

WHAT WE'RE DOING

Trackside maintenance brings some 30,000 SNCF Réseau employees into direct contact with biodiversity. For us, the challenge is to raise their awareness and train them in best practices without losing sight of the critical need for safety.

WHAT WE'VE ACHIEVED

In 2019, testing showed that the game has value as a training tool, and in spring 2020 it was folded into the training curriculum for track maintenance workers. This flagship effort benefits both partners: LPO has gained a better understanding of what it takes to keep the rail system safe, and SNCF Réseau has integrated best practices in biodiversity into its operations. The benefits of being willing to look at problems with fresh eyes and tap into the expertise of civil society couldn't be clearer.

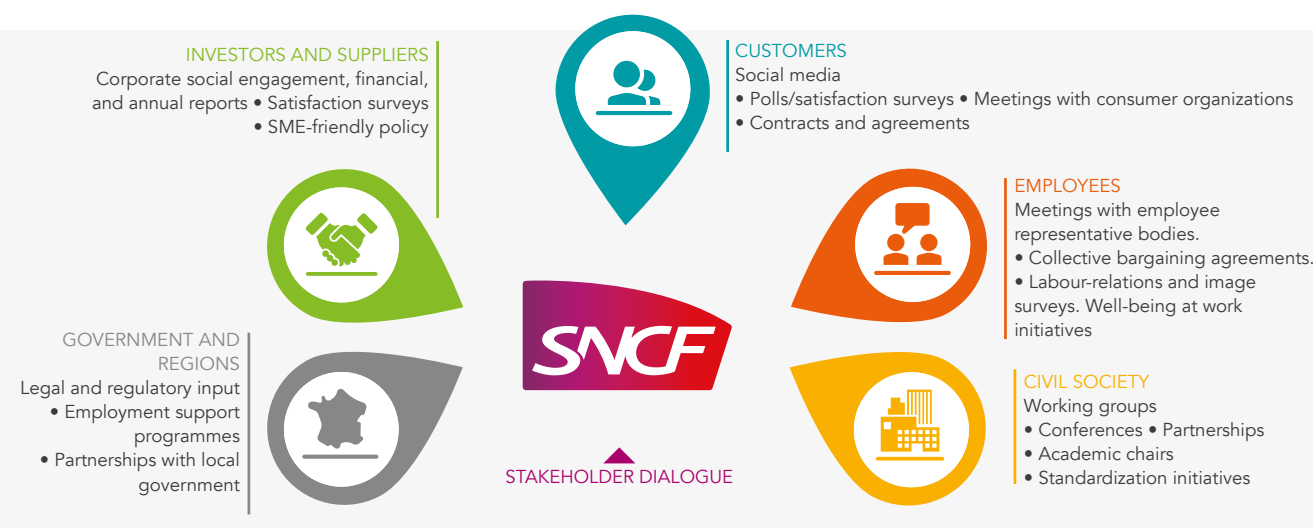
HOW WE'RE DOING IT

Building on a partnership forged in 2015, SNCF Réseau and the French Bird Protection League (LPO) have developed a serious game that makes the learning process fun. Players work their way through 17 situations that incorporate information on biodiversity, best practices and content from internal documents—from employee feedback to company guidelines.



Serious game: Biodiversity training at SNCF Réseau ©SNCF/ LPO

⁹ ITTECOP (Land Transport Infrastructures, Ecosystems and Landscapes) is a research programme led by the French Ministry for the Ecological and Inclusive Transition in partnership with Ademe, the French Environment and Energy Management Agency. It addresses the technical challenges presented by land transport infrastructures—roads, rail, waterways and energy—and their interfaces with local communities, such as railway stations and ports, airports, as well as impacts on landscapes and ecosystems.



03

PROMOTING A SHARED VISION OF MOBILITY

At SNCF, we're gearing up for the challenges that lie ahead and shaping the future of mobility—a future that works for all. And as we do so, we're inviting input from our stakeholders in France and beyond: regions, passengers, institutions, partners, suppliers, and more.

How SNCF is contributing to the UN's Sustainable Development Goals (SDGs)¹⁰



¹⁰At the start of each chapter, we have used icons to show how SNCF is contributing to the Sustainable Development Goals (SDGs) adopted by the United Nations. See p.97 for more information.

IN FOCUS

Do SNCF's stakeholders hold the Group to unusually high sustainability standards?

ARNAUD LEROY: Absolutely. As a state-owned group, SNCF is expected to set high standards and lead by example. And because transport is a key priority in sustainability strategies, stakeholders rightly expect suppliers and partners all along the logistics chain to play their part.

STEFAN BÜRKLE: Organizing authorities and other stakeholders set stringent sustainability standards for SNCF. Procurement is an increasingly important part of the work we're doing to meet those expectations—and that trend will only continue in the future. With the core group (GPF) alone purchasing goods and services worth close to €12 billion a year, our CSR performance is closely intertwined with the performance of our 23,000-plus suppliers. Our aim is to make CSR our calling card—and to help the businesses we purchase from raise the bar for sustainability.

SNCF is committed to shaping useful, green mobility for all. Why is consensus-building so important, and what topics should the process cover?

A.L: I can't overstate the importance of consensus-building. By inviting input from all sides, you understand how decisions affect people in ways you wouldn't expect—and it means you can shape solutions that really work. The process covers a wide range of topics—everything from technical matters like carbon intensity, noise and air quality, to bigger-picture subjects like biodiversity and the circular economy. The difference is that now, unlike in the past, everyone recognizes that these issues are interconnected.

S.B: I couldn't agree more. Navigating complexity is a team effort. That's why we co-founded Railsponsible, an initiative focused on sustainable procurement in rail—because we believe that we're stronger when we act together than when we go it alone.

By comparing and learning from each other's procurement practices, we're able to lift environmental and social performance across the industry and advance together.



ARNAUD LEROY
Chairman, French Environment and Energy Management Agency (Ademe)

STEFAN BÜRKLE
Chief Procurement Officer, SNCF Group



As French markets open up to outside competition, how will SNCF's commitment to close ties with its stakeholders help the Group stand out?

A.L: Dialogue builds trust and, as any company knows, trust is the key to a successful business relationship. It's important for partners to feel valued—and to know that the end result reflects their inputs and priorities. It reassures them. Competition may be coming, but price won't be the only battleground.

S.B: Absolutely: in business, trust is everything. That's why, at SNCF, building balanced, lasting relationships with all our stakeholders—and especially our suppliers—is one of our top priorities. We were delighted to receive the Responsible Supplier Relations and Procurement mark in 2012, and we undergo demanding annual audits to make sure our policy, practices and performance remain up to standard.

ETHICS AND COMPLIANCE WITH INTERNATIONAL STANDARDS OF CONDUCT



© Matthieu Raffard

As an ethical, transparent organization, we hold ourselves to the highest international standards and maintain ongoing dialogue with our stakeholders.



46

corruption-prevention training sessions, attended by 820 employees



80

whistleblowing reports filed



28

investigations, resulting in 57 recommendations



165

awareness sessions, reaching 4,000 employees

LIVING OUR VALUES

SNCF Group's Ethics Charter, endorsed by the Supervisory Board and the Executive Committee in November 2016, lays out the five core values that apply across our organization—integrity, responsibility, respect for people, trust, and courage. It also sets out 11 key principles governing how our people should conduct themselves, and the three golden rules they should follow if they have any concerns: exercise professional judgement, seek advice, and report contraventions.

ETHICAL AS STANDARD

In 2019, our Ethics Division stepped up implementation of our anti-corruption programme—a requirement under French law—and strengthened our processes for preventing and addressing sexual harassment in the workplace. In what proved to be a busy year, we also published three new ethics guides for our employees—covering bullying, personal data and artificial intelligence—and continued the roll-out of our MyEtic app, which employees can use to get information and guidance on ethics-related matters.

EMPOWERING OUR PEOPLE TO ACT WITH CONSCIENCE

Our ethics programme sets standards for good conduct, and our Ethics Division works hard to ensure that we meet them. Our aim is to make every employee an effective, responsible stakeholder with respect for our company and for other people. Employees in France can use our whistleblowing system to report malpractice, unlawful behaviour, or circumstances that could harm our business or reputation.



LEARN MORE >

// TAKING OUR ANTI-CORRUPTION PROGRAMME UP A GEAR

LEARN MORE >



WHAT WE'RE DOING

The Transparency, Anti-Corruption and Economic Modernization Act (Loi Sapin II), adopted on 9 December 2016, requires organizations above a certain size to take eight actions to prevent and detect corruption and influence-peddling in France and abroad. And since 1 January 2020, when we began trading as a single, integrated, public limited company, we've come under the scope of the Duty of Care Act, which requires large businesses to establish a duty of care plan that includes a risk map, evaluation procedures, and whistleblowing and monitoring mechanisms.



KEY FIGURE

Over 5,000 suppliers have signed our CSR & Anti-Corruption Charter since 2018¹¹

HOW WE'RE DOING IT

In 2019, we stepped up implementation of our anti-corruption programme as we're required to do by law. Our new Anti-Corruption Committee, which we formed last year to chart our progress, has appointed eight anti-corruption leads—each responsible for one of the eight actions set out in the act—to drive and steer our efforts, ensuring that measures are in place.

WHAT WE'VE ACHIEVED

Last year, we produced an individual risk map for each entity within our new structure, and we delivered training to around 3,400 core group staff (GPF) with the highest exposure to corruption risk—a three-fold increase on 2018.

// EMBRACING AI WITH CAUTION AND CARE

WHAT WE'RE DOING

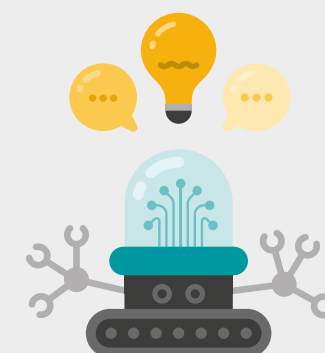
Artificial intelligence (AI) is playing an increasingly prominent role in our business and operations—from predictive maintenance to customer service. But as the technology evolves at pace, and as algorithms transcend national borders, we recognize the ethical concerns related to their design and use. So we're striking a cautious balance: mapping and addressing risks without standing in the way of technological progress.

HOW WE'RE DOING IT

In 2019, we launched a major drive to build a comprehensive, holistic picture of artificial intelligence and what it means for our business. We also joined around 50 other organizations in responding to a European Commission consultation, helping to shape specific proposals for building AI that people can trust.

WHAT WE'VE ACHIEVED

As well as publishing an in-house guide to ethics and AI, we held several awareness and training sessions last year, including a seminar featuring contributions from employees and outside speakers. We also gave a presentation on the subject for the Cercle d'Ethique des Affaires, France's longest-serving ethics and compliance organization, at the European Business Ethics Forum.



© Sébastien Morales

¹¹Scope: GPF

LISTEN TO OUR CUSTOMERS



The SNCF social room, Saint-Denis © Raphaël Dautigny/SNCF

We're giving our customers even more ways to connect with us—to get real-time information, share their views, or file a complaint. It's all part of our commitment to engaging with our stakeholders.



4,700

Transilien handles 4,700 calls per month



10 min

We pledge to answer all traffic-related questions in under 10 minutes



67%

In 2019 we answered 67% of questions across our TER Twitter accounts

KEEPING OUR FINGER ON THE PULSE

At SNCF, we're determined to build and nurture close ties with our customers. One example is the far-reaching consultation exercise we carried out in summer 2017, when we invited input from passengers and employees on our new corporate strategy—and received over 58,000 online responses. We've also signed a memorandum of understanding with 10 consumer organizations—across transport, housing, union representation, and more—and we hold regular meetings with these partners to discuss current and forthcoming initiatives.

ENHANCING THE CUSTOMER EXPERIENCE

In our drive to make travelling with us a more seamless and convenient experience, we're giving passengers even more choice in how they connect and interact with us—across Transilien, TER and SNCF Voyages. Customers can get in touch via our websites and Assistant SNCF app, reach us through Twitter, Facebook, WhatsApp and iMessage, use our chatbots, or contact one of our Customer Relations Centres. And in January last year, we began working on a new chatbot for Oui.sncf. Once it's up and running, the system will replace the complaint form on SNCF.com, giving us a picture of events as they happen across our network and facilitating solutions. Meanwhile, customers who wish to escalate a dispute can refer the matter to the independent ombudsperson via SNCF.com.

LEARN MORE >



// SURVEYING THE MOBILITY LANDSCAPE



© Denys Nevozhai

WHAT WE'RE DOING

The climate emergency calls for tough action. Yet the world is in the grip of another crisis—a social crisis—that requires adapting to individual mobility needs. At SNCF, we're exploring ways to bring mobility to all while protecting the planet from the impact of commuter travel.

HOW WE'RE DOING IT

Last year, we helped prepare the Baromètre des Mobilités du Quotidien, an everyday mobility

survey compiled by Wimoov, a non-profit working to bring mobility solutions to people in need, and the Nicolas Hulot Foundation for Nature and Mankind (FNH), an organization we've supported since 2011.

WHAT WE'VE ACHIEVED

The first-of-a-kind survey, drawing on a nationwide sample of 4,000 respondents, was published one month after the French Mobility Act (LOM) passed into law. It provides a comprehensive picture of patterns of mobility in France, as well as aspirations for the future. Based on the findings, Wimoov and FNH drew up a series of recommendations—released ahead of the municipal elections—to help match transport supply with demand. The exercise will be repeated every 12 months to keep track of changing practices and map out a path towards sustainable mobility for all.

LEARN MORE >



// CASTING A CRITICAL EYE



Mobile/Immobile exhibition, National Archives, Paris, October 2019

WHAT WE'RE DOING

Modern attitudes towards mobility are more nuanced than they once were. While transport remains an immense source of freedom, it's also associated with inequality and considered harmful to the planet. In our drive to understand the bigger picture, we support the Mobile Lives Forum, a mobility think tank that works across the arts and sciences to explore how travel shapes our daily lives—and to pave the way for more desirable and sustainable lifestyles.

HOW WE'RE DOING IT

In 2019, the Mobile Lives Forum held its Mobile/Immobile exhibition at the National Archives in Paris and at the Maison de la Photographie in Lille. The event, which wove together the views of artists and researchers, took an evidence-based yet relatable look at our mobile lives—past, present and future.

