

# BRINGING THE **FREEDOM** OF **EFFORTLESS** MOBILITY AND A GREENER **PLANET** TO ALL



## SNCF 2018 CORPORATE SOCIAL ENGAGEMENT REPORT







## HOW TO READ THIS REPORT

This report outlines the social engagement policy of SNCF Group, which consists of the *Groupe Public Ferroviaire (GPF)* or state-owned rail group, and its subsidiaries. At the start of each chapter, we have used the icons below to show how SNCF is contributing to the Sustainable Development Goals (SDGs) adopted by the United Nations.



This is our **Communication on Progress** in implementing the principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.

Since 2003, SNCF has been a member of the UN Global Compact, which encourages businesses to align their strategies and operations with 10 principles on human rights, fighting corruption, labour law and the environment. And since 2015, SNCF's COP report for the UN Global Compact has qualified as GC Advanced.

# INTRODUCTION

*"Bringing the freedom of effortless mobility and a greener planet to all"*



In 2018, the world came to grips with the reality of climate change and social unrest escalated. It proved a pivotal year for SNCF, too, as we unveiled our new mission: bringing the freedom of effortless mobility and a greener planet to all.

The phrase signals our commitment and indeed our duty, as a state-owned enterprise, to take the lead on the ecological and inclusive transition—by harnessing the power of mobility to create jobs, grow wealth and bring communities together, and by embedding sustainability in our identity.

We are rising to the challenges of the 21st century with mobility solutions that combine business performance with regional growth—and that are both affordable and eco-friendly. Leading from the front means setting ourselves ambitious targets. On climate and air pollution, we are developing hybrid and hydrogen-powered trains, as well as bio-methane buses, and building more rail motorways. We are also making strides towards becoming a carbon-neutral business, and phasing out diesel entirely by 2035. Likewise, our expansive network upgrade programme is a clear statement of our intent to make rail the backbone of sustainable mobility.

For SNCF, being a good corporate citizen is about more than looking after the planet. It is about taking care of the people we serve, too. That is why we are doing whatever we can to bridge the social and regional divide—by readying our new Personal Mobility Assistant app, by making our stations easier to access, by offering more lost-cost fares, and by developing new autonomous mobility services.

Our mission would, of course, ring hollow were it not for our hard-working employees. It is thanks to their talent and dedication that we will set the gold standard for corporate citizenship. In 2019, as we lay the groundwork for SNCF's future, we will be opening talks on a new Group-wide corporate social engagement agreement setting out how we will make a difference, both individually and collectively.

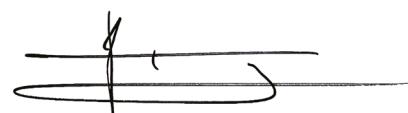
It will therefore come as no surprise that we have reaffirmed our commitment to the UN Global Compact and continue to support its Ten Principles.



**Frédéric Saint-Geours**  
Chairman, SNCF Supervisory Board



**Guillaume Pepy**  
Chairman, SNCF Executive Board  
Chairman and CEO, SNCF Mobilités



**Patrick Jeantet**  
Chairman and CEO, SNCF Réseau  
Deputy Chairman, SNCF Executive Board

# ABOUT THIS REPORT



At SNCF, we're designing mobility solutions that address the challenges of the 21st century—on society, the economy, climate and the environment. Our mission of bringing the freedom of effortless mobility and greener planet to all is a strong statement of our identity. It clarifies what good corporate citizenship means to us. And it spells out how we'll be leading from the front on the ecological and inclusive transition: engaging in earnest with all our stakeholders, acting now on the issues that matter to the regions and customers we serve, and making big decisions that will shape a better future for all. This report explains what our people—all 272,000 of them—are doing, day in, day out, to rise to the challenge. I hope you enjoy reading it.

**Sophie Chambon-Diallo,**  
*CSR and Sustainability Officer, SNCF Group*

## CHANGES SINCE OUR 2017 REPORT

This 2018 Corporate Social Engagement Report builds on the changes we made in 2017, when we opted to shift to a more detailed statement that describes our full extra-financial performance. This year, as well as setting out our business model, we have explained the main extra-financial risks that our business faces and what we are doing to mitigate those risks (pages 8-9). We have also included more details about our policies and indicators throughout this report, and in the comparative table at the end (pages 78-80).

## SNCF'S EXTRA-FINANCIAL REPORTING FRAMEWORK

DOCUMENT	TARGET READERS
2018 Corporate Social Engagement Report	All stakeholders, especially SRI analysts and investors
Theme-based web pages (focusing on SNCF Group challenges, plus select achievements)	SRI analysts and investors
Website <a href="https://sncf.com/en/commitments/csr-priorities">sncf.com/en/commitments/csr-priorities</a>	General public
2018 Group Financial Report	Analysts and investors
SNCF Réseau Social Responsibility Report 2018	All stakeholders, especially SRI analysts and investors



# CONTENTS

ABOUT THIS REPORT .....	04
BUSINESS MODEL: SPEARHEADING USEFUL, CONVENIENT, GREEN AND RESPONSIBLE MOBILITY FOR ALL .....	06
KEEPING EXTRA-FINANCIAL RISK UNDER CONTROL .....	08
GOVERNANCE: LAYING THE GROUNDWORK FOR THE FUTURE .....	10
SEEING OPPORTUNITY IN A CHANGING WORLD .....	12
PRACTISING GOOD CORPORATE CITIZENSHIP .....	13
STANDING BY OUR COMMITMENTS AND DELIVERING ON OUR MISSION .....	14

## BRINGING EFFORTLESS MOBILITY TO ALL REGIONS

DELIVERING SUSTAINABLE LOCAL SERVICES .....	16
KEEPING FARES AFFORDABLE .....	18
PROVIDING ACCESS FOR ALL .....	20
WORKING WITH REGIONS, FOR REGIONS .....	22

## PIONEERING THE FUTURE OF MOBILITY

GIVING CUSTOMERS MORE CHOICE .....	26
INVESTING IN NETWORK EXPANSION AND UPGRADES .....	28
KEEPING OUR CUSTOMERS IN THE KNOW .....	30
EMBRACING THE INFORMATION AGE .....	32
CHAMPIONING RAIL FREIGHT .....	34

## LEADING THE CHARGE FOR A GREENER PLANET

EMBRACING THE ENERGY TRANSITION TO FIGHT CLIMATE CHANGE .....	38
HARNESSING THE POWER OF SOLAR ENERGY .....	40
REDUCING NOISE AND AIR POLLUTION .....	42
GROWING THE CIRCULAR ECONOMY .....	46
MAKING ECO-DESIGN THE NORM .....	50
PRESERVING BIODIVERSITY AND NATURAL RESOURCES .....	52

## BUILDING A BRIGHT FUTURE TOGETHER

ETHICS AND INTERNATIONAL STANDARDS OF CONDUCT .....	56
ENGAGING WITH OUR STAKEHOLDERS .....	58
KEEPING PEOPLE SAFE .ALWAYS.....	60
PUTTING PEOPLE FIRST .....	62
EMBRACING SOCIAL AND CULTURAL DIVERSITY .....	64
DEVELOPING OUR PEOPLE'S SKILLS .....	66
ENGAGING IN GOOD FAITH TO MAKE CHANGE HAPPEN .....	68
PROCUREMENT: SOURCING LOCALLY .....	70
OUR FOUNDATION: MAKING A DIFFERENCE FOR 23 YEARS .....	72
INDICATORS .....	74
COMPARATIVE TABLE .....	78
NOTE ON METHODOLOGY .....	82
ACKNOWLEDGEMENTS.....	86

# EXECUTIVE SUMMARY

At SNCF, social engagement is an integral part of our strategy. It's also the centrepiece of our mission: bringing the freedom of effortless mobility and a greener planet to all. By inviting input from our stakeholders and staying true to our roots, we're shaping useful, convenient, green and responsible mobility for all.



## BRINGING EFFORTLESS MOBILITY TO ALL REGIONS

As a business at the forefront of safe, inclusive, accessible mobility—by rail, bus, ride-sharing, bicycle, and more—we're playing our part in helping regions and communities thrive.

**30,000 km** of track, including **2,600 km** representing one of the world's largest high-speed networks

**100 out of 209** stations in the Paris region fully accessible to passengers with reduced mobility at end-2018 (target: all stations by 2020)

**65%** of passengers paid less than **€25** for their Ouigo ticket in 2018



## PIONEERING THE FUTURE OF MOBILITY

While rail is the backbone of our business, we're bringing the freedom of effortless mobility to all our customers by inventing new transport options for passengers and freight.

**12 million** downloads of the SNCF app, our everyday personal mobility assistant

**€5.1 billion** invested in network maintenance and upgrades in 2018

**5** rail motorways in 2018



### KEY FIGURES: 2018

**€33.3<sub>bn</sub>**

in revenue  
(up 1.3%)



**€8.9<sub>bn</sub>**

in investment  
(over **90%** in France)





## SHRINKING OUR ENVIRONMENTAL FOOTPRINT

Taking the train is one of the cleanest ways to get around. At SNCF, we're combining the best of rail with new solutions to keep passengers and freight moving effortlessly, and taking better care of the planet in the process.

Carbon emissions for rail: **6.3 g CO<sub>2</sub>e** per passenger-kilometre (g/pkm) and **5.5 g CO<sub>2</sub>e** per tonne-kilometre (g/tkm)

**97.3%** of rails recycled in 2018

Fewer emissions in 2018: **12.5% reduction per pkm** and **11.3% reduction per tkm** (target: 25% reduction by 2025)



## BUILDING A BRIGHT FUTURE TOGETHER

We engage with all our stakeholders—employees, customers, investors, suppliers, governments and regions—to accommodate new mobility practices and address the local issues that matter most.