WHAT WE'VE ACHIEVED

The exhibition drew over 35,000 visitors across the two venues, thanks in no small part to positive press coverage in more than 100 articles. Close to 800 people also attended five side events.

// DESIGNING A TRANSPORT PLAN WITH CUSTOMERS,
FOR CUSTOMERS

WHAT WE'RE DOING

As society evolves, so too are the travel requirements of our customers. At SNCF, we're keeping pace with these changes through clearer, locally focused services that cater to every mobility need.

HOW WE'RE DOING IT

We teamed up with the Normandy Region for Normandoscopie, a survey to help us match transport provision with local demand. Having collated and reviewed the findings, the regional authority opened a far-reaching consultation ahead of the launch of a new region-wide mobility plan



Press conference marks roll-out of new transport plan on 11 October 2019 ©SNCF

in 2020. The exercise, which invited input from elected officials and passenger organizations, included targeted focus-group sessions on transport planning, services and fares. Passengers also had a chance to share their views on the proposals at special stands in stations throughout the region.

WHAT WE'VE ACHIEVED

The proposed new timetables—more than six months in the making—were unveiled in summer 2019. After taking on board hundreds of contributions spanning around 60 different subjects, we made some last-minute changes to our proposals, including adjusting morning departures from Caen and Le Havre, adding more evening and rush-hour trains, and modifying stopping patterns. The end result is great news for passengers: a target 20% increase in service provision, better on-time performance, and a clearer, segmented offer.

// REDESIGNING REGIONAL SERVICES IN NORTHERN FRANCE

WHAT WE'RE DOING

In Hauts-de-France, the country's northernmost region, passenger expectations have changed beyond recognition. We realized that our TER regional service, designed eight years ago, no longer made the grade on three fronts: passenger information, seat availability, and on-time performance.

HOW WE'RE DOING IT

After carrying out detailed research into local mobility practices, we've restructured our regional service around three new offers—and set a new benchmark for robustness and reliability in the process. The first is TER Citi, our efficient, frequent service for dense metropolitan areas where morning gridlock has left roads all-but impassable. The second is TER Proxi, designed to provide outstanding coverage to less densely populated urban and rural communities. And the third is TER Krono, which delivers fast transport between major regional hubs. The Hauts-de-France region is also served by TERGV, an express service that uses

high-speed TGV trainsets. Here, we've increased capacity by 49% to meet rising demand.

WHAT WE'VE ACHIEVED

The new service went live in December 2019. In the northern part of Hauts-de-France, our segmented offer has resulted in more balanced schedules and greater clarity for passengers. With 25,000 extra daily seats on weekdays, a 9% rise in trains, a two-point improvement in on-time performance and enhanced passenger information, TER is now better attuned to local mobility requirements and better equipped to deliver the standard of service our customers rightly expect.



Interactive map of the new TER network in Hauts-de-France ©SNCF

LEARN MORE >



// PUTTING RAIL FREIGHT STAKEHOLDERS CENTRE STAGE



The EcoTransIT World Workshop, Paris, 3 April 2019 © EcoTransIT

WHAT WE'RE DOING

Together with our industry partners, we're working towards a standardized, reliable method for calculating per-journey energy consumption and emissions for freight transport—a legal requirement for all transport operators in France since 2013.

HOW WE'RE DOING IT

At GEODIS and Fret SNCF, we use EcoTransIT World—an industry-wide software program that calculates energy consumption and emissions in line with national and international standards. Developed

as an environmental footprint transparency tool for the freight transport sector, ETW supports granular transport-related data, quantifying and comparing energy use, greenhouse gas emissions and other air pollutants for complete logistics chains and for any region.

WHAT WE'VE ACHIEVED

In April 2019, GEODIS and Fret SNCF co-hosted the EcoTransIT World Workshop in Paris. Attendees discussed the latest industry priorities, took stock of current emissions measurement and reduction tools and initiatives, and learned more about the benefits of ETW.

// SNCF RÉSEAU LAUNCHES REGIONAL STAKEHOLDER COMMITTEES



The Occitanie Regional Stakeholder Committee meets for the first time, 26 June 2019 © SNCF

WHAT WE'RE DOING

At SNCF Réseau, listening to our stakeholders is second nature. It's how we develop collaborative solutions to the challenges facing our industry and the communities we serve. And we're taking that commitment a step further through our new Regional Stakeholder Committees, which mirror the national body we created two years ago.

HOW WE'RE DOING IT

In June 2018, we launched our National Stakeholder Committee to give everyone—

elected officials, academics, and business and non-profit leaders—a chance to make their voice heard and to help set SNCF Réseau's strategic direction. In 2019, we set up Regional Stakeholder Committees based on the

same model and with the same aim: to invite input from all these stakeholders on the issues that matter most to them.

WHAT WE'VE ACHIEVED

Last year, regional committee members discussed and debated a wide range of local priorities—attracting business and investment in Provence-Alpes-Côte d'Azur, tackling climate change in Occitanie, shaping the railway network of 2030 in Burgundy Franche-Comté, and boosting freight transport and logistics in Normandy.

BUILDING TOGETHER: STEPPING UP FOR NON- PROFITS



We're going all out to lay the groundwork for the ecological transition in mobility, working hand in hand with our many partners in the business community, in academia and in civil society. The aim in each case is to make a difference on the CSR issues that matter most. We support non-profits, foundations and NGOs—as a partner or sponsor—by taking part in joint initiatives and participating in working groups. Below are some of the organizations we worked with in 2019, along with details of what we achieved together.

// CORPORATE ENVIRONMENTAL GROUPS



ENTREPRISES POUR L'ENVIRONNEMENT (EPE) • Partner since 1993

AS A PARTNER, WE

- Discuss issues related to the ecological transition with other members.
- Contribute to studies, publications and events
- Participate in thematic commissions and working groups (climate change, biodiversity, etc.).

IN 2019, WE

- Participated in the Zen 2050 study, which aims to identify the actions each industry should take to reach net-zero greenhouse gas emissions in France by 2050.
- Contributed to Factoring in Environmental Health Issues Facing Businesses, a publication containing guidance and recommendations.



ORGANISATION POUR LE RESPECT DE L'ENVIRONNEMENT DANS L'ENTREPRISE (ORÉE) • Partner since 2013

AS A PARTNER, WE

- Cooperate with other members on biodiversity, the circular economy and regional development.
- Serve as deputy chair of the organization and lead three sector-specific clubs (reclaiming foams and textiles, deconstructing buildings, and managing waste from stations and trains).
- Take a leadership role in FRIVEP, a campaign to create a full-scale industry for re-using and recycling workwear.

IN 2019, WE

- Launched the FRIVEP pilot phase at a special ceremony attended by Brune Poirson, Minister of State for the Ecological and Inclusive Transition, and Agnès Pannier-Runacher, Minister of State for Industry.

// THINK TANK



THE SHIFT PROJECT • Partner since 2013

AS A PARTNER, WE

- Contribute to studies, publications and events as part of the organization's efforts to inform and influence the debate on the shift to a post-carbon economy in Europe.

IN 2019, WE

- Applied the principles of the Guide to Daily Low-Carbon Mobility to our operations in the Seine Valley area of northern France.
- Published two new guides: Energy-Climate Scenarios: Evaluation and Guidance and The Future of the Planet in the French Higher Education System.

// ENVIRONMENTAL AND SOCIAL JUSTICE ORGANIZATIONS



FRANCE NATURE ENVIRONNEMENT (FNE) • Partner since 2008

AS A PARTNER, WE

- Share knowledge on environmental topics and issues (mobility, biodiversity, resources, etc.).
- Explore and champion new approaches in the world of work.
- Support local consensus-building, working with non-profits on the front line.

IN 2019, WE

- Earmarked 100 hectares of disused rail land for solar farms.
- Ran local biodiversity conservation projects on rail land (drawing on the principles of the national roadmap).
- Delivered sustainable mobility training to SNCF employees.



NICOLA HULOT FOUNDATION FOR NATURE AND MANKIND (FNH) • Partner since 2011

AS A PARTNER, WE

- Engage in high-level discussions with FNH executives.
- Share expert insights on mobility-related challenges.
- Publish details of our work on SNCF and FNH social media pages.
- Cooperate on events.

IN 2019, WE

- Held discussions on the French Mobility Bill (LOM), biofuels, glyphosate-based herbicides, and mass catering.
- Helped prepare the Baromètre des Mobilités du Quotidien, an everyday mobility survey compiled by FNH and Wimoov.



CLIMATE CHANCE • Partner since 2015

AS A PARTNER, WE

- Participate in summits organized by Climate Chance.
- Hold discussions on sustainable mobility and advocate for low-carbon solutions.

IN 2019, WE

- Took part in the unveiling of the second Annual Report of the Global Observatory on Non-State Climate Action.



FRENCH BIRD PROTECTION LEAGUE (LPO) • Partner since 2015

AS A PARTNER, WE

- Share knowledge on protecting biodiversity on rail land.
- Share expert insights to promote best practice among our workforce.
- Deliver training on biodiversity-related challenges.

IN 2019, WE

- Protected stork nests above our tracks in Côte-d'Or (north-eastern France) and Aquitaine (south-western France).
- Trained 80 maintenance engineers in Ain (eastern France) how to deal with snakes on and around our tracks.
- Began work on an artificial badger sett in a rail embankment in Grand-Est (north-eastern France).



MÉTÉO ET CLIMAT • Partner since 2015

AS A PARTNER, WE

- Speak at conferences and events throughout the year.
- Operate the Climate Train—a travelling exhibition, on board a specially kitted out TER regional trainset, that gives visitors a better understanding of the climate-related challenges we face, examines how we might meet them, and shows them what they can do (SNCF is a partner and co-founder of the project).
- Support and attend the annual International Weather and Climate Forum.

IN 2019, WE

- Took the Climate Train exhibition to Saint-Denis to mark "Vive le Train", our special open week event.
- Invited Climate Train president Jean Jouzel to speak to SNCF employees.



INSTITUT TÉLÉMAQUE • Partner since 2011

AS A PARTNER, WE

- Sign up SNCF employees to act as mentors to teenagers from disadvantaged backgrounds.
- Share insights and experiences with young people at specially arranged events.
- Contribute to discussions around the future of work with other partners at workshops and as a member of working groups.

IN 2019, WE

- Held an in-house recruitment drive to sign up new mentors to the scheme.
- Hosted middle-school pupils on short-term internships, adding to the 1,000-plus young people the organization has supported since 2011.



CAPITAL FILLES • Partner since 2017

AS A PARTNER, WE

- Match young women in secondary education with female mentors from our workforce, who provide subject-choice and career guidance, as well as help and support applying for courses or work-study programmes.
- Give teenage girls an introduction to the world of work.

IN 2019, WE

- Matched close to 70 SNCF mentors with young women throughout France.

STAY IN CONSTANT CONTACT WITH OUR INSTITUTIONAL PARTNERS



SNCF stand at the Mayors and Local Government Convention (SMCL), Paris, 20 November 2019 © SNCF

As a global leader in passenger and freight transport services, we leverage our size and influence to stand up for our interests—and always in accordance with domestic and European law.

MAKING OUR VOICE HEARD IN BRUSSELS

Decisions made by the European Union have a profound influence on the entire transport industry, including SNCF. We've been present in Brussels since 1992, and we now have a dedicated European Affairs Department that deals directly with EU institutions—the Parliament, the Commission and the Council—as well as with France's permanent representation to the EU and other partners at European level.

We draw on our wealth of international experience to influence and inform EU decision-making in our areas of expertise—rail infrastructure, passenger transport and logistics. We also organize conferences and events to help shape and guide public debate on contemporary issues.

In 2019, the European Affairs Department ensured our interests were reflected in proposals to revise the regulation on rail passengers' rights, and we set out our position on other subjects, including accessibility and environmental matters (internalization of environmental costs, emissions trading and rail noise). Also last year, we threw our weight behind the EU's climate ambitions for 2030 and 2050, the Just Transition Mechanism, and other aspects of the Commission's Sustainable Europe Investment Plan.

WORKING WITH THE REGIONS WE SERVE

With mobility solutions extending to every corner of France, we know just how important our business is in reducing regional inequality and making a positive difference on the ground. We build close, lasting ties with local and regional authorities—and we're there by their side to help make their plans a reality. Our External Relations and Public Affairs Departments steer this effort nationally, backed by regional representatives who also deal directly with local elected officials. We also partner with associations representing elected officials at every level of local government—from regions and départements to cities and smaller towns.

// TAKING THE LEAD ON THE EUROPEAN STAGE

LEARN MORE >



WHAT WE'RE DOING

At SNCF, we recognize that collaboration is the key to a successful future. That's why we're working closely with industry partners in Europe—where most of the laws affecting our business are made—to assert our common interests. And because partnership builds critical mass, we're also able to gain a clearer picture of the European technology landscape, fund research and development programmes, and accelerate innovation to market.

HOW WE'RE DOING IT

Through our work with the European Railway Agency (ERA) and the Commission, we're on the front line in shaping EU legislation that affects our industry. We're part of Shift2Rail (S2R), a public-private partnership set up to map out the future of rail in Europe. Members work together on innovative projects—spanning rolling stock, command and control systems, infrastructure and

rail freight—with the EU covering 45% of the cost. SNCF is also involved in the International Union of Railways' Research and Innovation Coordination Group (RICG), and in the European Rail Research Advisory Council (ERRAC), which was set up to advise the Commission on technology priorities and help shape a favourable funding landscape for rail research and innovation.

WHAT WE'VE ACHIEVED

We're a key player in promoting rail interoperability in Europe—an EU priority—working with partners from across our sector to map out what the continent's network will look like in the future, and where innovation is needed to improve rail system performance.

// SHAPING LAW AND POLICY IN FRANCE

WHAT WE'RE DOING

SNCF is regularly invited to contribute to parliamentary discussions in France, sharing our insights and experience on matters related directly or indirectly to our business—from passenger and freight transport to sustainability, the environment, and wider issues shaping social and economic legislation.