**272,000** employees in France and worldwide

**11,571** new hires on permanent contracts in France in 2018

SNCF awarded the Top Employers mark for the **6th** year running in 2018



**1/3**

of revenue on international markets (**120** countries)



**15,000**

trains a day, including **7,000** in the Paris region



Close to **15 million**

passengers a day worldwide, including **5M** in France and **3.5M** in the Paris region



## PASSENGER TRANSPORT SNCF MOBILITY



## FREIGHT TRANSPORT AND LOGISTICS SNCF LOGISTICS

### Commuter mobility

### Long distance

#### BUSINESS LINES



- Urban/peri-urban transport (metro, light rail, cable car, river shuttle, bicycle, car-sharing): **Keolis**
- Regional passenger transport: **TER**
- Paris region: **Transilien**



- Classic high-speed rail (France and Europe): **TGV INOUI, Eurostar, Thalys, TGV France-Europe**
- Low-cost high-speed rail: **OUIGO** et **IZY**
- Medium- and long-distance rail (France): **Intercités**
- Ticket sales: **OUI.sncf**



- Road transport and logistics: **Geodis**
- Rail freight and combined transport: **Transport Ferroviaire et Multimodal de Marchandises (TFMM), VIIA**
- Rail asset management (wagons, locomotives): **Ermewa Group**

#### BUSINESS MODEL

Public service management contracts (with transport-organizing authorities)

French market open to global competition from December 2019

Ticket sales to passengers (individuals and groups)

French market open to global competition from December 2020

Sale of services to shippers (all sectors)

Market open to competition

#### 2018 GROUP REVENUE

€13.6bn

€8.7bn

€10.1bn

#### RANKING

**#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

### STATIONS

### NETWORK

### REAL ESTATE



#### SNCF GARES & CONNEXIONS



#### SNCF RÉSEAU



#### SNCF IMMOBILIER



#### CONSULTING

#### BUSINESS LINES

- Station operation, modernization and business development
- Crowd flow and transport hub management

- Rail network access and traffic management
- Infrastructure maintenance and upgrades
- Installation of new lines

- Land and real-estate management and business development
- Housing management and development

- Major infrastructure and public space design: SYSTRA, AREP
- SNCF International
- SNCF Consulting

#### BUSINESS MODEL

Fees from rail companies and retailers

Track access fees paid by rail companies

Disposals, development, rent

Sale of services to customers (central governments, local authorities, foreign rail operators, etc.)

Market open to competition

#### 2018 GROUP REVENUE

€1.5bn

€6.3bn

€0.7bn

NOT CONSOLIDATED

#### RANKING

**#2**  
property owner in France

**#1**  
worldwide in  
transport infrastructure design



# SNCF AT A GLANCE

## OUR BUSINESS MODEL: SPEARHEADING A USEFUL, CONVENIENT, GREEN AND RESPONSIBLE MOBILITY FOR ALL

At SNCF, we do business in nearly every segment of the travel market, combining experience with a zest for innovation. Buoyed by our strengths—our know-how, our environmental edge and our key role in society—we work in unison towards one purpose: delivering useful, convenient, green, responsible mobility.



### FINANCIAL RESOURCES



### INDUSTRIAL RESOURCES



### HUMAN & INTELLECTUAL RESOURCES



### COMMUNITY RESOURCES



### ENVIRONMENTAL RESOURCES

#### RESOURCES

**€2,217m** in self-financing capacity

**Positive free cash flow** for SNCF Mobilités, but structural losses for SNCF Réseau, with debt of €49.6bn (up €2.9bn)

**€530m** in productivity gains

**30,000 km** of track, incl. 2,600 km HS line

**3,000** stations

**12m sq m** of industrial and tertiary buildings

**115** new trains delivered in 2018 (€2.2bn)

**272,000** employees

**150** roles

**11,571** hires in France

**18** patents filed in 2018

**220** datasets published in 2018

**20,000 SMEs and small businesses** supplying goods and services

**€16.7bn** in purchasing in 2018, incl.

**€57bn** from suppliers with disabled or long-term unemployed workforce  
**23%** of total purchasing from SMEs (GPF)

**48%** of purchasing governed by stricter CSR criteria

**8,855 GWh** of electricity consumed Group-wide

**7,117 GWh** of electricity consumed by rail traction

**97.3 t** of rails recycled

RESOURCES

# €33.3bn revenue\*



### USEFUL MOBILITY FOR ALL



### CONVENIENT MOBILITY



### GREEN MOBILITY



### RESPONSIBLE MOBILITY

#### VALUE CREATION

**15m** passengers a day

**170,000** shippers in France and worldwide

**3rd** largest investor in France, with **€16.7bn** in investments & spending

**42.6%** of leisure tickets sold at low-cost fares (TGV and Ouigo) (up 9%)

On-time performance nearly **90%**

**€8.9bn** invested, incl. **€5.1bn** in rail network modernization and **€2.2bn** in new rolling stock

**835 km** of track re-laid in 2018

**15,000** trains a day

**21,000** secure bicycle parking spaces at 650 stations

**40m** visits/month via the SNCF app—a personal mobility assistant for commuters

**Less than 1%** of GHG emissions to carry 10% of passenger and freight traffic

**25x less GHG** when passengers take a train instead of driving alone

**80,000 t CO2e** avoided in 2018 thanks to rail motorways

**70%** of workforce involved in training

**4.56%** of employees with a disability (in France)

**25%** women as a share of total workforce

**€5m** annual budget for the SNCF Foundation

**161,000** indirect jobs in France





VALUE CREATION

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

# KEEPING EXTRA-FINANCIAL RISK UNDER CONTROL

As part of our shift to a more comprehensive review of our performance, we've considered the major categories of extra-financial risk that could jeopardize our business model.

## 14 TOP EXTRA-FINANCIAL RISKS

VALUE CREATION	TOP RISKS	MITIGATION MEASURES
<b>MOBILITY FOR ALL</b> 	<b>Supply-demand mismatch</b>	We're developing seamless, multimodal transport solutions—combining rail, bus, ride-sharing and more—to keep supply in touch with demand and maintain our market share.
<b>CONVENIENT MOBILITY</b> 	<b>Competition</b>	As we brace for the opening of French passenger rail markets to competition, we've agreed a package of measures with the French State on employee motivation, customer satisfaction and growing rail use. And at SNCF Mobilités, we've drawn up customer retention and win-back plans for each of our business lines.
<b>GREEN MOBILITY</b> 	<b>Climate change</b>	We recognize that climate change could have a financial impact on our rail operations, and drive down service standards and customer satisfaction. We've set up a new Climate MiniLab—a joint effort between SNCF Réseau and our Innovation & Research Department—to map out how we'll build climate resilience into our network, drawing on input from experts, researchers and other businesses.
	<b>Environmental regulations and standards</b>	As climate change takes hold, new environmental regulations and standards could see us bound by tougher carbon emissions limits. We're developing new technologies, such as hybrid trains, as we look to build a more energy-efficient business. And we've set ourselves a goal: to cut energy use across our fleet by 20% over the coming decade.
	<b>Credibility of message</b>	By showing that our sustainable mobility message is credible, we'll be able to raise the funds we need to invest in carbon-free traction power, renewables and other clean technologies to support the ecological transition and achieve carbon neutrality by 2050. And by adopting circular principles, we'll be reducing the strain on natural resources. In 2019, we'll be bringing the freedom of effortless mobility to all our customers with a new green, shared mobility platform.
<b>RESPONSIBLE MOBILITY</b> 	<b>Rail safety—operations</b>	Our passengers rely on us to keep them safe at all times. Through our Prisme programme, we're setting the bar high for safety across our network—for our customers and for the wider community.
	<b>Passengers and freight</b>	Because security threats pose a risk to our people, our customers, our business and our reputation, we're stepping up security training for our staff, covering everything from tackling anti-social behaviour to preventing terrorist attacks.



<b>Health and safety at work</b>	We're absolutely committed to keeping our people safe at all times, by reinforcing a strong safety culture, reducing occupational hazards, and working towards our zero-injury goal.
<b>Procurement and suppliers</b>	Our ambitious responsible purchasing policy sets out what we're doing to control our impact all along the value chain. For instance, we've drawn up a CSR charter for our suppliers, we map extra-financial risks segment by segment in our supply chain, and we routinely assess key and strategic suppliers. And in 2018, we were once again awarded the Responsible Supplier Relations mark.
<b>Employer brand</b>	We're combining innovative recruitment tools with attractive benefits packages to appeal to top talent in an increasingly competitive and fast-paced job market.
<b>Talent management</b>	We're pursuing an ambitious training and recruitment policy to help our workforce adapt and to make sure we have the right skills at our disposal as demand evolves.
<b>Ethical business practices</b>	Our Group-wide Ethics Charter spells out our zero-tolerance approach to unethical business practices, and our firm stance on corruption and influence-peddling comes from the very highest level of our business. We've also introduced a whistleblowing system, and we're training those staff who are most exposed to corruption risks.