HOW WE'RE DOING IT

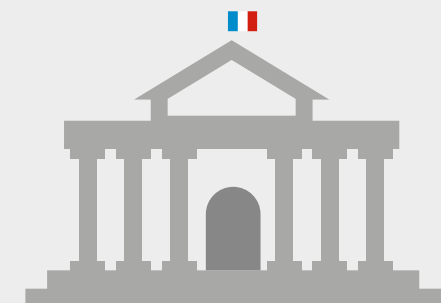
By attending parliamentary hearings and supporting the work of MPs and government in other ways, our representatives have a hand in shaping law and policy—and ensure our interests are reflected.

WHAT WE'VE ACHIEVED

In 2019, much of our work focused on the new French Mobility Act (LOM)—the cornerstone of the government's mobility strategy—which passed into law on 24 December 2019. We set out our position

on various aspects of the legislation, including plans for enhanced passenger information, multimodal ticketing, level crossing safety and local rail lines, as well as measures to promote clean and active transport modes.

SNCF representatives also attended National Assembly and Senate hearings on implementing the New Railway Pact, passed on 27 June 2018, and gave evidence to parliamentary committees on subjects ranging from glyphosate alternatives and energy transition barriers to bridge safety and our free travel policy.



A PROCUREMENT STRATEGY BUILT ON RESPONSIBLE SOURCING



© Yann Audic

Through our responsible procurement policy, we're making progress on our Group-wide goals: achieving carbon neutrality, promoting the circular economy, and boosting regional development.



650

strategic suppliers evaluated by Ecovadis



56.9

Average score awarded to SNCF suppliers evaluated by Ecovadis (out of 100)



€250M

of employee savings invested in socially responsible funds in 2019

DEMONSTRATING OUR SOCIAL ENGAGEMENT

At SNCF, our commitment to corporate citizenship permeates everything we do, including how we source goods and services. We're working on three fronts to make our partners and suppliers an integral part of the CSR process—and to create value, both for them and for our business:

- Making carbon performance a decisive criterion for supplier selection.
- Considering the whole-life environmental impact of the products we source—from design to end of life.
- Supporting regional communities and economies, and helping to create and preserve local jobs by buying from SMEs where we can, and by purchasing more goods and services from socially responsible, inclusive businesses.

SNCF signed the Responsible Supplier Relations Charter in April 2010 and we were awarded the Responsible Supplier Relations and Procurement mark in 2012. Our procurement policy emphasizes dialogue and partnership—and where necessary, we

offer mediation through our supplier ombudsperson. Details of the process, which we launched in 2010, can be found at SNCF.com.

RESPONSIBLE AS STANDARD

We prefer to work with businesses that demonstrate a firm commitment to social and environmental responsibility. That's why, for our strategic suppliers, CSR performance now counts a full 20% towards their overall score. We're also committed to sourcing from suppliers that employ workers with disabilities and the long-term unemployed. In 2018, we did €15 million in business with the sheltered sector—double the amount of our purchasing in 2007—and we've set ourselves a new goal: to double that figure again by 2020. Last year, we purchased €2.2 billion of goods and services from SMEs and very small businesses.

// LEADING THE WAY ON SOCIALLY RESPONSIBLE SAVINGS



SNCF representatives collecting the Social Impact Award, Saint-Denis © Hervé Hellec

WHAT WE'RE DOING

Unlike conventional savings schemes, socially responsible plans allow members to support good causes as they build their nest egg. Money invested in these funds goes towards charities and socially minded organizations. And although such investments typically offer lower financial returns, the projects they support—such as back-to-work programs, conservation initiatives, and humanitarian causes—are of great benefit to society and the environment.

HOW WE'RE DOING IT

At SNCF, we see socially responsible investing as a top CSR priority—and we're leading by example. In 2016, our group savings plan included just one socially responsible fund. By last year, we'd increased that number to three.

WHAT WE'VE ACHIEVED

Our socially responsible plans have proven extremely popular with employees, who see them as a way to give something back, both individually and collectively. In 2019, some €250 million of employee savings went directly to projects and organizations in the social and socially responsible economy across France—on top of the work we're doing through the SNCF Foundation and SNCF Développement. Also last year, SNCF won the Social Impact Award from ORAS, a compensation and benefits observatory.

// SUPPORTING FRENCH REGIONS—OUR LOCAL IMPACT IN 2019*

At SNCF, we understand the impact our business has on the regions we serve. And our responsible, inclusive procurement policy reflects our determination to support local economies and create jobs in every part of France. In 2019, the core group (GPF) purchased goods and services worth close to €12bn from French suppliers.



SUPPLIERS

23,000 suppliers, including 16,400 SMEs and very small businesses



JOBS

294,400 jobs supported by SNCF in France, including:

- 173,600 indirect jobs in our supply chain
- 120,800 spin-off jobs (household spending and government funding)

1.1% of all jobs in France



WEALTH CREATION

€15.8bn of wealth created (1% of French GDP)



KEY FIGURES

€1m of procurement spend supports 25 jobs in France

20% of SNCF purchases come from SMEs and small businesses

72% of SNCF suppliers are SMEs and very small businesses



* Source: Utopies 2020 study, 2019 data (indirect + spin-off impacts), excluding subsidiaries

SNCF FOUNDATION: MAKING A DIFFERENCE ON THE GROUND



Tutoring by NGO Proximité © Célia Almuedo 2

Through our SNCF Foundation, we've been supporting good causes since 1995, changing the lives of people in need in the communities we serve.



702

charity and non-profit projects supported in 2019



15

SNCF Foundation regional representatives



€5M

annual budget for the SNCF Foundation

STAYING TRUE TO OUR VALUES

In 2016, the SNCF Foundation became the Group-wide philanthropic umbrella for charitable endeavours, spanning SNCF, SNCF Mobilités, SNCF Réseau, GEODIS and Keolis. With an annual budget of €5 million, our Foundation champions basic skills and technology programmes that help to bridge the literacy, numeracy and digital divide. We also recognize the horizon-broadening power of culture—which is why we support initiatives in cultural inclusion and the arts. Diversity, community outreach and citizenship projects are our third area of focus. Our Foundation makes a difference because we have close ties with local communities, because we work in partnership with charities and other businesses, and because our people are determined to give something back.

AN EVENTFUL YEAR IN 2019

In 2019, we published the results of our first skills-sharing survey and set up the Alliance pour le Mécénat de Compétences—a group of 20 organizations that have signed up to a seven-point manifesto. Also last year, we launched a support programme for refugees in partnership with the UN Refugee Agency (UNHCR) and the French Interministerial Delegation for the Reception and Integration of Refugees (DiAir). We're funding French lessons for 600 unaccompanied child refugees—delivered by educational charity Apprentis d'Auteuil—and SNCF employees are volunteering as refugee mentors under a scheme run by two non-profits: Singa and France Terre d'Asile.



LEARN MORE >



// BRIDGING THE DIGITAL DIVIDE

WHAT WE'RE DOING

Digital technology is revolutionizing our lives. But people who lack basic computer skills are at risk of being left behind.

HOW WE'RE DOING IT

Through our Foundation, we're working hard to bridge the digital divide by fostering inclusion and

teaching basic computing and digital skills. We understand that when young people truly master technology, they become more than mere users. That's why we're supporting initiatives at every level of society—from national programmes run by organizations like Emmaüs Connect, to regional and grassroots projects selected via our "Learning to Grow" contest.

WHAT WE'VE ACHIEVED

In 2019, our "Learning to Grow" contest saw funding awarded to 72 local initiatives throughout France, including 28 computer and digital skills programmes for teens. Among the winning projects were a one-to-one mentoring scheme for 250 disadvantaged young people in the Paris region, plus two initiatives in south-western France: coding and robotics classes in Nouvelle-Aquitaine, and fun, educational workshops in Occitanie.



NGO Voisin Malin works to promote digital literacy in disadvantaged neighbourhoods © I. Mathie

// OUR SKILLS-SHARING INITIATIVE

WHAT WE'RE DOING

At a time of dwindling government funding for the non-profit sector, we're championing skills-sharing initiatives as a way for businesses to plug the resource gap, give their employees a sense of purpose, and demonstrate their commitment to corporate citizenship.

HOW WE'RE DOING IT

We believe that sharing skills is a rewarding experience for employers and employees alike. Through our Foundation, we've set up the Alliance pour le Mécénat de Compétences to bring more businesses on board. Twenty have signed on at present. Membership is open to any organization that shares our vision—because we see strength in diversity.

WHAT WE'VE ACHIEVED

Around 20 organizations have joined the alliance so far, each signing a manifesto containing seven pledges:

- Develop a skills-sharing programme
- Offer varied volunteering opportunities
- Reward employees for giving their time
- Assess outcomes
- Support research
- Share experience and best practice
- Encourage other businesses to join the alliance.



Alliance pour le mécénat de compétences manifesto signed in Paris on 16 January 2019 © Ilan Deutsch



© Matthieu Raffard

04

BUILDING THE NEW SNCF TOGETHER

Since 1 January 2020, we've been re-inventing SNCF Group to meet the challenges of new competition in the rail industry. As part of this sweeping transformation, we're reworking our social contract—a process that has involved intensive dialogue with employees at all levels. Our challenge: **working together** to build the new SNCF a sustainable, attractive company that engages our people and wins their loyalty.

SNCF Group's contribution to the UN's Sustainable Development Goals (SDGs)¹²



¹² The icons at the start of each chapter show how SNCF is contributing to the Sustainable Development Goals (SDGs) adopted by the United Nations. See page 97 for more information.

IN FOCUS

SNCF is now a fully state-owned limited company. How does the change alter the relationship between the Group and its employees?

LAURENT TREVISANI: SNCF became a state-owned limited company on 1 January 2020. Beyond the change of legal form, the move signalled the beginning of a new chapter, with our entire workforce joining in under the umbrella of a single, unified entity. And as we brace for the imminent opening of the French rail market to competition, this new framework is designed to help us maintain our competitive edge, while at the same time keeping our people motivated and offering exciting, rewarding careers.

ALAIN MERGIER: In a clean break with the past, SNCF has stopped recruiting staff under France's special railway pension regime. The new rules place much more emphasis on personal performance and reward. As the changes bed in, the Group will need to do more to recognize the full range of individual strengths and management styles.

How has SNCF embedded social responsibility in its corporate strategy?

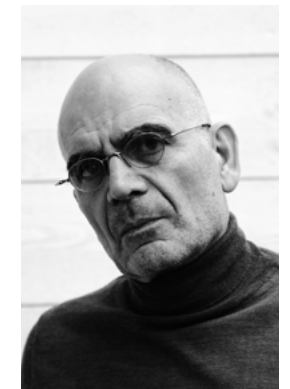
A.M: Building a credible strategy is about more than setting aims and objectives—no matter how sound they might be. Businesses also need to state, in clear terms, what their strategy means for people, the planet and the economy. These days, employees expect their work to provide a sense of purpose. That's why a corporate strategy without firm CSR commitments will ultimately ring hollow—and fail to drive workforce engagement. There was a growing sense—not least inside the organization—that SNCF was prioritizing productivity over social responsibility. But by making sustainability a priority, the Group has reconnected with its roots and placed community back at the heart of its business. And this is a move that will serve it well as it braces for competition.

L.T: The idea behind our new corporate strategy is twofold. First, we want SNCF employees to work in unison towards our common goals, and to understand their individual contribution to our core business—transporting passengers and freight. And second, we want to give our people a sense of how their day-to-day efforts support wider social outcomes. Those two aims should feed into our corporate culture and core values.



LAURENT
TREVISANI
Deputy CEO Financial
Strategy, SNCF Group

ALAIN
MERGIER
Sociologist and
semiotician



Has the change of legal form also affected the relationship between SNCF and the French people—and if so, to what extent?

A.M: The French have traditionally supported railway workers' right to strike in the name of public service. That bond of solidarity has weakened since the 1995 general strike, and people are now less accepting of strike action. But they're also putting renewed faith in rail as an answer to the climate emergency. So it's safe to say that the relationship is shifting, as people look beyond industrial relations and give equal weight to what SNCF is doing to support the regions where it operates.

L.T: SNCF is part of France's history and of people's day-to-day lives. That close connection also carries with it a weight of expectation—that we'll be flawless in everything we do, always. So the change of legal form is largely a side issue. What really matters is our continued ability to deliver for our customers—the people of France—in a fast-changing world.



BUILDING A NEW SOCIAL CONTRACT

France's National Assembly laid the groundwork for reform with the New Railway Pact of 27 June 2018, and on 1 January 2020 SNCF Group's transformation began—a process that includes transitioning to new terms of employment.

NEW EMPLOYMENT OFFER

As the passenger rail transport industry braces for new competition, the New Railway Pact is reshaping SNCF in fundamental ways. It has remade us as a new, unified group with a state-owned parent company and subsidiaries. It has given us new ways to finance the rail system and transferred €35 billion in debt from SNCF to the French State. And it requires us to develop new terms of employment for rail workers hired on or after 1 January 2020.

Getting the new terms right is vital for attracting talent, keeping employees engaged regardless of status, upskilling our workforce, and giving managers the flexibility they need to address genuine needs and skills in a range of job categories. It's also important for our employees to understand and take an active role in the process of change: their engagement is critical to its success. Throughout 2020, we'll be working for and with SNCF Group employees to shape a new corporate strategy that takes us in the right direction.

A SENSE OF BELONGING

To give SNCF employees a sense of belonging, we created Welcome Aboard, an all-digital training module that teaches new hires—and everyone else in our workforce—how the rail system works. The module uses e-learning to highlight the wide range of job categories within the Group, show how they work together, and outline career development possibilities at SNCF.



FRANÇOIS
NOGUÉ
Director of Human
Resources, SNCF Group

To build the new SNCF in partnership with all of our employees—present and future—we're building an attractive employment offer. For example, we're very careful to treat all employees equally, whether they're working under the old terms of employment or the new ones, so that everyone has the career development opportunities they need to feel at home at SNCF and move up within the company.

LEARN MORE :
SNCF Group 2019 Management Report, Chapter 2.1

// NEW CONTRACTS FOR NEW TALENT

LEARN MORE >



© Clara Ferrand

WHAT WE'RE DOING

Since 1 January 2020, legacy status for railway workers has been grandfathered out, and we're now hiring under new terms of employment. The stakes are high: offering the right conditions is critical in attracting and retaining employees into the future.

HOW WE'RE DOING IT

In addition to developing a new model employment agreement, we've clarified the rules

for all employees, from new arrivals to SNCF veterans.