## OTHER RISKS



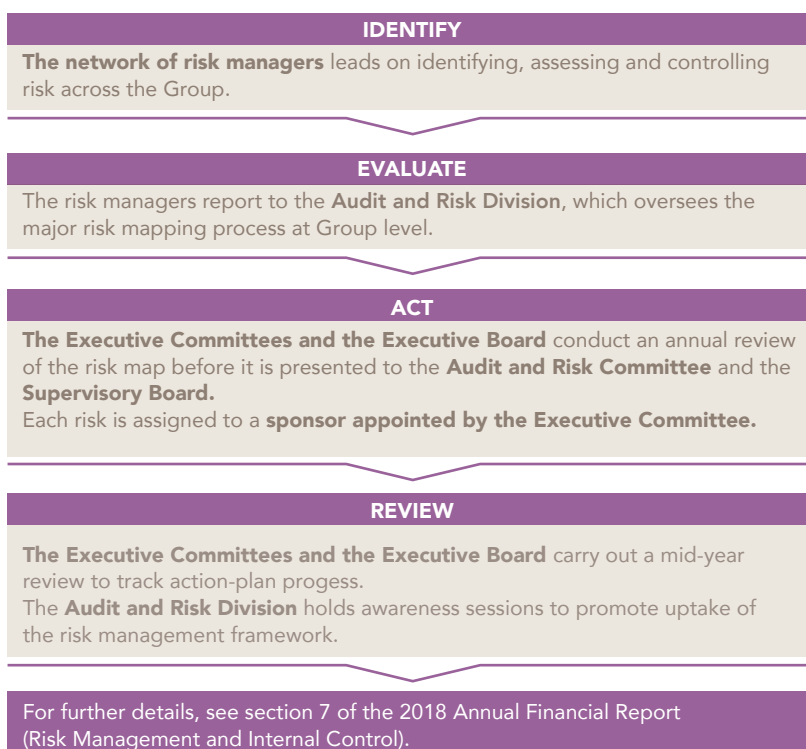
### Data and cyber-security

As we depend increasingly on digital technologies and computer systems to run our business, we're taking action to bring our critical infrastructure, data management practices and privacy policies in line with ever-tougher regulations.

## OUR GROUP-WIDE APPROACH TO RISK MANAGEMENT

At SNCF, major extra-financial risks are managed in the same way as other risks—through our Group-wide framework. The process is led by the Audit and Risk Division, which provides the Group's governing bodies with a consolidated overview of the risks our business faces, along with reasonable assurance that we're managing those risks in our operations.

### RISK MANAGEMENT FRAMEWORK



# GOVERNANCE: LAYING THE GROUNDWORK FOR THE FUTURE

SNCF Group consists of three state-owned industrial and commercial enterprises, or EPICs—SNCF, SNCF Réseau and SNCF Mobilités—and their respective subsidiaries. This structure will change in 2020 under the effect of the French rail reform package.

## GOVERNANCE OF THE EPICs

SNCF EPIC heads SNCF Group, under the leadership of an Executive Board whose members are named by the French Council of Ministers. These members are the Chair of SNCF Mobilités (Chair of the Executive Board) and the Chair of SNCF Réseau (Deputy Chair of the Executive Board). Decisions are taken unanimously: if members cannot agree, the Chair of the Supervisory Board must decide.

The Supervisory Board sets the Group's course in the areas of strategy, business, labour relations, technology and sustainability, and oversees deployment of SNCF's mission by the Executive Board. Its Chair and a majority of its other members are representatives of the French State.

SNCF Réseau and SNCF Mobilités are each governed by a Board of Directors, which includes representatives of SNCF EPIC, thus ensuring unity within the GPF.



## 2018 KEY FIGURES

**24** board members

**45.8%** women

**7** meetings

**60.6%** attendance rate

## GOVERNANCE





## RAIL SYSTEM REFORM

The New Railway Pact, passed on 27 June 2018, heralds a new era for SNCF. The following changes will come into effect on 1 January 2020:

- SNCF will become a unified, integrated public group comprising SNCF, a fully state-owned limited company (*société nationale à capitaux publics*), and its two subsidiaries: SNCF Mobilités, which operates rail transport services, and SNCF Réseau, which guarantees access to, and manages traffic on, the French national rail network. All three entities will be treated for legal purposes as public limited companies (*sociétés anonymes*) with non-transferable shares.
- Salary structures will be amended and SNCF will cease to recruit personnel with railway worker (*cheminot*) status. At the same time as this transformation, industry-wide negotiations will be conducted.
- Domestic passenger rail services will be opened up to competition, with public service contracts awarded to operators through a competitive bidding process.

The French State has also announced that it will:

- introduce a new “golden rule” with a maximum leverage ratio above which the company will not be able to invest in any projects

- assume €35bn of SNCF Réseau’s debt
- cap track access fee rises at the rate of inflation for open-access services.

## HOW CORPORATE SOCIAL ENGAGEMENT IS GOVERNED

Corporate social engagement is governed from the highest level of the company—SNCF EPIC’s Supervisory Board—and in particular from the Strategy, Business Focus and Social Cohesion Committee and from the Executive Board.

Our Sustainable Development Division is attached to SNCF EPIC’s General Secretariat and acts on behalf of the three EPICs and the Group’s subsidiaries. Its mission is to:

- Set and oversee the Group’s social engagement policy;
- Help all of the Group’s actors adapt and deploy this policy;
- Maintain accountability with all Group stakeholders, chiefly by means of the Corporate Social Engagement Report.



# SEEING OPPORTUNITY IN A CHANGING WORLD

The world is changing. And since these changes affect our customers—passengers, shippers and governments—they affect us, too. At SNCF, we see change as an opportunity to gain new skills and become even better at serving our customers.

## NEW CONSUMER BEHAVIOURS

The way people shop, travel and work is evolving, as today's digitally fluent consumers increasingly prize access over ownership. That shift poses a challenge for us, forcing us to rethink not only the services we provide, but also our entire business model.



## CORPORATE RESPONSIBILITY IN THE SPOTLIGHT

Consumers are increasingly weighing up the social and environmental impacts of their purchase, which includes how they choose to travel. Our customers expect us to be a model corporate citizen.



## STIFFER INTERMODAL COMPETITION

The implications of these new patterns of behaviour are twofold. First, competition between modes of transport is heating up, with customers routinely comparing the options available to them—cars, trains, low-cost airlines, trucks and more. And second, commuters and international logistics firms are embracing multimodal transport and making greater use of it.

## FRESH COMPETITION IN FRANCE

As well as adapting our business to these global trends, we're also bracing for two big domestic changes: the opening up of French domestic passenger rail services to competition in 2019, and the restructuring of our business that will take effect on 1 January 2020.





# PRACTISING GOOD CORPORATE CITIZENSHIP

Our mission—bringing the freedom of effortless mobility and greener planet to all—encapsulates who we are, how we see our role in society, and how we envision the future in a changing world. To deliver on that mission, we’ve made six major commitments that inform everything we do, at every level of our business.

## RENEWED AMBITION

At SNCF, we’re using change as an opportunity to redefine who we are and what we stand for. Going forward, we aspire to:

- build a network that delivers better performance for our customers and for society at large;
- be a global leader in passenger mobility and freight logistics, and meet every need right along the mobility chain;
- continue shaping a business model that gives us a solid platform to compete;
- practise good corporate citizenship and benefit the regions and communities we serve—economically, socially and environmentally.



# STANDING BY OUR COMMITMENTS AND DELIVERING ON OUR MISSION



## SHAPE USEFUL, GREEN MOBILITY

At SNCF, we factor local environmental, social and economic issues into the way we design our services. For instance, we're widening access to our shared mobility solutions—most of which run on efficient low- or zero-carbon energy sources. We're also working to promote regional growth, create jobs and bridge the social divide.



## GROW RAIL USE

Our aim is to make rail the backbone of shared, clean, intermodal mobility—a goal that starts with our network. SNCF Réseau will invest over €40 billion between 2019 and 2026, including around €55 billion in upgrading our existing infrastructure. We're also growing our presence right along the mobility chain—physically and digitally—to make seamless, comfortable door-to-door travel a reality for all.



## BE THE BEST ON THE FUNDAMENTALS

Our customers rightly expect us to keep them safe and well-informed, and to carry them to their destination on time. We've launched a string of programmes to embed a culture of operational excellence across our business, spanning everything from safety (Prisme) and on-time performance (H00) to passenger information (Information FIRST).



## INCREASE CUSTOMER SATISFACTION

We're working hard to increase customer satisfaction on all fronts: by harnessing new digital tools, making attentive customer care the norm, stepping up our engagement with transport-organizing authorities, and keeping our fares affordable.



## BOOST EMPLOYEE ENGAGEMENT AND SATISFACTION

At SNCF, we recognize that having talented people gives us a real competitive edge. That's why we encourage enterprising initiatives at every level of our organization, maintain a workplace that respects our staff, and engage positively with our labour relations partners.



## DELIVER ECONOMIC DISCIPLINE AND HIGH PERFORMANCE

Efficiency is critical to the future of our business—which is why we're embracing digital technologies, updating our production methods, and reviewing how we organize our workforce. And, by practising strict financial discipline, we'll balance our books by 2022—and keep it that way.





# BRINGING THE FREEDOM OF EFFORTLESS MOBILITY TO ALL

At SNCF, we're bringing the freedom of effortless travel to everyone, wherever they are in the world. As a one-stop mobility platform for passengers and freight, we're making sure our customers have the information and transport services they need to meet their business, social and environmental priorities. And, in doing so, we're supporting local economies and playing our part in the ecological and inclusive transition.

OUR COMMITMENT: **increase customer satisfaction**



TARGET 1.4



TARGET 10.2



TARGET 11.2

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



## DELIVERING SUSTAINABLE LOCAL SERVICES

Our rail network helps to bring people and communities together. With our partners, we're tackling the issues that matter most, from keeping local lines open to developing new door-to-door and shared mobility services such as ride-sharing.

### WORKING WITH OUR LOCAL PARTNERS

Local rail lines are remarkably diverse. Some carry passengers between large towns and cities, while others serve sparsely populated communities. Likewise, some local lines and trains are well-kept and carry frequent, punctual services, while others are in a poorer state of repair. At SNCF Réseau, our infrastructure arm, we're using our technical expertise—and our capacity for innovation—to help national, regional and urban transport organizing authorities modernize and maintain their infrastructure.