WHAT WE'VE ACHIEVED

The updated employment terms apply to all new hires, and we've changed some of our recruitment guidelines to strike a new balance, introducing more flexible degree criteria, and negotiating compensation with each employee at the time of recruitment. To help managers and HR adjust to the new system, we've adopted new tools, including a simulation module they can use to calculate the right compensation at the time of hire, based on the candidate's qualifications and the type of position on offer.

// INDUSTRY-WIDE AGREEMENT ON JOB CLASSIFICATIONS AND COMPENSATION



© Matthieu Raffard

WHAT WE'RE DOING

For over two years, the organization representing French rail and public transport companies (UTP) and the five unions representing our employees held talks on the "classification and compensation" component of the rail industry's national collective bargaining agreement.

HOW WE'RE DOING IT

The draft agreement was built on six key points: a catalogue of standard job descriptions within the industry; transparency on career advancement

potential; guaranteed annual compensation requirements for every company in the industry to prevent social dumping; automatic increases in compensation based on a seniority bonus; guaranteed compensation for working nights, holidays and Sundays; and an industry-wide seniority system that credits employees for their entire career in the industry, even if they've changed employers.

WHAT WE'VE ACHIEVED

The employee unions UNSA and CFDT signed the agreement, but it met with opposition from CGT, SUD and FO, which represent over 50% of rail industry employees. In response, UTP endorsed key elements of the draft agreement in a recommendation applicable to management in all of its member companies, and the French government announced that it would back the UTP's guarantees with an order binding every company in the rail industry—a vital source of security for our workers as the market opens to competition.

ATTRACTING AND RETAINING TALENT



© DR SNCF

As new technologies and railway reform reshape our industry, we're working hard to make SNCF a more attractive place to work.



13,391

new hires under permanent contracts in France, including 31% within the GPF



€20M

invested in housing for new employees in the Paris region



5.7%

of total payroll invested in training



70%

share of mgmt/supervisory positions filled by internal promotion of GPF employees

A GREAT PLACE TO WORK

SNCF Group is one of France's top recruiters in the rail industry, with 4,121 new employees joining the GPF in 2019. We recruit primarily in the Paris region, focusing heavily on technical fields specific to the rail industry (42%). SNCF Réseau hires 48% of new employees, while our Traction unit, Intercités, TER, Transilien and Voyages SNCF account for 39%. Among the newcomers, 63% filled jobs in operations, 17% went to supervisory positions, and 20% were recruited into management.

We maintain a strong in-person presence at the Vive Le Train recruitment forum, but we're also active on Facebook, Twitter and LinkedIn. And emploi.sncf.com, our employment website, simplifies the application process with a chatbot and a feature that matches CVs with open positions. Meanwhile, our new Digitalent tool allows recruitment agencies to track profiles sought by the Group's HR staff, choose candidates, send their applications to managers and more.

CAREER DEVELOPMENT TRAINING

Skills-building, employability and career mobility help jobseekers stand out from the crowd—and at SNCF, they're human resource priorities. Career mobility also motivates employees to develop new know-how, giving us an increasingly skilled and versatile workforce and making us more competitive overall.

In 2019, a total of 1,513 employees transferred to new positions at a different company within the GPF—SNCF, SNCF Voyageurs and SNCF Réseau—and 2,351 more transferred to a different subsidiary or other entity within the broader Group. We support this cross-pollination through our training programmes, our Espaces Initiatives Mobilités career mobility centres, and our in-house job exchange.

// BEHIND THE SCENES AT TRANSILIEN



© Matthieu Raffard

HOW WE'RE DOING IT

In October 2019, this subsidiary launched Quai des Métiers Transilien, a micro-learning site that introduces each category of employee, reviews what they do and where they work, and describes the skills and qualities each position requires. The programme also offers information on in-house training and career paths.

WHAT WE'RE DOING

In the Paris region, the job market is particularly competitive, making it important for SNCF to find creative new recruitment strategies. Our Transilien subsidiary needs to fill several hundred positions a year—drivers, customer relations staff, maintenance technicians and more. Innovation is one way to give these job categories a higher profile and more appeal.

WHAT WE'VE ACHIEVED

The quizzes, personal stories and practical tips woven into Quai des Métiers Transilien give candidates a better idea of what it's like to work at a mass-transit provider that routinely carries large numbers of passengers. Applicants who score over 80% on the final online test are contacted by SNCF's recruitment team to review their career goals.

// HOUSING: A STRATEGIC ADVANTAGE IN THE PARIS REGION



©SNCF

WHAT WE'RE DOING

Much of the Group's activity is concentrated in and around Paris, where housing is scarce and rents are high. Result: it's hard to find a home—especially for families—forcing many people to live far from their jobs. To make the challenge even greater, we do nearly half of our annual recruiting in the Paris region, seeking candidates with the technical skills that are most in demand.

HOW WE'RE DOING IT

For many years we've designed our housing policy to make it easier for SNCF employees to find affordable, conveniently located rentals, especially in fiercely competitive markets like the Paris region. Every year, we contribute some €26 million to France's employer-

funded housing assistance programme (PEEC), which gives our employees priority access to social housing near their work. In addition, we invest some €20 million annually to give new hires unparalleled access to housing in the Paris region through our ICF Habitat subsidiary, the temporary housing non-profit Parme and other organizations.

WHAT WE'VE ACHIEVED

Year after year, our commitment to affordable housing enables 1,200 SNCF employees to find homes in the Paris region, primarily in units managed by ICF Habitat. We also offer easy access to temporary accommodation in rooms and studios, largely under our longstanding partnership with Parme. This effort provides housing for some 1,500 employees a year, not including staff on training courses.

We also help all new hires who submit an application find a home by proposing up to three options that meet their profile and requirements. And for new arrivals who exceed our income limit, we offer support during their search for a home.

NEGOTIATING CHANGE— MAKING SNCF 2020 A REALITY



© Matthieu Raiffard

In 2019 we held intensive talks with unions on railway reform and weathered a long period of protests against the French government's drive to reform the national retirement system.



33

Social and Economic Councils



5

collective agreements signed
in 2019

INTENSIVE TALKS IN 2019

As the rail reform package of 2018 took effect and SNCF Group began re-organizing into five companies, we stayed in contact with employee unions throughout the year, signing a unanimous agreement that created a single entity representing all five companies and replaced the GPF's Central Works Council. Talks on the Group's new employment offer began in 2019 and have continued in 2020.

Under France's rail reform package, the special employment terms that applied to railway workers were discontinued on 1 January 2020. This requires us to update our terms of employment, both to obey the law and to compete successfully as markets open up to competition. In 2020 our employee relations agenda will include crafting a new corporate strategy, promoting social unity within the Group, improving labour-management relations, and defining employee mobility and solidarity at Group companies.

Meanwhile, we held talks with employee unions to comply with changes in the French Labour Code on employee representation. Result: the Group now has 33 Social and Economic Councils (CSEs)—combined bodies that replace the 31 Works Councils, 200 employee delegations and 600 Committees on Health, Safety and Working Conditions which represented our workforce in the past. We also set up 23 Intercompany Social and Cultural Activities Committees (CASIs) to manage local initiatives, services and events.

LEARN MORE >



33 SOCIAL AND ECONOMIC COUNCILS

// NEGOTIATING TOWARDS THE NEW SNCF

Thanks to constructive dialogue with employee unions, we signed five collective agreements in 2019:

- An agreement on certain technical guidelines required for the Group's new Social and Economic Councils, signed with CGT, UNSA SUD-Rail and CFDT on 8 February 2019
- A collective agreement on managing intercompany social and cultural activities

within the GPF, signed with CGT, UNSA and SUD-Rail on 15 March 2019

- An amendment to the agreement on gender balance and equality, signed with CGT, UNSA, SUD-Rail and CFDT on 11 March 2019
- An agreement on the terms of labour-management dialogue between the companies that succeeded the GPF, signed with CGT, UNSA SUD-Rail and CFDT on 6 December 2019
- An agreement on housing access and availability for GPF employees, signed with CGT, UNSA, SUD-Rail and CFDT on 31 December 2019



© Jérôme Masi

// LEADING THE CHARGE FOR WOMEN'S RIGHTS IN EUROPE

WHAT WE'RE DOING

With European labour negotiations now underway, rail industry representatives are negotiating a sector-wide agreement on the role of women in rail transport.

HOW WE'RE DOING IT

Throughout 2019, SNCF and other rail companies participated actively in talks between the Community of European Railway and Infrastructure Companies (CER), a management group, and the European Transport Workers' Federation (ETF).

WHAT WE'VE ACHIEVED

The talks are aimed at reaching a Europe-wide agreement with two goals: boost the number of women in rail, and offer them greater equality of opportunity. Concretely, this means practising non-discrimination, fighting sexism and sexual harassment, and making the industry more appealing to women. Signature of the agreement is set for 2020. Meanwhile, SNCF's own agreement on gender balance and equality will soon expire, and we're working with our own unions to reach a new one.



Labour and management representatives from the European rail industry meet in Brussels on 4 July 2019. © SNCF

HEALTH AND SAFETY: OUR TOP PRIORITIES



© Matthieu Raiffard

At SNCF, we're putting people at the heart of our business and our growth strategy, with a broad plan to promote health, safety and well-being at work. And we're making it a priority all the way to the top.



-50%

notable safety events between 2015 and 2019



-10%

work-related accidents between 2015 and 2019



28,000

employees learned more about workplace health and safety from our travelling "Safety Trains" exhibitions (2017-2019)

FIRST AMONG FUNDAMENTALS

When it comes to safety, our target is zero: zero deaths and zero serious accidents. To meet that goal, in 2015 we launched PRISME, a Group-wide programme that strengthens our safety culture by transforming our safety management. And it's already delivering measurable results, with notable safety events (NSE) down 50%, and the number of workplace accidents reduced by 10% in four years. At year-end 2019, we launched an effort to assess PRISME's progress, focusing on six main issues: simplified paperwork, human and organizational factors, risk management, workplace health and safety, safety equipment, and safety governance. For each of these, a committee of international experts made recommendations for the period 2020-2026—a time of profound transformation for SNCF.

To keep all employees as safe and healthy as possible during the Covid-19 pandemic, we've introduced protective measures that include modified work habits, reduced passenger services, and teleworking, and we've supplied them with personal protective equipment—masks, hand sanitizer and wipes. And to

limit the risks of isolation during lockdown, we also made a professionally-staffed counselling hotline available to all employees at no charge.

IMPROVING QUALITY OF LIFE AT THE WORKPLACE

At SNCF, we take quality of life at the workplace very seriously. To prevent workplace stress and improve well-being for all of our people, we've adopted a number of measures—starting with anticipating the impact of the Group's transformation on our employees and helping them through it. We provide support as they adapt to changing technologies and job requirements, conduct management surveys, apply the principles of secularism and religious neutrality, and work to increase the number of permanent hires.

LEARN MORE >



// WORKPLACE ACCIDENTS: STAYING SAFE TOGETHER



© SNCF

WHAT WE'RE DOING

Maintaining our focus on protecting the health and safety of our employees, we're striving to reduce the frequency and severity of workplace accidents. Road traffic accidents are the leading cause of work-related deaths in France, and SNCF is particularly at risk, with an annual average of 100 road traffic accidents requiring medical absence. An additional 1,300 employees are involved in slips, trips and falls—from height, alongside tracks, on stairs and more—resulting in 75,000 days of lost work annually.

HOW WE'RE DOING IT

In 2019 we organized a Road Risk Challenge to raise employee awareness of this hazard across

WHAT WE'VE ACHIEVED

Participants in the Road Risk Challenge shared 480 best practices, and some have now been added to our standard procedures—making taxis available for late-night travel, for example, and creating teams of two for distances over 200 km. We've also launched new training tools, such as driving simulators. To reduce slip-and-trip accidents, all managers and prevention specialists now have access to a training kit they can use to raise employee awareness and change behaviours.

// INNOVATING FOR WORKPLACE WELL-BEING



Shiva Exo is an exoskeleton developed with Ergosanté Technologie, shown here in the wagon workshop at our Nîmes-Courbessac Technicentre © Ergo Santé

WHAT WE'RE DOING

Physically taxing work—sanding, wiring, heavy lifting and more—is still an everyday reality for many SNCF employees, especially in our Rolling Stock Division.

HOW WE'RE DOING IT

To make handling operations and awkward working positions less taxing, the Ergonomics/Human and Organizational Factors unit of our Rolling Stock Division produced the Shiva exoskeleton. Developed over years of experimentation and multidisciplinary meetings, this new device makes it easier for workers to perform demanding tasks.

WHAT WE'VE ACHIEVED

Shiva consists of a belt and mechanical arms that make it easier for technicians to keep their arms raised, flex their backs, extend their cervical vertebrae, support tools and handle heavy objects. We're one of only a few companies to co-develop an exoskeleton tailored specifically to employee needs. Once Shiva has earned certification from the European Union—which should come soon—our Technicentres will be able to adopt it.

MAKING A BETTER LIFE TOGETHER



At SNCF we believe in putting social engagement to work. More than ever, that means relying on our greatest strength—the diversity of our people. That’s why we’re building a quality community where everyone can live and work together.



25%

of the Group’s employees were women in 2019



35.1%

of Group managers are women



9,342

people with disabilities work for the Group in France



372

GPF employees were recruited in disadvantaged neighbourhoods

A FORCE FOR SUCCESS

At SNCF we’re deeply committed to promoting inclusion, fighting all forms of discrimination, and cultivating a harmonious working environment that drives success and performance. Our focus is on four key areas:

- Equal opportunity. We actively recruit women and men from disadvantaged urban neighbourhoods who might otherwise struggle to find work.
- Gender balance and equality. This includes renewing our third agreement on gender quality, which expired in 2019.
- Making people with disabilities a part of our workforce. In 2019, the GPF had over 6,600 employees with disabilities.
- Fighting discrimination and building community at the workplace by raising awareness among both managers and employees. Every year, we train 3,000 managers and HR staff to prevent discrimination.

INCLUSION AND DIVERSITY EVENTS

Over the past two years the diversity and gender balance team within our HR Division has held a series of forums on inclusion issues. These events, led by experts and open to all SNCF employees, have fast-tracked awareness and sparked conversations that have helped us find better ways of living and working together. Each forum is presented in person and on line to reach the widest possible audience. Since the series began, it has drawn over 20,000 participants.

LEARN MORE >



// A UNITED FRONT AGAINST SEXIST AND SEXUAL VIOLENCE

WHAT WE'RE DOING

Like many other companies, SNCF is fighting sexist and sexual violence: in a survey of our employees, 37% had heard a man address a woman inappropriately¹³.

HOW WE'RE DOING IT

In 2015, we launched a programme to prevent sexist behaviour and harassment, with information



National Day of Awareness on Sexist and Sexual Violence, 12 March 2019 © SNCF

kits, awareness seminars and a new women’s network called SNCF au Féminin. Further support came from our Ethics Division, which sets the standard for the Group. In March 2019 we added a new component: a National Day of Awareness on Sexist and Sexual Violence.

WHAT WE'VE ACHIEVED

In Saint-Denis and ten other cities around France, over 1,000 people attended Day of Awareness events designed to help managers and HR team members recognize and define sexist and sexual violence. Also in 2019, the Group Ethics Division conducted 11 surveys, leading internal disciplinary councils to dismiss 18 employees, including some who were terminated for gross misconduct.

// CHALLENGE: CHANGE ATTITUDES TOWARDS EMPLOYEES WITH DISABILITIES

WHAT WE'RE DOING

Some 85% of disabilities are acquired through illness or accident. When that happens, we’re committed to helping people stay in the workforce.

HOW WE'RE DOING IT

In November 2018, we marked European Disability Employment Week by launching our Disability Initiatives Challenge, urging SNCF employees to suggest ways of changing attitudes and improving day-to-day life for employees with disabilities. Participants in the challenge used Léonard, a new in-house participatory programme, to identify and scale up the most efficient practices, and many have already been deployed.

WHAT WE'VE ACHIEVED

In all, 260 employees presented 200 ideas in four categories: recruiting and onboarding employees

with disabilities; making adjustments to keep people in the workforce; raising awareness of disability issues at the workplace; and increasing accessibility. In March 2019 we presented awards for seven winning ideas. All had a common denominator: focusing on skills, not perceived limitations, in making recruitment and career development decisions.



¹³ According to an Ifop survey of 1,200 SNCF employees in September 2019

KEEPING EMPLOYEES ENGAGED



© Nicolas Krief

We sponsor a variety of programmes that encourage employees to put their expertise to work for a good cause. Experience shows that it's a two-way street: when employees engage, they thrive.



30,000

employees have volunteered since 2013



8,000

members of SNCF au Féminin, France's largest professional network for women



492

non-profits supported by Coups de Cœur Solidaires in 2019

SHARING THEIR TIME AND EXPERTISE

Under the leadership of the SNCF Foundation, we offer a skills-sharing programme under which employees volunteer at one of our partner non-profits during working hours. We don't expect an immediate return, but see the programme as more than an investment in our corporate values. In fact, it delivers two very practical benefits. It's good management because it supports employees who volunteer for good causes and helps them thrive. And it's good corporate citizenship because it strengthens our ties with local communities.

A MENU OF OPTIONS

Employees can also urge the SNCF Foundation to support their favourite cause through Coups de Cœur Solidaires, a funding programme for non-profits that aid the vulnerable and disadvantaged. A jury selects the winning organizations, which can receive up to €2000 in funding. Meanwhile, the SNCF au Féminin women's network offers mentoring programmes

that let members share their experience with other women, improving gender balance and using the power of change to boost our business performance.

AN UNPRECEDENTED EFFORT AGAINST COVID-19

As a public service company and partner to the French armed forces, we threw ourselves wholeheartedly into Operation Resilience, President Emmanuel Macron's initiative against the Covid-19 pandemic. Any employee with active reserve status had the option of working with their military unit, and we relaxed requirements for seconding SNCF employees to government agencies, giving them the option to work for those hit hardest by the virus. Case in point: when a Paris hospital group appealed for help in developing software to fight the pandemic, data scientists and other experts in our Synapses Network jumped in.

// GENDER BALANCE: A SHARED COMMITMENT

WHAT WE'RE DOING

At SNCF, we're working to promote gender balance and equal opportunity for women, fight gender stereotypes and root out sexism at the workplace and beyond. One product of this commitment is SNCF au Féminin, France's largest corporate network dedicated to promoting gender balance.

HOW WE'RE DOING IT

SNCF au Féminin representatives advocated for gender balance and against sexism aboard an exhibition train that toured from 11 to 28 June 2019. Employees from all job categories and every level of expertise viewed the exhibit and received training to empower them and make them more sensitive to gender balance.

WHAT WE'VE ACHIEVED

In three weeks, the SNCF au Féminin train made eight stops around France, educating nearly 3,000

employees and increasing their awareness of gender equality issues. In all, the tour offered 96 presentations and 192 workshops with some 60 speakers, experts and coaches who were specially trained for the project. There were also personal accounts from SNCF employees. A survey of participants found that 96% were satisfied with the experience and 91% believed that the exhibition and the SNCF au Féminin network helped raise



The SNCF au Féminin train ends its national tour at Paris Est station on 28 June 2019. Guests included Marlène Schiappa, France's Minister of State for Gender Equality and the Fight against Discrimination © Nicolas Krief

LEARN MORE >



// SERVING THE COMMUNITY

WHAT WE'RE DOING

Challenge: help employees find a sense of purpose, offer the opportunity for meaningful life experiences, and support non-profits at the same time. Solution: the SNCF Foundation. By encouraging our employees to serve their communities, the Foundation supports a healthy work-life balance and advances the Group's worldwide commitment to social engagement.

HOW WE'RE DOING IT

Since 2013, the Foundation has maintained an ambitious skills-sharing programme that enables SNCF employees to contribute their expertise and experience to non-profit groups during working hours. Each participant can take up to ten days of volunteer time per year, at a single stretch or in increments as small as a half a day. Employees can also request funding for their favourite cause from the Foundation's Coups de Cœur Solidaires programme.

WHAT WE'VE ACHIEVED

Some 4,000 SNCF volunteers have worked on over 4,800 skills-sharing projects, benefiting around 100 non-profit groups. Their contributions range from accounting and communications to tutoring young people and helping jobseekers find work, depending on the organization's needs and the employee's goals. Coups de Cœur Solidaires is also accumulating a string of successes. In 2019, 408 projects received support from the Foundation, including five that won additional funding, thanks to votes cast by 8,200 employees. The winning projects reflect the diversity of our employees and the causes they support. These range from distributing meals to the needy to bringing fun and entertainment to hospitals, offering equestrian vaulting to people with disabilities, and enabling the visually impaired to follow a play at the theatre.

PARTICIPATORY INNOVATION: COLLECTIVE INTELLIGENCE IN ACTION



© Matthieu Raiffard

Year after year, SNCF stands out as leader in participatory innovation—a novel approach that combines new ideas with employee engagement.



11,000

ideas submitted by 9,000 employees annually



1

of every two ideas is successfully deployed

BANKING ON COLLABORATION

Under the leadership of the Group's Human Resources Division, our Participatory Innovation initiative propagates ideas by encouraging employees to suggest innovative solutions that benefit us all. And they've responded with enthusiasm: every year 9,000 employees submit over 11,000 proposals. Of that total, half are successfully deployed, making tangible improvements in a variety of ways—from a novel tool that enhances a maintenance process to new ways of working together. You'll find three of these projects in this report alone: selective seeding as described on page 51, frugal electrification strategies on page 41, and the Disability Challenge on page 79. Key components of the initiative include a network of over 200 virtual suggestion boxes—open 24/7 on a digital platform—and an equal number of local coordinators. And the benefits don't stop with ideas. Our Participatory Innovation programme is also a force for engagement, giving our employees a sense of purpose, making people a priority and drawing on our collective intelligence.

PRIMING THE PUMP

To get their creative juices flowing, local SNCF facilities regularly organize their own challenges. There were more than ten in 2019 alone, on topics ranging from digital innovation to industrial quality to optimizing maintenance procedures. We also launched a national challenge during the year, calling for suggestions on improving day-to-day conditions for employees with disabilities. As we apply these ideas at local level, they're making a tangible difference—proof that employee engagement is making SNCF a more inclusive place to work.

// BRINGING HOME THE GOLD

WHAT WE'RE DOING

Through participatory innovation, employees push the boundaries of their fields, improve their working environments, and boost SNCF's performance—all at the same time.

HOW WE'RE DOING IT

For several years now, our teams have shared ideas on Léonard, an easy-to-use digital collaboration platform. It's just one component of a global programme that appeals to our collective intelligence and recognizes the value of every contribution.

WHAT WE'VE ACHIEVED

At the 2019 Participatory Innovation awards ceremony organized by Innov'Acteurs¹⁴, our programme won the Trophée Or for Operational Excellence—a tribute to the engagement of the SNCF employees whose innovations and improvements benefit us all.



Trophée Or awards ceremony, Paris, 26 November 2019
© SNCF

LEARN MORE >



// THINKING LIKE A PASSENGER: REIMAGINING THE CUSTOMER EXPERIENCE IN THE DIGITAL AGE



© Keolis Tours

WHAT WE'RE DOING

With 3 billion passengers a year, Keolis is committed to redefining the customer experience for the digital age, with services and support based on a comprehensive understanding of customer needs in all their diversity.

HOW WE'RE DOING IT

To meet this goal, Keolis launched Thinking Like a Passenger, a strategic continuous improvement tool that helps its subsidiaries work with passengers and organizing authorities to develop mobility solutions tailored specifically to local issues and concerns.

WHAT WE'VE ACHIEVED

Developed by and for Keolis Group subsidiaries, Thinking Like a Passenger includes a collaborative intranet portal for sharing best practices and improving local action plans. And passengers are seeing a difference. In a worldwide customer satisfaction survey conducted in 2019, 88% of bus network customers were satisfied with the service they received from employees (up three points over 2018) and 87% of passengers felt safe throughout their journeys on the network (up two points).

¹⁴ Innov'Acteurs is an association dedicated to expanding participatory innovation in France. Since 2002 it has provided a forum for participatory innovation stakeholders at 90 member organizations, including Michelin, BNP Paribas, Safran, Total and Nokia. At Innov'Acteurs events, a wide range of players in manufacturing, services, government and academia meet to present lessons learned, share best practices, hone their professional skills and look to the future.

DIGITAL HR BRINGS BENEFITS FOR ALL



© SNCF

Our human resources team is transitioning to new digital technologies—for recruiting, managing and supporting employees—that will make SNCF a more efficient, more attractive place to work.



We earned Top Employer19 certification for the 8th year in a row¹⁵



4,121

permanent GPF hires in France in 2019



82%

of courses at our HR university were offered remotely in 2019

RECRUITMENT GOES DIGITAL

With job markets increasingly competitive, SNCF is investing heavily in digitalization to identify the best candidates and improve the recruitment process. As part of this effort, we launched Digitalent, a new online recruiting tool, in 2019.

Digital HR tools enable managers and HR staff to focus on tasks with more added value. Case in point: our suite of HR apps offers a single interface where they can access nearly 40 tools with a single click, saving time, increasing efficiency, and honing professional skills.

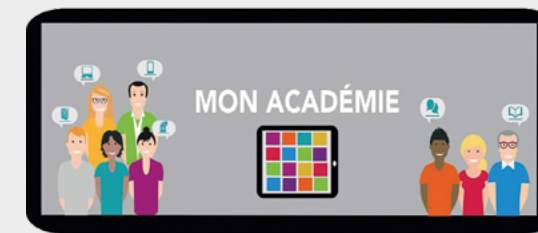
GETTING EMPLOYEES INVOLVED

Digital technology has also created new opportunities to bring employees into the HR process, enabling us to measure their satisfaction levels, offer more flexible training options, make our housing offer more accessible, and collect input through our outreach programme Notre Nouvelle SNCF. With Mon Académie, a digital training platform, employees can access the catalogue for all SNCF Group training centres from a single point of entry. And Transilien has launched a new Université Transilien training application plus three more job-specific apps—in 3D and augmented reality—that maintenance technicians can use to hone their skills.

LEARN MORE >



// MON ACADEMIE: LEARNING FOR ALL



Mon Académie, the Group's digital training platform © SNCF

WHAT WE'RE DOING

Good training is essential to develop the skills of each employee and improve our Group's collective performance. Challenge: how can we make our entire training offer accessible to all, while continuing to develop innovative programmes tailored to individual needs ?

HOW WE'RE DOING IT

Since June 2019, every course offered by our in-house universities has been available through

Mon Académie, our Group-wide training platform. On this digital forum—accessible from computers, tablets and mobiles—staff members can work independently, taking personalized training courses throughout their careers.

WHAT WE'VE ACHIEVED

Over 150,000 users—including 30,000 regular visitors—accessed Mon Académie in 2019, and 81% of them completed their chosen course. More than 4,000 training modules and programmes are on offer, with over 365,000 logins, and the platform delivers advantages for everyone. Trainees can access the online catalogue and benefit from a simple, pleasant user experience. Managers can track and guide employee progress more easily. And our training teams save time, thanks to streamlined administrative processes and evaluations.

// KEEPING PACE WITH THE DIGITAL REVOLUTION

WHAT WE'RE DOING

As the digital revolution upends the way we live, shop and work, everyone needs to get comfortable with the new tools and connected objects that have grown out of it. The Group's Digital Division was created to lead us through this transformation.

HOW WE'RE DOING IT

In 2017 we founded our Digital School to expand the knowledge and skills of digital players within the Group, and in 2019 the school launched a digital awareness platform to give all SNCF employees the knowledge they need for a stress-free transition into the new digital world.

WHAT WE'VE ACHIEVED

In 2019, the Digital School upgraded its website to make it easier for our employees to find the right training programme. Navigating the site—now open to all—is simpler and more seamless, and

a new chatbot guides visitors through the search process and other features. The expanded training catalogue offers 156 modules for in-person and distance learning on topics ranging from project management to collaboration tools to using the cloud. In 2019 our Digital School held some 350 training sessions, and its chatbot recorded over 4,000 chats.



ÉCOLE NUMÉRIQUE

©SNCF

¹⁵ Top Employer certification assesses the quality of HR benefits offered by a company to its employees.