#### 2018 KEY FIGURES

Local rail lines account for

**42%**

of our network by length

**12,047 km**

but less than

**2%**

of passenger traffic (1)

### KEEPING LOCAL SERVICES RUNNING

At SNCF Réseau, we're engaging with regional authorities to identify where resources need to be focused. We've also produced a catalogue of around 50 off-the-shelf cost-cutting upgrade and maintenance solutions for smaller lines—and we're available to help implement those solutions every step of the way. We're also introducing alternatives to rail to bring the freedom of effortless mobility to less densely populated areas.





Stop Connecté stop in Anor, north-eastern France

## STOP CONNECTÉ: KEEPING COMMUNITIES MOVING

### WHAT WE'RE DOING

Rural and sparsely populated suburban communities are often underserved by conventional transport networks, making travel a challenge for the people who live there.

### HOW WE'RE DOING IT

At SNCF Mobilités, we've joined forces with iDVROOM—SNCF's ride-sharing service, with 900,000 registered users—to trial a brand-new shared mobility service. Known as Stop Connecté, this interactive, affordable option combines the best features of ride-sharing and hitch-hiking.

Each stop has a touchscreen interface that connects passengers with drivers. When a car pulls over, the passenger texts the vehicle registration to a special number. The service costs between €0.50 and €1.00 per trip, and users are charged through their mobile phone bill.

### WHAT WE'VE ACHIEVED

Our first Stop Connecté network opened in 2018 in Anor, north-eastern France, along a road used by 5,000 vehicles a day. We're currently trialling a second network in Auvergne-Rhône-Alpes, a region of south-eastern France, and will be asking testers to report back on how the new service is working in spring 2019.

## ECOSYST'M RIDE-SHARING SERVICE

### WHAT WE'RE DOING

We recognize that driving is often the only way to get around in low- and medium-density areas. That's why we're encouraging people to share shorter journeys of less than 25 km.

### HOW WE'RE DOING IT

At SNCF, we're firm believers in the benefits of ride-sharing. Our SNCF Mobilités arm has teamed up with ride-sharing organization ECOSYST'M in a drive to revitalize communities, cut greenhouse gas emissions, and ease short trips and door-to-door journeys—especially for elderly, socially isolated, unemployed and other vulnerable residents. Instead of money changing hands, ride-sharers contribute to fuel costs in a special local currency that can be redeemed in participating stores.

### WHAT WE'VE ACHIEVED

ECOSYST'M has launched in eight towns and villages in Limousin, a sparsely populated part of central France, serving close to 4,000 people. Details of the service are also published on our iDVROOM ride-sharing platform.



Ride-sharing service in Ayen, central France



## KEEPING FARES AFFORDABLE

Ahead of the opening of French passenger rail markets to competition, we're doing all we can to keep fares low, make rail travel more affordable, and give our customers what they want.

### HIGH SPEED, LOW COST

As passenger habits evolve, we're 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, high-speed services carried 140 million passengers in 2018.



### TWICE THE CHOICE, TWICE THE FLEXIBILITY

By 2020, we're aiming to carry 25 million more passengers on our network. To make that happen, we're offering our customers a clear choice between two services:

- The first is Ouigo, our basic high-speed rail service at low-cost fares. More than 33 million people have boarded our Ouigo trains since we launched the service in 2013. Our ambition is to carry five times that number by 2020—at which point Ouigo will capture 25% of the high-speed rail market and serve 30 destinations throughout France. The service has proved popular with customers: a study by polling firm TNS Sofres found that, without the low-cost option, six in ten passengers wouldn't have taken the train, and one in three wouldn't have travelled at all. Some 65% of Ouigo passengers are under 25, and the same percentage paid less than €25 for their ticket.
- The second is our TGV inOUI service. By 2020, we'll have rolled out three premium features across all TGV inOUI-branded trains in France: new or renovated trainsets, on-board Wi-Fi, and conductors with more time to assist passengers thanks to platform-side ticket barriers and new customer relations tools. Our ambition is to achieve 95% customer satisfaction on this service.



## IZY: LOW-COST FARES BETWEEN PARIS AND BRUSSELS

### WHAT WE'RE DOING

Despite high demand for affordable leisure fares between Paris and Brussels, rail has traditionally struggled to compete on cost with private cars, coaches and ride-sharing services.

### HOW WE'RE DOING IT

IZY, the new low-cost service from Thalys, has changed all that. As well as being cheaper, greener and more comfortable than travelling by car, the service links the French and Belgian capitals in just 2 hours 30 minutes on average. To capitalize on IZY's success, Thalys has introduced a fixed €19 fare for all trains on Tuesdays, Wednesdays and Thursdays, as well as reworking the timetable to cater to growing demand.

### WHAT WE'VE ACHIEVED

IZY, which carried its one millionth passenger in autumn 2018, is a prime example of how we're responding to growing calls for affordable, flexible services that take better care of the planet.

## INTERCITÉS 100% ÉCO: A HIT WITH PASSENGERS

### WHAT WE'RE DOING

In our drive to bring the freedom of effortless mobility to all, we're making sure we apply a fare policy that's fit for purpose on our Intercités conventional rail services.

### HOW WE'RE DOING IT

Intercités 100% Éco is our low-cost, online-only, mainline rail service to over 20 destinations between Paris and four major French cities: Bordeaux, Nantes, Lyon and Strasbourg. Second-class fares cost between €15 and €35 one way, and children pay just €5 when travelling with an adult.

### WHAT WE'VE ACHIEVED

We're delighted with how the service has performed so far. According to market research firm CSA\*, 90% of passengers believe Intercités offers good value for money. Aside from the affordable fares, customers appreciate the on-board services such as locally sourced food and the option to take their bikes with them at no extra charge.

\*Source: CSA survey of 35,000 passengers in 2018



Passengers disembark as IZY train arrives at its destination ©Thalys



# PROVIDING ACCESS FOR ALL

At SNCF, our commitment to accessibility stretches back almost 25 years. We're doing whatever we can to make sure everyone—including people with disabilities—can access our trains, stations, websites and apps.

## DESIGNING ACCESSIBLE STATIONS

We're working with nine nationwide disability and elderly charities to make rail accessible to everyone. Each year, we carry out major accessibility improvement works at dozens of stations throughout France—as we're required to do under the French State's Programmed Accessibility Agenda (Ad'Ap), introduced in 2014.

We make 20 or so changes at every station, which includes installing accessible ticket desks and toilets, tactile floor strips for the visually impaired, comfortable waiting rooms, and lifts on all our platforms and footbridges.

## FOSTERING DIGITAL ACCESSIBILITY

Digital accessibility means designing online resources that people from all walks of life can access—in all circumstances. Our teams are working hard to make our websites and apps as convenient and user-friendly as possible.

And those efforts have paid off: BrailleNet recently awarded our sncf.com website the AccessiWeb silver mark—a standard that very few sites achieve.



### 2018 KEY FIGURES

52

stations made fully accessible  
(out of 160 in total by 2025)

3,419

employees trained to assist people with disabilities in the Paris region



### KEY INDICATORS

Number of stations with accessibility services for persons with limited mobility (Accès Plus, Accès TER, Accès Plus Transilien)—GPF

1,040

1,045

1,055

2016

2017

2018



Special seats for passengers with disabilities on a Transilien Regio2N trainset ©Sébastien Godefroy

## OUR AMBITIOUS ACCESSIBILITY POLICY

### 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. Our goal is to make sure all passengers have access to all stations and trains.

Some five million people with disabilities travel independently with us each year, and a further one million are assisted on their journey.

### HOW WE'RE DOING IT

Our multi-year Accessibility Masterplan for 2016-2025 sets out what we're doing on this front. Commitments include making our stations accessible, training our staff, keeping passengers informed, adapting our rolling stock, providing assistance to people with reduced mobility, and more.

### WHAT WE'VE ACHIEVED

In 2018, some 100 stations across the Paris region were accessible. We're making changes at 40 more, and we'll have completed improvement works at 209 stations by 2025. Also in 2018, we added Mon Assistant Visuel (MAV) to the SNCF app. Designed for people with hearing impairments, this feature connects registered users with the train manager. It's especially useful on trains without passenger information screens.

## BRIDGING THE DIGITAL DIVIDE

### WHAT WE'RE DOING

According to the French Digital Agency, an estimated 13 French million people had no internet access and lacked basic computing skills in 2017. The problem is especially acute in rural areas, where residents have to travel long distances to access public services, or can only do so online.

### HOW WE'RE DOING IT

At SNCF, we're mindful of our duty to support the communities we serve. That's why we've teamed up with PIMMS (Points d'Information et de Médiation Multi Services)—drop-in centres where local residents can get free help and support with everyday affairs such as employment, mobility, healthcare, housing or public services. The centres, operated jointly by local authorities and major service companies, help to bridge the digital divide. They also act as a career springboard for the trained SNCF mediators who staff them.



Inside a PIMMS centre in north-eastern Paris ©Lionel Rault – PIMMS

### WHAT WE'VE ACHIEVED

Our partnership with the PIMMS network dates back 24 years. Of the 66 centres throughout France, SNCF and Keolis are involved in running 58 and 38 respectively. Some 40,000 people turned to the centres for help with accessing public services online in 2018.

## CITY BOOSTER: TRANSFORMING STATIONS INTO URBAN HUBS





## WORKING WITH REGIONS, FOR REGIONS

Our nationwide footprint means we're more than just a transport operator. We're partnering with local authorities to address the full spectrum of priorities—everything from the economy, jobs and social issues, to climate, the environment, and more.