QUANTITATIVE INDICATORS

MOBILITY HELPS REGIONS THRIVE

	2019	2018	2017	SCOPE*
ACCESSIBILITY				
Percentage of low-cost leisure tickets (TGV, Ouigo)	39.5%	42.6%	39%	GPF
Progress toward accessibility at 730 national and regional stops	39.5%	33.8%	29.8%	GPF
CUSTOMER SATISFACTION				
H00: On-time departure	84.6%	80.4%	80.1%	GPF
Customer satisfaction	73%	68%	66%	GPF
MOBILITY OFFER				
Number of bike spaces sold on trains requiring reservations	61,071	59,861	73,389	GPF

SHAPING A NEW ERA OF GREEN MOBILITY

	2019	2018	2017	SCOPE*
CARBON ENERGY				
Total energy consumed (in GWh)	17,899	17,119	16,930	GPF K G A
Energy consumed for rail traction (in GWh)	10,558 ✓✓	9,756	10,046	GPF K A
Fuel consumed by road vehicles in commercial fleets (in GWh)	4,297 ✓✓	4,440	4,116	K G A
Fuel consumed by road vehicles in service fleets (in GWh)	256	219	191	GPF G A
Energy consumed in buildings (in GWh)	2,789	2,704	2,576	GPF K G A
→ of which electricity (in GWh)	1,405	1,312	1,092	GPF K G A
→ of which gas (in GWh)	1,227	1,221	998	GPF K A
→ of which domestic fuel oil (in GWh)	118	116	140	GPF K A
→ of which heating networks (in GWh)	39	54	346	GPF A
Greenhouse gas emissions (CO ₂ e in thousands of tonnes)	3,135 ✓✓	2,959	2,811	GPF K G A
→ of which rail traction (for conventional and electric trains, metros and light rail, in thousands of tonnes)	1,376 ✓✓	1,166	1,202	GPF K A

	2019	2018	2017	SCOPE*
→ of which commercial road transport (in thousands of tonnes)	1,171 ✓✓	1,235	1,116	K G A
→ of which service vehicles (in thousands of tonnes)	65	56	52	K G A
→ of which buildings (in thousands of tonnes)	522	502	442	GPF K G A
Tonnes of CO ₂ e avoided thanks to rail motorways (in thousands)	85.5	80	84	A
ENVIRONMENTAL FOOTPRINT				
Percentage of ISO 14001-certified industrial facilities	97%	98%	98%	GPF
Provisions for environmental risks (in € millions)	781	811	869.3	GPF A
Number of employees trained in environmental protection	658	486	499	GPF
Number of unresolved ICPE notices at 31 December	9	8	5	GPF
Purchases of plant protection products (in tonnes)	47	64	67	GPF
Total quantity of hazardous waste produced (in thousands of tonnes)	84.5	77.0	86.7	GPF K G A
Total water consumption by facilities (in million m3)	9	14	8	GPF K G A
Quantity of resources purchased → wooden sleepers (in thousands of units)	324	389	371	GPF
→ concrete sleepers (in thousands of units)	1,450	1,450	1,530	GPF
→ ferrous metals, including rail, wheels and axles (in thousands of tonnes)	169	178	176	GPF
→ ballast (in thousands of tonnes)	1,200	1,870	2,300	GPF
→ copper for catenaries (in thousands of tonnes)	1.4	1.6	1.8	GPF
→ paper (in thousands of tonnes)	-	7	10	GPF
Reclamation of end-of-life materials (in € millions)	59.2	77	75	GPF

PROMOTING A SHARED VISION OF MOBILITY

	2019	2018	2017	SCOPE*
SAFETY				
Notable Safety Events	173 ✓	218	225	GPF
Number of accidents involving commercially operated trains that resulted in physical injury	6	3	5	GPF
Number of students who received safety awareness training through our Interventions en Milieu Scolaire programme	303,189	282,501	292,563	GPF K
RESPONSIBLE PURCHASING				
Purchasing from SMEs as a share of total purchasing	20% ✓	23%	18%	GPF
Total purchasing and external expense (in € billions)	13.66	14.04	14.04	GPF K G A

	2019	2018	2017	SCOPE*
CSR performance of suppliers (average score out of 100 from EcoVadis evaluations)	56.9 ✓	56	56	GPF
Total inclusive purchasing (in € millions)	84 ✓	57	44	GPF K
Number of participants in SNCF job programmes for the long-term unemployed	1,252	1,289	1,257	GPF A
Number of hours worked under IAE job programme	844,958	923,208	466,658	GPF

BUILDING THE NEW SNCF TOGETHER

	2019	GPF (EXCLUDING SUBSIDIARIES)	SNCF EPIC**	SNCF RÉSEAU EPIC**	SNCF MOBILITÉS EPIC	2018	2017	SCOPE*
EMPLOYMENT								
Total number of employees (at 31 December)	272 611 ✓	152,720	9,884	57,997	204,730	271,755	270,814	GPF K G A
Total number recruited	42,519 ✓	7,280	256	2,468	39,795	39,452	35,985	GPF K G A
- of which CDD (temporary contracts), France	9,018 ✓	3,159	64	406	8,548	8,802	13,332	GPF K G A
- of which CDI (permanent contracts), France	13,391 ✓	4,121	192	2,062	11,137	11,571	12,191	GPF K G A
Total number dismissed	5,881 ✓	576	54	259	5,568	4,937	2,954	GPF K G A
Total workforce by age group								
Under age 26	7%	7%	5%	8%	7%	7%	8%	GPF K G A
Ages 26-30	10%	10%	7%	14%	9%	10%	11%	GPF K G A
Ages 31-35	13%	14%	12%	15%	12%	13%	13%	GPF K G A
Ages 36-40	14%	16%	15%	14%	14%	14%	15%	GPF K G A
Ages 41-45	15%	17%	19%	14%	15%	16%	16%	GPF K G A
Ages 46-50	15%	16%	18%	14%	15%	15%	13%	GPF K G A
Ages 51-55	12%	11%	12%	12%	12%	12%	12%	GPF K G A
Over age 55	13%	8%	13%	9%	14%	12%	12%	GPF K G A
Total workforce by region								
France	211,608	152,720	9,884	57,997	143,727	214,359	217,131	GPF K G A
Europe (excluding France)	28,088	-	-	-	28,088	26,195	25,413	GPF K G A
Outside Europe	32,915	-	-	-	32,915	31,201	28,270	GPF K G A
Subtotal outside France	61,003	-	-	-	61,003	57,396	53,683	GPF K G A
Women as a percentage of the workforce	25% ✓	23%	46%	15%	27%	25%	25%	GPF K G A
in senior/executive management	-	27% ✓	-	-	-	27%	25%	GPF
in management	-	29% ✓	-	-	-	29%	28%	GPF
in non-mobile operating and supervisory staff	-	23% ✓	-	-	-	23%	23%	GPF
in mobile/on-board positions	-	14% ✓	-	-	-	13%	13%	GPF
TYPES OF WORK								
Percentage of on-board employees	26% ✓	14%	0%	0%	35%	26%	25%	GPF
Percentage of part-time employees	10% ✓	9%	16%	6%	10%	9%	10%	GPF
COMPENSATION								
Average monthly gross salary in France (€)	-	3,295 ✓	-	-	-	3,260	3,172	GPF
GENDER PAY GAP	-	-2%	-	-	-	-2%	-5%	GPF
HIRING PEOPLE WITH DISABILITIES								
Percentage of workers with disabilities – France	4.79%	4.82%	8.56%	3.87%	4.93%	4.56%	4.44%	GPF K G A in France

	2019	GPF (EXCLUDING SUBSIDIARIES)	SNCF EPIC**	SNCF RÉSEAU EPIC**	SNCF MOBILITÉS EPIC	2018	2017	SCOPE*
EMPLOYEE SAFETY								
Rate of absenteeism due to illness	5,98% ✓	6,11%	7,47%	4,56%	6,14%	5,87%	5,65%	GPF K G A in France
Severity of workplace accidents (per 1,000 hours worked)	1.59 ✓	0.99	1.74	0.43	2.05	1.55	1.57	GPF K G A in France
Frequency of workplace accidents (per 1,000,000 hours worked)	22.39 ✓	18.05	36.96	10.70	26.33	22.90	23.62	GPF K G A in France
Number of work-related illnesses reported	422	394	15	120	287	455	445	GPF K G A in France
TRAINING								
Total hours of training (in thousands)	7,441 ✓	5,180	241	2,283	4,916	7,026	8,630	GPF K G A
ETHICS								
Number of whistleblowing reports received by the Group Ethics Division	80 ✓	-	-	-	-	84	85	GPF A

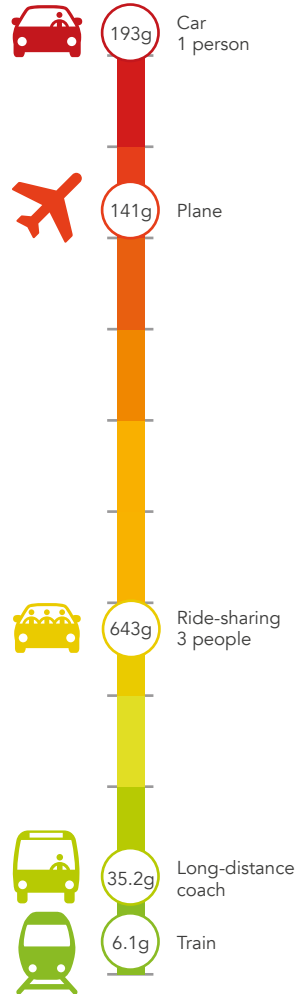
* Entities included in 2019 consolidation: GPF for Groupe Public Ferroviaire, the state-owned railway group (3 EPICs, no subsidiaries); K for Groupe Keolis; G for GEODIS; A for other integrated subsidiaries (see note on methodology)
**included subsidiaries.

✓ Data verified by the Statutory Auditors and benefiting from "moderate assurance"
✓✓ Data verified by the Statutory Auditors and benefiting from "reasonable assurance"

The attestation of the presence of CSR information and the Statutory Auditors' reports are available sur [sncf.com](https://www.sncf.com).

CO₂e EMISSIONS PER PASSENGER PER KM TRAVELLED

Source: Article L431-3 of the French Transport Code and on-line updates to ADEME's Base Carbone® database.



NOTE ON METHODOLOGY

OVERALL SCOPE

Our 2019 reporting includes data for the Group's three EPICs—Mobilités EPIC, Réseau EPIC, and SNCF EPIC—and these subsidiaries: Keolis, GEODIS, Eurostar, Thalys, VFLI, Naviland Cargo, Ermewa Group, Captrain, VILIA and ICF Habitat.

Reporting includes international business, except as otherwise noted for specific indicators.

To indicate availability of 2019 data for our various businesses, this report uses the following abbreviations :

GPF for Groupe Public Ferroviaire, the state-owned railway group (the three EPICs, no subsidiaries);
K for Keolis;
G for GEODIS;
A for other integrated subsidiaries (VFLI, Naviland Cargo, Ermewa Group, Captrain, VILIA, ICF Habitat, Thalys and Eurostar).
 Where there are changes in scope, each indicator may be mentioned specifically in the text or in this note on methodology.

CUSTOMERS

Low-cost leisure tickets as a share of high-speed services in France – GPF

This indicator covers the portion of Loisir tickets sold at a price that is lower than the cost of ride-sharing for the same journey, plus 20% (to account for the time savings and additional comfort passengers enjoy with high-speed rail), but does not exceed €50. This definition is taken from the low-cost audit report published by France's Directorate-General for Transport, Infrastructure and the Sea DGITM) in December 2016.

Station accessibility from forecourt to train

Station accessibility covers each step in the passenger's progression through the station, from arrival to boarding—including ticket windows and services (food and beverages, newsstand, passenger information, lost and found and more). For the period 2016-2025, a total of 730 national and regional stops are covered under France's Accessibility Master Plan and Programmed Accessibility Agenda (SDNA-Ad'AP), approved by Administrative Order of the French Transport Minister (Official Gazette of 18 September 2016). We bring rolling stock up to accessibility standards whenever it is upgraded or replaced. Under Article 45 of France's Disability Act of 11 February 2005, whenever we substantially modify or replace rolling stock, or acquire new rolling stock as part of a network expansion, it must be accessible to people with disabilities and/or limited mobility. This requirement is described in detail in Decree No. 2006-138 of 9 February 2006, on rolling stock accessibility.

On-time departures – GPF

On-time performance of departing trains (wheel start time).

Customer satisfaction – GPF

Percentage of participants who described themselves as fairly satisfied or very satisfied in response to the question, "Thinking about your recent experiences with SNCF and its service as a whole (information, ticket purchase and your journey from departure to arrival), would you say that you are generally satisfied with SNCF?" We use SNCF's Image

Survey to assess customer satisfaction. Each month we query a representative sample (quota method) of 1,000 French adults ages 18 and older, polling continuously on line using an access panel. Among these 1,000 French adults, we identified those who said they had travelled by train in the past 12 months with any carrier (TGV InOui and/or Ouigo and/or Transilien, etc.). In 2019, four out of ten French people had been SNCF customers within the past 12 months.

Number of accidents involving trains (or other transport modes) that resulted in physical injury – GPF

Accidents and types of accidents are defined as specified in Appendix VI of the Administrative Order of 19 March 2012 covering all SNCF traffic on the French national rail network. The term "physical injury" includes fatalities, serious injuries and minor injuries (in accordance with EU Regulation No. 91/2003). Accidents involving trains that resulted in physical injury are deemed to be those accidents that involve physical injury to persons travelling on the relevant train.

Notable Safety Events (NSE) – GPF

The NSE indicator is tracked throughout the GPF. A "notable safety event" is an incident of non-compliance with safety regulations that jeopardizes the physical integrity of the persons transported or present on the premises of rail installations (including staff, employees of service providers and sub-contractors).

Number of students who received safety awareness training under Interventions en Milieu Scolaire, our in-school outreach programme – GPF K

Under our partnership agreement with the French Education Ministry, we've launched youth awareness campaigns to prevent accidents and encourage appropriate behaviour in the public transport system.