### SHAPING SUSTAINABLE COMMUNITIES

The rail network—like transport infrastructure in general—is a critical lifeline that supports regional growth and development, brings communities together, and makes everyday life better for the people who use it.

At SNCF, we're forging partnerships with local authorities, and engaging with elected officials locally and nationally to tackle many of the big issues facing our regions. Which means not just mobility, but also housing, employment, education, citizenship and the environment.

### PLANNING THE FUTURE

Almost nine in ten French people live less than 10 km from one of our 3,000 stations. We're embracing a new model as we redesign our network for the 21st century, releasing otherwise disused rail land—much of it prime urban real-estate—so it can be put back to good use. Through SNCF Immobilier, our recently created real-estate arm, we're making more of our land available for residential development (including social housing) in keeping with French State policy.



Through our partnership agreements, totalling around 20 to date, we're helping to spur urban growth in every part of France. Our Espaces Ferroviaires subsidiary is working on the ground to turn disused rail land into new, integrated neighbourhoods. We signed five new agreements in 2018, covering 65 hectares of land in Cannes, Bordeaux, Rennes, Annemasse and Reims, plus a separate agreement with Paris & Métropole Aménagement. Espaces Ferroviaires is gearing up to transform 25 hectares in the capital, where we're working closely with Paris City Council, local officials and residents to leverage the transformative power of our real-estate—and to bring the freedom of effortless mobility and a greener planet to all.

#### **Benoît Quignon**

*CEO, SNCF Immobilier*

*Chairman, Espaces Ferroviaires and ICF Habitat*



### WHAT WE'RE DOING

Stations are no longer mere stations. They're fully fledged hubs: the nerve centres around which tomorrow's cities will grow—cities that are smarter, more modern, and more sustainable.

### HOW WE'RE DOING IT

Through City Booster, our programme led by SNCF Gares & Connexions, we're turning stations into thriving urban hubs, with all the economic, environmental, social and cultural benefits they bring. By 2020, we'll have invested €700 million in modernization work, and improved local shops and services—for passengers and the general public—at 600 small and medium-sized stations throughout France.

### WHAT WE'VE ACHIEVED

The successful transformation of Gare Saint-Lazare in Paris is a flagship example of our programme in action. We're also giving major stations elsewhere in the capital and around the country a facelift, and we'll be opening two brand-new hubs—in Rennes and Nantes—in 2019. As well as giving local economies a shot in the arm, our City Booster programme is in keeping with our public service mission. First, because we're creating functional, inviting stations that make life easier for everyone—like in Grenoble, where we've installed a 2,000-space bike park and a new pedestrianized forecourt. And second, because we're reinvesting the extra revenue we earn in station upkeep and modernization.

### A NEW ECO-NEIGHBOURHOOD IN THE 18TH DISTRICT OF PARIS

### WHAT WE'RE DOING

We're taking parcels of land that we no longer need for our rail operations and transforming them into sustainable, forward-thinking urban neighbourhoods.

### HOW WE'RE DOING IT



Architect's impression of Chapelle International  
©Espaces Ferroviaires

Our Espaces Ferroviaires subsidiary is playing its part in the regeneration of Porte de la Chapelle, an area in the 18th district of north-eastern Paris. The innovative new eco-neighbourhood, known as "Chapelle International", is being built on 7 hectares of disused rail land with a built footprint of 15,000 sq m. Once complete, the site will feature 35,000 sq m of offices, 56,000 sq m of housing (nearly half of which will be social housing), 22,000 sq m of public space, a 45,000 sq m multimodal logistics hub (including an urban rail terminal), 6,000 sq m of public amenities, and 7,000 sq m of urban rooftop farms.

### WHAT WE'VE ACHIEVED

By end-2018, construction and marketing work had begun on 85% of the new neighbourhood. Around 3,000 employees and 3,000 residents will arrive in 2019.

66



In our triple role as project owner, planner and developer, we operate at the intersection between rail and urban planning. We're using our broad-based expertise to inject new life into cities, reshape the urban landscape, and create functional spaces that are in tune with habits and practices. It's our job to look ahead and prepare for the changes to come—to build more sustainable, resource-frugal, low-carbon, community-focused cities where everyone can live happy, healthy lives.

#### Fadia Karam,

CEO, Espaces Ferroviaires

Chief Business Development Officer, SNCF Immobilier







# PIONEERING THE FUTURE OF MOBILITY

At SNCF, we're championing digital technologies, upgrading our network, changing how we provide information, and more—to deliver a seamless, effortless experience that works for all our customers. And we're raising the bar for service as we embrace new forms of mobility for passengers and freight.

OUR COMMITMENTS: **be the best on the fundamentals and grow rail use**

**7** AFFORDABLE AND  
CLEAN ENERGY



TARGET 7.2

**8** DECENT WORK AND  
ECONOMIC GROWTH



TARGET 8.2

**9** INDUSTRY, INNOVATION  
AND INFRASTRUCTURE



TARGET 9.1 + 9.4

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



## GIVING CUSTOMERS MORE CHOICE

As the world we live in changes, we're doubling down on our commitment to innovation and freedom of choice.

### GROWING RAIL, GROWING BEYOND RAIL

Today most consumers are digitally fluent and increasingly prize access over ownership. Competition between modes of transport is heating up, as cars, trains, low-cost airlines, trucks and more contend for customers' business. And passengers and logistics firms alike are embracing multimodal transport. Amid this shifting landscape, we're staking out a clear position: meeting every need, right along the mobility chain. While rail remains central to what we do, we're growing our business beyond rail—with shared, intermodal solutions for all.

### SHARING JOURNEYS, SWITCHING MODES

At Keolis, we're leading the way on shared, sustainable mobility. We operate 10 modes of transport worldwide, from overground, metro and light rail to buses, coaches, ride-sharing services and fully electric driverless shuttles. Group-wide, we're determined to make logistics more efficient and sustainable by increasing the modal share of rail freight and developing new road-rail combined transport services for our customers.



#### 2018 KEY FIGURES

Keolis:

**21**

light rail networks worldwide

**21,500**

buses and coaches

**16**

countries

**10**

modes of transport



## A NEW ROAD-RAIL COMBINED TRANSPORT SERVICE FOR FREIGHT CUSTOMERS

### WHAT WE'RE DOING

The road haulage sector is coming under increasing pressure from all sides — congested roads, tough working conditions for drivers, soaring diesel prices and seasonal fluctuations in business.

### HOW WE'RE DOING IT

Our Geodis subsidiary is constantly expanding its offering to help ease the strain. In February 2018, it launched a new road-rail combined freight transport service between Hendaye and Metz. The 1,100 km line, which crosses France from south-west to north-east, carries five or six trains a week. The firm's Road Transport division provides a local door-to-door service.

### WHAT WE'VE ACHIEVED

This end-to-end logistics solution, which runs between the Spanish and German borders, is great news for customers. In addition to similar journey times, the competitively priced service delivers high carrying capacity without the downside of congestion. What's more, CO<sub>2</sub>e missions are significantly lower than the equivalent trip by road.



©Sébastien Godefroy



A KE'OP shuttle ©Keolis

## KE'OP: BRINGING FLEXIBILITY TO SPARSELY POPULATED COMMUNITIES

### WHAT WE'RE DOING

In low- and medium-density areas, demand for innovative new transport options is growing as people increasingly look to leave their car at home.

### HOW WE'RE DOING IT

Towards the end of 2018, our Keolis subsidiary launched Ke'Op, a real-time, on-demand shared mobility service in Bordeaux. The system, which builds on successful trials in Australia and the United States, is based around a smartphone app. Users log in, book their journey ahead of time—right up until the last minute—and hop aboard one of 10 people carriers near their chosen pick-up point.

### WHAT WE'VE ACHIEVED

Ke'Op offers the best of both worlds: a flexible, 100% digital offering at an affordable fixed price of just €5. The service is convenient too, carrying passengers to nearby public transport stops and stations. The app calculates the optimal pick-up and drop-off points, which helps to keep costs down and limit the service's impact on the environment.



## INVESTING IN NETWORK EXPANSION AND UPGRADES

At SNCF, we understand that keeping our network running smoothly, on time and incident-free is how we'll deliver a great service to all our customers—passengers, logistics operators and other rail companies.

### INFRASTRUCTURE HEALTHY

We're investing time, money and effort to upgrade our infrastructure and the figures speak for themselves. We'll be re-laying 1,600 sections of track each year until 2020. We launched a new climate-resilient adaptation programme in 2018, and we've earmarked €5.1bn for upgrade work. But the numbers don't tell the whole story. We're also employing the latest technologies to keep our network in good shape. We've fitted special sensors to our track recording trains to monitor our lines and spot problems. And we're using tablets, smartphones, 3D laser scanners and drones to give us a real-time snapshot of the health of our network—including hard-to-reach areas—so we can address issues in a timely way.

### GROWING AND UPGRADING OUR NETWORK

At SNCF, we're not just keeping our network healthy—we're upgrading and growing our infrastructure, too. Through our High-Performance Network programme, for instance, by 2023 we're aiming to grow capacity on the Paris-Lyon route from 13 to 16 trains per hour, an increase of 23%. And as part of EOLE, our flagship project to extend the RER E express line to the west of Paris, we're upgrading 47 km of existing rails and laying 8 km of new track—high-speed, high-tech, interconnected and serving three new stations.

## SNCF: THE FIRST RAIL OPERATOR TO ISSUE GREEN BONDS

### WHAT WE'RE DOING

By maintaining and re-laying our tracks, we're keeping passengers and freight moving smoothly and efficiently. But investing in our infrastructure is an expensive business.