ENVIRONMENT

Energy consumption for transport offers in gigawatt-hours (GWh)

Calculations are based on the following conversion factors: 1 litre of diesel fuel = 9.228 kWh. Published electricity



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consumption data for rail traction by the EPIC, taken into account when calculating CO₂e emissions, were provided by the manager of the French electrical transport network (RTE). The total also includes traction energy consumed by metro, rail and light rail systems operated by Keolis, as well as rail traction energy consumed by our VIAA, VFLI, Eurostar, Thalys, Naviland Cargo and Captrain subsidiaries.

Road fuel consumption in gigawatt-hours (GWh) – GPF K G A

This includes consumption by our GEODIS, Keolis and VFLI subsidiaries for commercial fleets that they own or operate.

Energy consumed in buildings in gigawatt-hours (GWh) – GPF K G A

For GPF, 2019 consumption relating to domestic fuel oil and heating networks is estimated on the basis of average prices, using €0.71 per litre of fuel oil and €0.1159 per kWh of heat (Source: Energy Division and SNCF Immobilier, the real estate division). The total includes energy consumption in buildings of the following subsidiaries: GEODIS, Keolis, VFLI, Naviland Cargo, Ermewa Group, ICF Habitat, VILIA, Captrain and Eurostar.

Greenhouse gas emissions (CO₂e in thousands of tonnes) – GPF K G A

CO₂e emissions from rail traction are calculated using various methods to satisfy three separate reporting systems:

- Section R229-51 to -56 of the French Environment Code (report on greenhouse gas emissions).
- Section L1431-3 of the Transport Code, as amended by Decree No. 2017-639 of 26 April 2017 (information on the amount of greenhouse gases emitted by a transport service).

To calculate CO₂e emissions from traction energy consumption, we used the emission factors 0.0386 kg of CO₂e per kWh of electricity (Base Carbone® database—electricity used for transport; Decree No. 2017-639 of 26 April 2017 governing information on the amount of greenhouse gases emitted by a transport service—Administrative Order of 26 April 2017; GHG information for transport—Article L1431-3 of the French Transport Code); 3.17 kg of CO₂e per litre of diesel from well to wheel, and 2.52 kg of CO₂e for direct emissions per litre of diesel from tank to wheel (Base Carbone® database—off-road diesel—direct emissions from mobile combustion sources. Decree No. 2017-639 of 26 April 2017 governing information on the amount of greenhouse gases emitted by a transport service; Administrative Order of 26 April 2017; GHG information for transport—Article L1431-3 of the French Transport Code).

Greenhouse gas emissions from service fleets (CO₂e in thousands of tonnes) – GPF

Direct CO₂e emissions for our service fleet (from tank to wheel) are 2.51 kg of CO₂e per litre of diesel and 2.28 kg of CO₂e per litre of petrol (Base Carbone® database—direct emissions from mobile combustion sources).

Greenhouse gas emissions from buildings (CO₂e in thousands of tonnes)

We applied the following emission factors from ADEME's Base Carbone® database: 0.057 kg of CO₂e per kWh for electricity (average content for mainland France); 0.169 kg of CO₂e per kWh for gas (natural gas in Europe, excluding upstream emissions); 2.68 kg of CO₂e per litre for domestic fuel (excluding upstream emissions); and 0.116 kg of CO₂e per kWh for heating networks (Cerema).

Passenger-kilometre

Unit of measure for traffic, corresponding to transport of one passenger over a distance of one kilometre. SNCF uses this distance for pricing.

Calculation of change in CO₂e emissions per passenger-kilometre (in g of CO₂e/pkm)

This indicator tracks CO₂e emissions generated by SNCF Mobilités rail transport activities, using the methodology for information on greenhouse gas emissions from transport services described in Section L.1431-3 of the French Transport Code. The method used to calculate these indicators is detailed in the protocol for reporting CO₂e emissions from rail traction, available from SNCF's Social Engagement and Ecological Transition Division.

Tonnes of CO₂e avoided thanks to rail motorways (in thousands) – A (VILIA)

Definition: calculation of tonnes of CO₂e avoided per journey per semi-trailer. Calcul des émissions de l'autoroute ferroviaire:

A: Number of kilometres travelled x 46 x rail transport emission factor
 Calculation of road transport emissions:
B: Number of road kilometres travelled x 23 x road transport emission factor (Average fuel consumption of a freight transport vehicle x the CO₂e emission factor for the fuel).
 Tonnes of CO₂e avoided per journey for one semi-trailer: (A-B)/2

Percentage of ISO 14001-certified industrial facilities – GPF

ISO 14001 certification applies solely to industrial sites and facilities: Technicentres, maintenance and traction facilities, and industrial track units. We monitor this indicator by facility, and each facility may include multiple sites.

Other facilities and sites may be covered by “appropriate” management systems specific to the GPF.
In 2019: 38 industrial facilities. In 2018 and 2017: 40 industrial facilities.

Provisions for environmental risks (in € millions) – GPF K A (Ermewa Group)

Scope: A includes Ermewa.

Plant protection products (in tonnes) – GPF

In accordance with the European Waste Catalogue, codes 06 13 01 (inorganic plant protection products, wood-preserving agents and other biocides), 07 04 (waste from MFSU of organic plant protection products (except codes 02 01 08 and 02 01 09), wood-preserving agents (except 03 02) and other biocides).

Water (in millions of m³) – GPF K G A

We estimate water consumption based on expenditures recorded for water at an average unit price of €3.56 per m³. (Sources: INSEE indices and the EIDER database at the French Ministry for the Ecological and Inclusive Transition)

Scope in 2019: A includes Naviland Cargo, Captrain Germany, VIL A and Eurostar.

Scope in 2018: A includes Naviland Cargo, Captrain Belgium, Captrain Germany, VFLI, Ermewa Group, VIL A and ICF Habitat.

Scope in 2017: A includes Naviland Cargo, Captrain, VFLI and Ermewa Group.

Hazardous waste – GPF K G A

For the GPF, this tracks hazardous industrial waste reclaimed or destroyed under SNCF EPIC's nationwide Master Service Agreement programme.

Scope: For 2017, **A** includes VFLI.

Reclamation of end-of-life materials and products (in € million) – GPF

The end-of-life materials covered by this indicator include ballast, sleepers, rails, skips, overhead signalling, condemned equipment, track vehicles and tools. The “re-use” category consists primarily of equipment that can be repaired.

EMPLOYEES

Details on the scope of all HR indicators for financial years presented

2019 – GPF K G A

GPF: SNCF Mobilités, SNCF Réseau, SNCF. Subsidiaries = All SNCF Logistics subsidiaries, Keolis, AREP, Eurostar, ICF Habitat, Orfea, Sferis, OUI.sncf and Thalys.

In short, all fully integrated subsidiaries included in SNCF Group's consolidated financial statements:

- the entire SNCF Logistics division,
- the entire Keolis Group,
- other subsidiaries with over 200 employees for two consecutive half-years (as reported in SNCF Group's half-year financial statements): Eurostar, Thalys, OUI.sncf, AREP, ICF, Orfea, Sferis.

2018 – GPF K G A

GPF: SNCF Mobilités, SNCF Réseau, SNCF. All SNCF Logistics subsidiaries, Keolis, AREP, Eurostar, ICF Habitat, Orfea, Ouibus, Sferis, VSC Group and Thalys.

In short, all fully integrated subsidiaries included in SNCF Group's consolidated financial statements:

- the entire SNCF Logistics division,
- the entire Keolis Group, except for Peglion, Effia, and Keolis Nîmes, which are included solely to calculate total workforce,
- other subsidiaries with over 200 employees for two consecutive half-years (as recorded in SNCF Group's half-year financial statements): Eurostar, Thalys, VSC Group, Ouibus, AREP, ICF, Orfea, Sferis.

2017 – GPF K G A

GPF: SNCF Mobilités, SNCF Réseau, SNCF. All SNCF Logistics subsidiaries, Keolis, AREP, Eurostar, ICF Habitat, Itiremia, Orfea, Ouibus, Sferis, VSC Group and Thalys.

In short, all fully integrated subsidiaries included in SNCF Group's consolidated financial statements:

- the entire SNCF Logistics division (STVA was sold in October 2017),
- the entire Keolis Group, except for Keolis Santé (1,558 employees in France), acquired in 2017, for which indicators are not available,
- other subsidiaries with over 200 employees (as recorded in the 2017 management report): Eurostar, Thalys, VSC Group, Ouibus, AREP, Itiremia, ICF, Orfea, Sferis.

Total number of SNCF Group employees at 31 December

The workforce consists of the employees bound to the company by an employment contract that is currently valid or suspended due to leave or illness, regardless of the nature of the contract.

Excludes interns and SNCF doctors. Includes assisted contracts such as professionalization and apprenticeship contracts, and Single Integration Contracts (CUI). Includes SNCF Assurance and Pensions Fund. Includes both part- and full-time employees.

Each member of the workforce counts as one.

Percentage of women – GPF

Number of women as a percentage of total workforce:

- number of women expressed as a percentage of total senior and executive management,
- number of women expressed as a percentage of total management (including senior/executive management),
- number of women expressed as a percentage of non-mobile operating and supervisory staff (excluding management),
- number of women expressed as a percentage of mobile/on-board employees (drivers, train staff)

Recruitment

Number of employees hired by the company during the year. Each hire is counted as one unit, regardless of time spent at the company. Permanent contracts, France: Number of employees hired by the company under permanent contracts during the year. Each hire is counted as one unit, regardless of time spent at the company. Temporary contracts, France: Number of employees hired by the company under temporary contracts during the year. Each hire is counted as one unit, regardless of time spent at the company, and even if the employee worked under multiple contracts in the same year.

Dismissals

Number of dismissals for economic or other reasons. This figure corresponds to employer-initiated terminations of employment contracts. In addition to dismissals, we included terminations for gross misconduct, terminations for disciplinary reasons, employer-initiated terminations during probationary periods, and terminations of probationary employees for disciplinary reasons. In 2017 GEODIS had no detailed information on departures outside France. The report does not include 2017 dismissals.

Training hours

Total includes e-learning hours.

Number of on-board employees

On-board employees and drivers.

Percentage of on-board employees

On-board employees and drivers as a percentage of total workforce.

Percentage of part-time employees

Part-time workers as a percentage of total workforce.

Absenteeism due to illness – France

Number of days missed due to illness or non-occupational injuries (excluding accidents in the workplace)/theoretical number of working days. Reported number of days missed due to illness: Number of days missed due to illness or non-occupational injuries (excluding accidents in the workplace). Theoretical number of working days: We calculate this indicator by taking the total number of days in the year and subtracting the company's usual number of days off per week, days with reduced working hours, holidays or days off, and statutory and contractual periods of annual leave. The result is then multiplied by the total average workforce for the year. For SNCF, we set the theoretical number of workdays at 228 using the following calculation: 365 - 104 (Saturdays and Sundays) - 8 (bank holidays) - 25 (statutory paid leave, i.e., five weeks of workdays). For this indicator, the workforce does not include workers on assisted contracts, employees with personal redeployment agreements, and staff seconded to subsidiaries (average total workforce). For 2019, we used a 228-day theoretical working year and a 35-hour workweek.

Average monthly gross salary (€) – France

Average monthly gross salary. Includes all SNCF employees.

Gender pay gap – GPF

On the basis of average gross monthly remuneration. Covers all SNCF employees, except executive management at the three EPICs. Data for 2017: Covers permanent managerial staff, excluding senior and executive management.

Rate of workplace accidents – France

Number of accidents requiring more than one day of missed work (excluding travel) per million hours of work during the period. Calculation method: (number of workplace accidents resulting in missed work/number of hours worked) x 1,000,000. Hours worked are calculated by multiplying 1,607 hours by the average available workforce.

Severity of workplace accidents – France

Severity is calculated using the number of days lost to temporary incapacity per 1,000 hours worked. Calculation method: (number of days lost to temporary incapacity/number of hours worked in the reporting period) x 1,000. Hours worked are calculated by multiplying 1,607 hours by the average available workforce.

Percentage of workers with disabilities – France

Number of units reported on France's DOETH (mandatory declaration on employment of workers with disabilities)/contract workforce reported on the DOETH.

GEODIS: includes the number of workers with disabilities relative to the total workforce.

Number of work-related illnesses reported – France

Reports work-related illnesses contracted in the company, as listed in the tables under Section R.461-3 of the French Social Security Code, or recognized as such.

Whistleblowing system – GPF A (OUI.sncf)

Our whistleblowing system complies with Sections 6-15 of France's Transparency, Anti-Corruption and Economic Modernization Act of 9 December 2016, and its implementing decree 2017-654 of 19 April 2017.

The system is managed by our Ethics Division and fulfils our corporate responsibility to create an appropriate procedure for handling concerns expressed by our workforce.

REGIONAL DEVELOPMENT

Total inclusive purchasing (in € million) – GPF K

Purchases made from suppliers with employees who have disabilities or a long history of unemployment (direct or assimilated integration) or from a fair-trade business.

Number of hours worked under IAE job programme – GPF

IAE (Insertion par l'Activité Economique) is a French hiring programme for the long-term unemployed. Total IAE hours reported to SNCF by suppliers for the year, under contracts with special employment clauses for the long-term unemployed. Suppliers pledge to assign these hours to workers who are legally eligible to participate in the IAE programme.

Number of participants in IAE job programme – GPF

Number of people employed by units participating in France's IAE programme for the long-term unemployed (Structures d'Insertion par l'Activité Economique, or SIAE)

CSR performance of suppliers – GPF

Average of scores awarded to all SNCF suppliers evaluated by Ecovadis, an independent CSR specialist, on a scale of 0 to 100. Participating suppliers are selected based on an analysis of CSR risk and their strategic importance for the Group.

COMPARATIVE TABLE

VOLUNTARY STATEMENT OF NON-FINANCIAL PERFORMANCE OF SNCF GROUP

Business model: p.6-7
Extra-financial risks: p.10-11

II. A. 1. EMPLOYMENT

FRENCH COMMERCIAL CODE (R225-105)	SNCF GROUP POLICIES AND ACHIEVEMENTS IN 2019	SDGS	GRI G4	ISO 26000	GLOBAL COMPACT
II. A. 1. A. EMPLOYMENT					
6.4.3					
Total workforce and breakdowns by gender, age and region	Indicators p.88		G4-9 G4-10 G4-LA1 G4-LA12		
New hires and dismissals	Attract and retain talent p.72 • Indicators p.88	8.5	G4-LA1		
Compensation and changes	Building a new social contract p.70-71 • Attracting and retaining talent p.72	8.5	G4-52		
II. A. 1. B. WORKPLACE					
G4-10 G4-LA6					
6.4.4 #3					
Work schedules	Building a new social contract p.70 • Housing: A strategic advantage in the Paris Region p.73	16.6			
Absenteeism	Indicators p.89		G4-10 G4-LA6		
II. A. 1. C. SAFETY AND HEALTH					
6.4.6 #4-6					
Occupational health and safety	Health and safety: Our top priorities p.76-77	8.8			
Workplace accidents (including frequency and severity) and work-related illnesses	Health and safety: Our top priorities p.76-77 • Indicators p.89	8.8	G4-LA6 G4-LA7 G4-LA8		
II. A. 1. D. LABOUR RELATIONS					
6.4.5 #3					
Labour-management relations, including informing employees, soliciting input from them and negotiating with them	Negotiating change: Making SNCF 2020 a reality p.74-75	16.6 16.7	G4-LA4		
Collective bargaining agreements, including occupational health and safety	Negotiating towards the new SNCF p.75		G4-LA8		
II. A. 1. E. TRAINING					
6.4.7 #6					
Training policies deployed, including environmental awareness	Digital HR benefits for all p.84-85 • Keeping employees engaged p.80-81 • Indicators p.87	4.4 10.2	G4-43 G4-LA10 G4-LA11		
Total number of training hours	Attracting and retaining talent p.72 • Indicators p.89		G4-LA9		
II. A. 1. F. EQUALITY					
6.3.7 #1-2-6					
Efforts to promote gender equality	Leading the charge for women's rights in Europe p.75 • Keeping employees engaged p.80-81 • Indicators p.88	5.5	G4-LA3 G4-LA12 G4-LA13		
Efforts to hire people with disabilities	Participatory innovation: Collective intelligence in action p.82-83 • Making a better life together p.78-79 • Indicators p.89	10.2	G4-LA12		
Anti-discrimination policy	Making a better life together p.78-79	5.2 10.3	G4-LA12		

II. A. 2. THE ENVIRONMENT

FRENCH COMMERCIAL CODE (R225-105)	SNCF GROUP POLICIES AND ACHIEVEMENTS IN 2019	SDGS	GRI G4	ISO 26000	GLOBAL COMPACT
II. A. 2. A. GENERAL ENVIRONMENTAL POLICY					
6.5 #7-8-9					
Strategy for addressing environmental issues and efforts to conduct environmental assessments and/or earn certifications	Reinventing mobility p.24-25 • Building sustainable alternatives to road transport p.26-27 • Actively promoting more energy-efficient buildings p. 42-43 • Make ecodesign the norm p.48	11.6 13.2	G4-1		
Resources dedicated to preventing environmental risks and pollution	Bring low-carbon mobility within reach p.36-37 • Make our fleet more responsible p.38-41 • Indicators p. 86-87	13.3	G4-EN30 G4-EN31		
Amount of provisions and guarantees for environmental risks, unless disclosure of this information would substantially harm the company in any pending litigation	Indicators p.87		G4-EC2 G4-EN34		
II. A. 2. B. POLLUTION					
6.5.3 #7-8-9					
Efforts to prevent, reduce and mitigate air, water and soil pollution with severe environmental consequences	Make our fleet more responsible p.38-40 Reduce noise and air pollution from trains p.44-45 Indicators p.86-87	9.4	G4-EN24		
Inclusion of all types of pollution specific to an activity, including noise and light pollution.	Reduce noise and air pollution from trains p.44-45	11.6	G4-EN24 G4-EN27		
II. A. 2. C. THE CIRCULAR ECONOMY II. A. 2. C. I. WASTE REDUCTION AND MANAGEMENT					
G4-EN23 G4-EN24 G4-EN25					
6.5.3 #7-8-9					
Efforts to reduce, re-use and recycle waste, and any other efforts to eliminate and reclaim it	Grow the circular economy: zero waste by 2030 p.46-47 • Indicators p.87	12.5	G4-EN23 G4-EN24 G4-EN25		
II. A. 2. C. II. SUSTAINABLE USE OF RESOURCES					
G4-EN1 à EN3 et G4-EN6 à EN8					
6.5.4 #7-8-9					
Water procurement and consumption in accordance with local restrictions	Indicators p.87	12.2	G4-EN8		
Consumption of raw materials and efforts to use them more efficiently	Make ecodesign the norm p.48-49 • Indicators p.86	12.2 15.9	G4-EN1 G4-EN2		
Consumption of energy, efforts to become more energy-efficient and use of renewable energies	Make our fleet more responsible p.38-40 • Actively promote more energy-efficient buildings p.42-43 • Indicators p.87	7.2	G4-EN3 G4-EN6 G4-EN7		
II. A. 2. D. CLIMATE CHANGE					
6.5.5 #7-8-9					
Significant sources of GHG emissions from operations, including from use of the goods and services the company produces	Bring low-carbon mobility within reach p.36-37 • Make our fleet more responsible p.38 • Indicators p.86-87	9.4	G4-EN15 G4-EN16 G4-EN17 G4-EN19		
Efforts to adapt to the effects of climate change	Bring low-carbon mobility within reach p.36-37 • Make our fleet more responsible p.38-41	13.2	G4-EN27		
Voluntary medium- and long-term targets to reduce GHG emissions and efforts to meet them	Bring low-carbon mobility within reach p.36-37 • Make our fleet more responsible p.38 • Actively promote more energy-efficient buildings p.42 • Grow the circular economy: zero waste by 2030 p.46	13.3			
II. A. 2. E. PROTECTING BIODIVERSITY					
6.5.6 #7-8-9					
Efforts to preserve or restore biodiversity	Preserve natural resources and biodiversity p.50-51	12.4 15.9	G4-EN11 G4-EN12 G4-EN13 G4-EN14		

II. A. 3. SOCIETY

FRENCH COMMERCIAL CODE (R225-105)	SNCF GROUP POLICIES AND ACHIEVEMENTS IN 2019	SDGS	GRI G4	ISO 26000	GLOBAL COMPACT
II. A. 3. A. COMMITMENTS TO SUSTAINABLE DEVELOPMENT				6.6.4	#1
Impact of the company's activities on jobs and local development	Our network keeps regions connected p.20-21 • Support job creation and revitalize regions p.32-33 • Supporting French regions—our local impact in 2019 p.65	8.3 11.a	G4-EC7 G4-EC8 G4-EC9 G4-SO1		
Impact of the company's activities on local communities	Our network keeps regions connected p.20-21 • Bringing regions together p.22-23 • Reinventing mobility p.24-25	11.3 11.a	G4-EC7 G4-EC8 G4-EC9 G4-SO1 G4-SO2		
Relationships with the company's stakeholders and mechanisms for dialogue	Listen to our customers p.56-59 • Thinking like a passenger: Reimagining the customer experience in the digital age p.83	13.3 17.17	G4-24 G4-26 G4-27 G4-37		
Partnerships and sponsorships	SNCF Foundation: making a difference on the ground p.66-67 • Keeping employees engaged p.80-81	17.17	GA-16 G4-EC7		
II. A. 3. B. SUBCONTRACTORS AND SUPPLIERS				6.6.6	#1-2
Inclusion of social and environmental factors in purchasing policy	A procurement strategy built on responsible sourcing p.64-65	13.3	GA-LA14 G4-HR10		
Inclusion of social and environmental responsibility in relationships with suppliers and subcontractors	A procurement strategy built on responsible sourcing p.64	13.3	G4-12 G4-EN32 G4-HR10 G4-SO9		
II. A. 3. C. FAIR COMPETITION				6.6.5	
Efforts to protect consumer health and safety	Safety of people and goods p.10 • Making transport affordable for all p.28-29 • Making mobility accessible p.30-31 • Raising the bar for energy efficiency p.43 • Indicators p.87	9.1 11.2	G4-56 G4-PR1 G4-PR3		#1-2


II. B. 1. THE FIGHT AGAINST CORRUPTION

FRENCH COMMERCIAL CODE (R225-105)	SNCF GROUP POLICIES AND ACHIEVEMENTS IN 2019	SDGS	GRI G4	ISO 26000	GLOBAL COMPACT
II. B. 1. THE FIGHT AGAINST CORRUPTION				6.6.3	
Anti-corruption efforts	Ethics and compliance with international standards of conduct p.54-55	16.5	G4-SO3 G4-SO4 G4-SO5		#10


II. B. 2. HUMAN RIGHTS

FRENCH COMMERCIAL CODE (R225-105)	SNCF GROUP POLICIES AND ACHIEVEMENTS IN 2019	SDGS	GRI G4	ISO 26000	GLOBAL COMPACT
II. B. 2. HUMAN RIGHTS II. B. 2. A. SUPPORT FOR AND COMPLIANCE WITH THE INTERNATIONAL LABOUR ORGANISATION'S FUNDAMENTAL CONVENTIONS					#1
Respect for freedom of association and the right to collective bargaining.	Negotiating change: Making SNCF 2020 a reality p.74-75	16.6 16.7	G4-HR4		#3
Elimination of discrimination in respect of employment and occupation	Over 5,000 suppliers have signed our CSR & Anti-Corruption Charter p.55 • Making a better life together p.78 • Indicators p.88	5.5 10.2	G4-HR3		#6
Elimination of forced and compulsory labour	Over 5,000 suppliers have signed our CSR & Anti-Corruption Charter p.55	8.7	G4-HR6		#4
Effective abolition of child labour	Over 5,000 suppliers have signed our CSR & Anti-Corruption Charter p.55	8.7	G4-HR5		#5
II. B. 2. B. OTHER HUMAN RIGHTS INITIATIVES				6.6.6	#1-2


SNCF CONTRIBUTES TO THESE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS




4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.




5.2 Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation. • **5.5** Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life.




7.2 By 2030, increase substantially the share of renewable energy in the global energy mix.




8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services • **8.5** By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value • **8.7** Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms. • **8.8** Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.




9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all. • **9.4** By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.




10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status. • **10.3** Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard




11.a Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning. • **11.2** By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons. • **11.3** By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries. • **11.6** By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.




12.2 By 2030, achieve the sustainable management and efficient use of natural resources. • **12.4** By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment. • **12.5** By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.




13.2 Integrate climate change measures into national policies, strategies and planning. • **13.3** Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.



15.9 By 2020, integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies and accounts.



16.5 Substantially reduce corruption and bribery in all their forms. • **16.6** Develop effective, accountable and transparent institutions at all levels • **16.7** Ensure responsive, inclusive, participatory and representative decision-making at all levels.



17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.

MILESTONES

1999	Environmental charter for state-owned enterprises
2003	UN Global Compact
2004	Diversity charter with IMS-Entreprendre pour la Cité
2006	First collective agreement on equality at the workplace and gender diversity
2008	Community of European Railway and Infrastructure Companies (CER) pledges to cut passenger CO ₂ e emissions by 40% and freight CO ₂ e emissions by 30% between 1990 and 2020 European rail network charter Sustainable development charter of the International Association of Public Transport (UITP)
2009	Responsible Advertisers' Charter (French Union of Advertisers, UDA)
2010	Sustainable Mobility Charter of the International Union of Railways (UIC) Responsible Procurement Charter (French Ministry of Finance) SME Procurement Pact (France)
2012	Innovative SME charter Responsible Supplier Relations certification renewed
2013	Entrepreneurship in neighborhoods (French Ministry of Urban Affairs)
2015	Joint commitment with UIC to reduce targeted GHG emissions by 50% between 1990 and 2030, and 75% between 1990 and 2050 Individual SNCF commitment, to cut GHG emissions by 20% between 2015 and 2025 Admitted to GC Advanced Club of UN Global Compact Became founding member of RAILSponsible, a rail industry initiative for sustainable procurement
2016	Joined Science Based Targets initiative
2017	Joined UDA's FAIRe programme for responsible advertising Démoclers charter for recycling waste from secondary works
2018	Signed Paris Climate Action charter Became member of Act4nature, signing up to 15 biodiversity commitments PAQTE support for disadvantaged urban neighbourhoods Joined Rail Freight Forward coalition to combat climate change
2019	Renewed national partnership for community service with the French Ministry of Justice INR Responsible Digital Charter

NON-FINANCIAL RATINGS

ecovadis

EcoVadis awarded SNCF an overall CSR rating of 79/100 in 2019, up 4 points on its 2017 score. This rating places SNCF in the top 1% of evaluated companies in the "Transport via railways" category.

GEODIS also received a gold medal in 2019, with an overall score of 72/100. This rating, up 2 points on the previous year's score, places the company in the top 1% in the "Freight transport by road" category.



At the request of investors, Vigeo Eiris has evaluated SNCF since 2007.



Information rate	97%
Cooperation level	Proactive
Sector ranking	1/22

Advisors: Capitalcom – **Design and content:** Capitalcom and SNCF – **Design and production:** Byron Bay Communication, Lyon.
Photos : SNCF Media Library – Célia Almuedo 2, Pierre Antoine, Yann Audic, Didier Boy De La Tour / AREP, Thomas Crabot, Cora Cremezi Charlet, Léa Darmon-Raphoz, Raphaël Dautigny, Fred de Gasquet, Ilan Deutsch, Direction de Projet EOLE, EcoTransIT, Ergo Santé, EUROSTAR, e.Voyageurs, Clara Ferrand, Emeric Fohlen / OUIGO, Philippe Fraysseix, Fret SNCF, Sébastien Godefroy, Romuald Goudeau / www.unjourunephoto.fr, Hervé Hellec, Maxime Huriez, Bertrand Jacquot, Keolis, Keolis Tours, Nicolas Krief, Claude Le Breton/ AREP, Letizia Le Fur, Simon Lemarchand, Michel Lopez, LPO, Jérôme Masi, Ivan Mathie, Sébastien Morales, Denys Nevozhai, Nodixia, Anne Petit, Alex Profit, Matthieu Raffard, Nicolas Rodet, Georges Saillard, SNCF Développement, Florian Taine / Ermewa, TER SNCF, Alexis Toureau, Jean-François Tremong, VFLI, VIIA
Cover photo, Grenoble station © Yann Audic
English translation: Clementi/Durban/Hemmings

July 2020



Printed at Centre Edition de la Chapelle, on 100% recycled paper

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