### HOW WE'RE DOING IT

Each year, we organize and fund engineering works across our network through our infrastructure arm, SNCF Réseau. Because modernizing the rail system supports the shift to a low-carbon economy, works of this type are considered eligible green projects. So, in our search for new funding sources, we became the world's first rail operator to issue green bonds.

### WHAT WE'VE ACHIEVED

SNCF Réseau scooped top prize for impact report of the year at the Green Bond Awards 2018. Over the next 40 years, the projects we're funding through the green bonds we issued in 2016 and 2017 will avoid an estimated 8.8 million tonnes of CO<sub>2</sub>e emissions.



Re-laying track and ballast ©P. Montigny



An engineer at work ©Arnaud Février



Third MiniLab meeting at SNCF's Équinoxe building in Paris, 6 December 2018 ©Caroline Caudron

## ADAPTING TO CLIMATE CHANGE

### WHAT WE'RE DOING

As the world's climate changes, violent weather events are becoming ever more frequent. Extreme heat causes rails to expand, while flooding can cause the ground beneath our tracks to subside. At SNCF Réseau, we're acting now to protect our infrastructure, build a more climate-resilient network, and maintain the high standard of service our customers have come to expect.

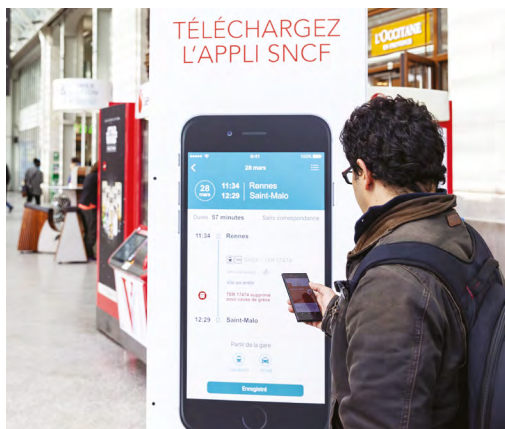
### HOW WE'RE DOING IT

The climate change adaptation movement is gaining momentum at SNCF Réseau. As well as launching several studies, we've set up a new working group—known as MiniLab—to think about what makes our network inherently vulnerable to climate extremes, and to map out how we'll adapt going forward. The group invites input from people working in front-line rail roles, infrastructure managers from France and beyond, as well as scientists and environmental organizations.

### WHAT WE'VE ACHIEVED

Group-wide, we're exploring ground-breaking ways to make our network more climate-resilient. For instance, we've introduced special surveillance patrols during track engineering works whenever extreme heat or stormy weather is expected. We've carried out annual vulnerability assessments since 2016 and, in 2019, we'll be developing business continuity plans for the whole of France.





## KEEPING OUR CUSTOMERS IN THE KNOW

Our customers rely on us to keep them informed. Our mission—to bring the freedom of effortless mobility to all—depends on it. That's why we've launched Information FIRST, a far-reaching overhaul of our customer information system. Our promise? To give everyone the information they need, when they need it.

### INFORMED CUSTOMERS ARE HAPPY CUSTOMERS

Some 5 million people travel on our network every day. Keeping that many customers in the know is no easy task. We're rising to the challenge by scaling up our passenger information system—a process that involves teams across our organization, from drivers, ticket inspectors and station staff, to engineers, app developers and our operations centre. We recognize that we haven't always kept passengers fully informed about service disruptions, and we're working hard to improve. And in our freight business, where the French market is already open to competition, we're using information as a way to stand out from the crowd.

### TRACKING HOW WE'RE DOING

We've developed a set of indicators to monitor our performance and identify where we could do even better. Four indicators measure the quality of the information we provide (accuracy, consistency, responsiveness and initiative), while two others relate to how happy our customers are (spot satisfaction score and volume of customer feedback). We've collated the indicators into a single interface that all our employees can access, and we use them to manage our teams and train our staff on an ongoing basis.



Service disruption training event on 10 October 2018 ©All rights reserved



Digital freight Train ©All rights reserved



## INFORMATION FIRST:

### WHAT WE'RE DOING

At SNCF, we're doing more to bring accurate, responsive, consistent, personalized information to the 5 million people who travel with us every day.

### HOW WE'RE DOING IT

We launched Information FIRST, our ambitious passenger information improvement programme, in 2017. We'll be investing €50 million over three years in initiatives to improve transparency right across the board. We want every passenger to feel well-informed throughout their journey, and we've made two headline commitment to do so:

- When we know services will be disrupted—for instance, because of a strike or engineering work—we'll provide accurate, detailed information about the following day's trains by 5 pm at the latest.
- When unexpected disruption occurs, we'll start informing affected customers no later than 10 minutes after the incident begins.

## THE DIGITAL FREIGHT TRAIN: REVOLUTIONIZING LOGISTICS

### WHAT WE'RE DOING

The benefits of rail freight are twofold: it's a cleaner alternative to road transport, and it's a more efficient way to move goods around.

### HOW WE'RE DOING IT

At SNCF, we've partnered with Traxens to develop the Digital Freight Train—a comprehensive logistics tracking and coordination system powered by smart sensors and devices fitted to conventional wagons.

### WHAT WE'VE ACHIEVED

We piloted the Digital Freight Train in Lorraine, north-eastern France, in October 2016. In addition to a real-time geolocation system that tracks progress against the transport plan, the technology also records stops, detects abnormal shocks and measures total distance travelled—a key metric for rolling stock maintenance. In March 2018, the Digital Freight Train was named Best Innovation in Transport and Logistics Service at SiTL, the transport and logistics innovation exhibition in Paris.



### INTERVIEW WITH BENJAMIN HUTEAU, DIRECTOR, INFORMATION FIRST

#### What has Information FIRST achieved so far?

The programme has already made a difference to our organization, our systems, and our teams. We've produced 500 different scenarios outlining how we'll manage service disruptions. The aim is to have all our staff—on our trains and across our network—speaking and acting in unison and getting information to customers quickly as soon as something goes wrong. In 2018, we linked all our digital media to a single database to make sure we deliver a consistent, accurate message on every channel. We've upgraded 1,000 passenger information boards in our stations and, last year, we opened our first next-generation station operations centre at Gare du Nord in Paris. The programme is paying dividends in terms of customer satisfaction. In 2018, satisfaction scores for accuracy and responsiveness were up 4.2% and 30.8% on 2017 levels among TGV passengers.

#### What are the next steps?

We'll be doing a lot more to improve performance in the coming years, such as launching a new chatbot on Twitter, WhatsApp and Facebook Messenger; replacing a further 2,000 information boards with new, standardized models; and rolling out unified operations centres at major stations. And, of course, we'll be focusing our energies where it matters most: our people. Making a culture shift and getting everyone—front-line staff and managers alike—to adopt the right reflexes doesn't happen without the right support.



## EMBRACING THE INFORMATION AGE

At SNCF, we became early digital adopters when we launched [voyages-sncf.com](https://www.voyages-sncf.com), our ticket sales website, in 2000. That same pioneering spirit holds true today, as we push the boundaries of digital faster and further—in every part of our business and throughout our workforce.

### BLAZING THE DIGITAL TRAIL

These days, digital technologies permeate everything we do. We're fitting sensors to our track and rolling stock to support predictive maintenance, equipping our employees with drones and tablets, and more. And we're doing all this with a clear aim in mind: to cut the number of incidents on our network and, in doing so, deliver the best possible service to our customers. We're also rolling out high-speed internet in our stations and along our lines to cater to demand from customers and staff, and we've opened up digital centres where employees can get expert support and work with their peers on innovative new ideas.

### A NEW PERSONAL MOBILITY ASSISTANT

In 2019, we'll be launching our Personal Mobility Assistant—a smart, proactive, real-time-adaptable app that lets customers plan their journey, reserve their seats, and buy and validate their tickets all in one place. Passengers can choose from a range of low-carbon transport options—train, bus and ride-sharing services—and, in the future, they'll be able to combine these into a single ticket.



#### 2018 KEY FIGURES

**€4<sub>bn</sub>**

in annual sales on OUI.sncf, France's leading e-commerce website with pioneering interactive chat and community features (OUIbot, OUI Talk)

**12 MILLION**

downloads of the SNCF app

**12%**

annual increase in transaction volumes on OUI.sncf

## AN ALL-IN-ONE MOBILITY APP

We're bringing the freedom of effortless mobility to all with a brand-new multimodal app. Users can combine modes of transport, get information, and plan and pay for their journey from a single interface, no matter how they choose to travel.



### INTERVIEW WITH ALEXANDRE VIROS, CEO, E-VOYAGEURS

#### How is SNCF driving sustainable, multimodal mobility in Europe?

We have all the right ingredients to be leading the way on this issue:

- We sold 100 million tickets through our OUI.sncf website in 2018, and 17 million people have downloaded the OUI.sncf app
- 40 million people use our SNCF app every month
- Our e-Voyageurs Technologies digital factory is the largest facility of its kind in France dedicated to mobility.
- Our strategy is to make SNCF a one-stop mobility platform. It's a smart business move, and it's consistent with our mission. Our all-in-one Personal Mobility Assistant will be the digital face of that strategy. As people increasingly abandon the car and seek alternative ways to travel, we're determined to give our customers more choice.

## COSMO: TRANSFORMING CUSTOMER CARE

### WHAT WE'RE DOING

Customer service matters to our passengers—and it matters to us too. We're equipping our conductors with new, smarter, more powerful hand-held devices so they can give our customers their full attention. It's how we're building a loyal customer base, and inspiring more people to travel by train.

### HOW WE'RE DOING IT

We're currently rolling out COSMO, our new inspection, payment and customer service terminal for conductors and sales staff.

### WHAT WE'VE ACHIEVED

COSMO fights fraud and facilitates ticket inspection and payment of adjustment/penalty fares by expanding pre-board checks on station platforms. These let train managers identify passenger needs early on and step in to help—for example, by calling up a traveller's misplaced or forgotten railcard from the central database. Result: staff are more attuned to passenger requirements and deliver better, more satisfying service.





# CHAMPIONING RAIL FREIGHT

At a time of momentous change in the global freight industry, we're setting out our stall as a transport and logistics facilitator.

## LEADING FROM THE FRONT

Transport and logistics is a complex and fiercely competitive sector. At SNCF, we know the industry inside out—and we've made our market positioning crystal clear. Our SNCF Logistics arm is number one for transport and logistics in France. We're present in 120 countries, and business outside France accounts for over half our revenue. Backed by a diverse portfolio of businesses—Geodis, TFMM, Ermewa Group, and more—and advanced expertise in transport by rail, road, air and sea, we develop and deploy customized, multimodal, door-to-door solutions for every part of the supply chain. We're strong on business performance and safety, and we're easy on the environment.

## INNOVATIVE, MULTIMODAL SOLUTIONS

Along with our subsidiaries, we design and deploy multimodal solutions that meet every need—and help our customers cut their emissions of CO<sub>2</sub>e and pollutants. We're laser-focused on achieving higher fill rates, which we're doing by pooling trains and optimizing transport planning to make better use of available capacity. And in 2018, we opened our fourth rail motorway, operating between Calais and Turin.

33



The European land freight market is set to grow by 30% by 2030. If the continent is to honour its commitment to keep the global temperature rise below 2°C, we'll need to double the modal share of rail freight by then. But that modal shift can only come about if rail companies, infrastructure managers and government work together.

### Sylvie Charles

CEO of TFMM, SNCF's rail and multimodal freight subsidiary

## SNCF LOGISTICS EXPANDS IN SOUTHERN EUROPE

### WHAT WE'RE DOING

In today's globalized world, managing increasingly complex supply chains is essential to maintaining a competitive business.



Captrain in Spain ©All rights reserved

### HOW WE'RE DOING IT

At SNCF Logistics, we're bringing our specialized expertise and solutions in rail and multimodal transport to new geographies. Through subsidiaries like Fret SNCF, Captrain and Forwardis, we serve customers outside France—in Belgium, Germany, Italy and Romania. In 2018, Captrain added its eighth European subsidiary when we acquired Spanish firm Comsa Rail Transport.

### WHAT WE'VE ACHIEVED

The acquisition gives us a 10% share of Spain's rail freight market, grows our geographical footprint, and leaves us better placed to serve customers throughout Europe.

## UPPLY: AN ALL-DIGITAL LOGISTICS MARKETPLACE

### WHAT WE'RE DOING

The supply chain is no stranger to inefficiencies. Prices are volatile, information is hard to come by, and customers often cancel at the last minute. These challenges make doing business difficult—for shippers, carriers, consultants and other industry professionals.

### HOW WE'RE DOING IT

Upplly is an all-digital global logistics marketplace, created by Geodis to harness the best of business expertise and big data. Its SmartScan feature lets customers compare instant freight quotes for transport by air, road and sea.

33



At Geodis, we've made a clear promise to our customers and to society at large: to shape a supply chain that's cost-effective and delivers on business and environmental performance.

In November 2018, we reset the fundamentals with Upplly, a new digital marketplace that lets shippers and carriers optimize resource use and cuts inefficiencies in the supply chain. We'll be adding new features in the coming months, including the option for users to buy and sell capacity across multiple modes of transport.

**Marie-Christine Lombard,**  
Chair of the Geodis Executive Board



### 2018 KEY FIGURES

**51,500**

employees at SNCF Logistics

**€10.1bn**

in revenue for SNCF Logistics









# LEADING THE CHARGE FOR A GREENER PLANET

At SNCF we recognize that, as our climate changes, people are making different choices—about what products and services they buy, and about how they travel. That's why we're pioneering low-carbon mobility and developing sustainable solutions for passengers and freight. With our eye firmly on the future, we're constantly devising new ways to shrink our environmental footprint and become a more resource-frugal business.

**OUR COMMITMENT: drive the energy transition in mobility as a good corporate citizen**



TARGET 7.2



TARGET 11.6



TARGET 13.1



TARGET 15.1

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



# EMBRACING THE ENERGY TRANSITION TO FIGHT CLIMATE CHANGE

The transport sector accounts for one-third of energy use in France. Yet the rail industry, which represents 10% of journeys, is responsible for just 0.6% of nationwide consumption. Furthermore in 2018, our total greenhouse gas (GHG) emissions (scopes 1 & 2) stood at 3.09 million tonnes. And we could still do more in some areas, such as the type of energy we use to power our rolling stock.

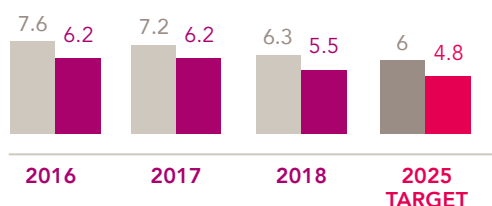
## OUR COMMITMENT

In 2015, we got on board with the Paris Agreement targets and set ourselves a new goal: to improve CO<sub>2</sub>e performance by 25% and energy performance by 20% from 2015 to 2025.



### KEY INDICATORS

- CO<sub>2</sub>e emissions per passenger-kilometre (in g/pass.km)—GPF Average GHG emissions (all train types)
- CO<sub>2</sub>e emissions per tonne-kilometre (in g/tonne.km)



The improvement observed in 2018 was due to a reduction in service during the rail strike and a downward revision in emission factors for electricity used in traction.

## USING LESS ENERGY

On average, passengers emit 25 times less GHG when they take the train instead of driving alone. Likewise, it's nine times more GHG-efficient to transport goods by rail than by road. We're always looking for ways to cut energy use throughout our business. Right now, we're focusing on our rolling stock—fitting storage batteries and energy meters to our trainsets, deploying Opti-conduite, our energy-efficient driving interface, and more.

## CHANGING HOW WE POWER OUR TRAINS

We're working hard to cut carbon emissions across our operations. For instance, we're already introducing biofuel-powered and electric mobility solutions. We'll be rolling out hybrid trains in 2020 and hydrogen-powered trains by 2022. And we're planning to phase out diesel trains entirely by 2035. As part of our drive to become a greener, low-carbon business, we've signed agreements with renewable energy suppliers and we're investing in solar power generation projects.

## USING INNOVATION TO BUILD A GREENER, CLEANER, QUIETER PLANET

### WHAT WE'RE DOING

Integrated, eco-friendly transport networks will play a big part in the future of our cities. Those networks need to be profitable yet affordable, enduring yet sustainable. Striking the right balance is a challenging task.

### HOW WE'RE DOING IT

At Keolis, we're developing a range of green transport solutions. In France, we're rolling out natural gas-powered buses (Tours) and electric vehicles (Orléans). And in Canada, we operate North America's biggest fleet of fully electric school buses. Our subsidiary is also trialling driverless electric shuttles in Paris, Lyon, Nevers and elsewhere in France, as well as in some of the world's major cities—London, Montreal and Las Vegas.

### WHAT WE'VE ACHIEVED

With our new rolling stock, we're helping to clean up the air and reduce noise pollution in cities. Our driverless shuttles also provide an efficient and convenient first/last-mile transport solution. They've been an instant hit in places like London, where over 1,000 people used the service in the two weeks after it launched.

33



"As the public transport landscape evolves, we're using innovation to bring people the efficient services they need. At Keolis, we're proud to serve local communities and help our government partners build more sustainable mobility systems that leave no-one behind."

**Jean-Pierre Farandou,**  
Executive Chairman, Keolis Group



Thalys Premium plateau repas ©Thalys

## THALYS HITS THE PARIS AGREEMENT TARGET WITH A 50% CUT IN CO<sub>2</sub>e EMISSIONS

### WHAT WE'RE DOING

As a member of the Science Based Targets\* initiative, Thalys has pledged to reduce its CO<sub>2</sub>e emissions by 40% by 2020, compared with 2008 levels. In doing so, it is playing its part in hitting the Paris Agreement target: to hold the increase in the global average temperature to below 2°C by the end of this century.

### HOW WE'RE DOING IT

Thalys has drawn up a comprehensive plan of action spanning every aspect of its operations—from serving organic, locally sourced food on board, to using electric traction power and actively encouraging travellers to leave the car at home and take the train.

### WHAT WE'VE ACHIEVED

Thalys cut its CO<sub>2</sub>e emissions by 25,111 tonnes between 2008 and 2017—a 46% drop, ahead of its original target. When passenger numbers are factored in, that figure rises to 52%. How has the operator achieved this? By moving to 100% wind power in the Netherlands since 1 January 2017, by using less electricity to light, heat and cool its trains, by switching to paperless tickets, and by reworking its fare structure to increase train occupancy rates.

\* The Science Based Targets initiative is a partnership between the Carbon Disclosure Project, the World Resources Institute, the World Wide Fund for Nature, and the United Nations Global Compact.





AIREFSOL Energies solar power plant in Les Mûriers in south-eastern France ©EOLFI

## HARNESSING THE POWER OF SOLAR ENERGY

Solar and other renewable energy sources are an enormous opportunity for us to reduce our impact on the environment while maintaining a profitable business.

### SHIFTING TO RENEWABLES

We're planning to increase the share of renewables in our energy mix in the coming years. As part of that, we'll be producing more of our own power—a move that, in the long term, could cut our energy costs and safeguard our supply. As France's second-largest property owner, we're in a strong position to work with industry and local government to put our considerable ground and rooftop real estate to good use.

### OUR TRIPLE COMMITMENT TO SOLAR

SNCF Immobilier is leading the way on solar power across the Group. In 2018, our real-estate arm set out three key commitments at the behest of the French State:

- Draw up a detailed list of all spaces of 2 hectares or more where solar panels could be installed
- Actively support solar power projects on suitable plots of land, making around 100 hectares available over the next five years
- Install self-consumption systems on SNCF buildings, and progressively roll out rooftop solar panels at all major facilities (some 16 hectares in total).



Trackside solar power generation in Surdon on a former industrial site made available by SNCF ©Charly Lataste

## PUTTING DISUSED RAIL LAND TO WORK

### WHAT WE'RE DOING

We're capturing opportunities to generate solar power on our land—and playing our part in France's energy transition in the process.

### HOW WE'RE DOING IT

In 2011, we founded AIREFSOL Energies, a joint venture with renewable energy firm EOLFI, to install solar power plants on SNCF land that would otherwise go unused. The aim was twofold: to generate electricity without affecting our rail operations, and to create local jobs.

### WHAT WE'VE ACHIEVED

AIREFSOL Energies is currently building and operating around a dozen solar power plants, providing a total output in excess of 80 MWp. The Les Mûriers power plant in south-eastern France, currently under construction, is a prime example of innovation in action. Equipped with concentrator photovoltaics technology, it will produce twice as much power as a conventional solar system.

## REPURPOSING AN ABANDONED FACILITY TO GENERATE SOLAR POWER

### WHAT WE'RE DOING

In line with our ambitious sustainability policy, we're working with our partners and local communities to find ways to repurpose our disused facilities.

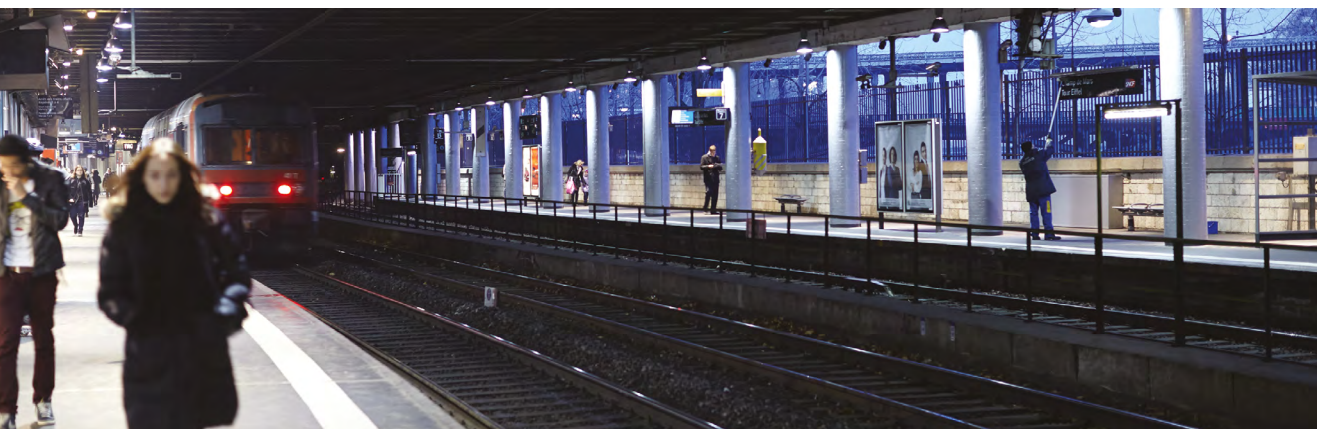
### HOW WE'RE DOING IT

Our former sleeper treatment plant in Surdon, north-western France, closed down in 1993. The facility, which at its peak employed 190 people, stood on a 25-hectare plot that we were unable to offload. With support from local officials and businesses, we've transformed the site into a ground-mounted solar power plant, with no impact on other operations.

### WHAT WE'VE ACHIEVED

At SNCF, we're proud to have been able to give the disused site a new lease of life. The new plant came online in spring 2018, generating renewable power from solar panels manufactured in France. With annual output of 7,401 MWh, the site will produce enough electricity to meet the non-heating energy needs of 2,960 homes—or more than half of households in the local authority area, which has a population of around 12,000.





## CONTROLLING NOISE AND AIR POLLUTION

We're investing in R&D and innovation in our drive to tackle noise and air pollution.

### SHAPING CLEANER, QUIETER NEIGHBOURHOODS

We're working hard to limit our impact on the environment—and to make life more comfortable for our customers, employees and nearby residents. Our long-established policy sets out how we're reducing noise and air pollution from our infrastructures, rolling stock and installations.

### IMPROVING AIR QUALITY

As well as exploring ways to clean up the air in underground rail spaces, we're trialling fossil-fuel alternatives on our TER regional trains and across our vehicle fleets. We're also doing more to champion the green credentials of rail freight.

### REDUCING NOISE POLLUTION

Rail noise is a major environmental and public health issue. As more and more trains use our network, we're doing whatever we can to treat communities living near our tracks considerably. We're also investing in R&D and innovation to limit noise pollution for everyone—no matter who or where they are.



Platform air quality (metal and particulates) measuring station at Cergy-le-Haut station (RER A), ©AEF



## NEXT-GENERATION TER REGIONAL TRAINS

### WHAT WE'RE DOING

Our network carries more passengers and goods every year. Which is why we're factoring climate and public health issues into our thinking as our business grows—and that includes greening our rolling stock. Right now, half of our TER regional trains run on conventional diesel power. We're changing that by introducing cleaner technologies across our fleet.

### HOW WE'RE DOING IT

As a pioneer in fossil-fuel alternatives, we're working with rolling-stock manufacturer Alstom and four regional authorities—Centre-Val-de-Loire, Grand Est, Nouvelle Aquitaine and Occitanie—to test-run the very first hybrid TER train. This next-generation locomotive draws power from three different sources as conditions dictate: overhead wires, conventional diesel engines, and energy storage batteries. We're investigating other ground-breaking alternatives, such as biofuels, hydrogen-powered trains, and combined selective electrification and battery solutions.

### WHAT WE'VE ACHIEVED

Our hybrid TER train is more energy-efficient and more cost-effective to operate and maintain, using 20% less energy and producing 20% fewer polluting emissions than its predecessor. We're also exploring the possibility of converting our fossil fuel-powered trains to run on 100% biofuel—a much cleaner alternative to diesel. We've already earmarked several lines for our forthcoming hydrogen-powered TER train, and we've drawn up a set of specifications ahead of the impending launch with our regional authority partners.



Régiolis trainset in operation ©Dominique Santrot



### INTERVIEW

WITH CAROLE DESNOST,  
CHIEF INNOVATION OFFICER

#### When can we expect to see hybrid and hydrogen-powered trains in service?

We'll start testing our hybrid technology on a Régiolis regional trainset in Occitanie in 2020, with commercial operations beginning in 2021. We'll be rolling it out nationwide in 2022. The hybrid system makes the trains cheaper to maintain, and will help to improve air quality in and around towns and cities. As for hydrogen-powered trains, we could see them delivering TER regional services as early as 2022.

## USING INNOVATION TO IMPROVE AIR QUALITY IN STATIONS

### WHAT WE'RE DOING

Particulates can reach particularly high levels in underground rail spaces, especially fine metal particles produced by trains when they brake. We're monitoring particulate concentrations closely, and acting to bring levels down when the public health risks are high.

### HOW WE'RE DOING IT

In 2015, our regional station division teamed up with Airparif, an organization that monitors air quality in the Paris region, to launch a far-reaching air quality survey at underground stations across the capital. As well as improving ventilation to bring fine particulate concentrations down, the division is trialling air treatment solutions as part of our "Innovating for station air quality" contest.

### WHAT WE'VE ACHIEVED

Two proposals emerged as the winners of the contest. The first, from industry giant Air Liquide, uses positive ionization technology to capture particles suspended in the air. The second, from start-up Starklab, involves a liquid filtration system. We'll be piloting both solutions at the Avenue Foch station on RER line C in the second quarter of 2019.

## RAIL FREIGHT FORWARD: A COALITION FOR A GREENER PLANET

### WHAT WE'RE DOING

As the European land freight transport market continues to grow, there could be as many as a million more trucks on the continent's roads by 2030. If so, that would mean an extra 80 million tonnes of CO<sub>2</sub>e—a scenario that runs counter to the Paris Agreement targets.

### HOW WE'RE DOING IT

We've joined 17 other organizations to form the Rail Freight Forward coalition. Together, we're calling on policy-makers to recognize the environmental benefits of rail freight, which is nine times more GHG-efficient than transporting goods by road. And we've set ourselves an ambitious goal: to offset the negative environmental impact of freight transport growth by increasing the modal share of rail freight to 30% by 2030.

### WHAT WE'VE ACHIEVED

The coalition made its first big statement at the COP 24 conference in Katowice, Poland, when it launched Noah's Train—a mobile, evolving artwork inspired by Noah's Ark. The train visited Vienna, Berlin, Paris and Brussels in early 2019, drawing attention to the importance of enacting a shift from road to rail.

## LIMITING AND REDUCING RAIL NOISE

### WHAT WE'RE DOING

At SNCF, we recognize the public health implications of rail noise. That's why SNCF Réseau, our infrastructure arm, is exploring how we can cater to growing public transport demand without unduly impacting communities living near our tracks.

### HOW WE'RE DOING IT

At SNCF Réseau, we consider acoustics right from the start, in how we design our trains, and in how we carry out work on our infrastructure. We're deploying a nationwide policy led by the French State to map out and reduce rail noise at the most critical sites—"noise black spots" potentially affecting some 500,000 people. We're also working on noise-reduction initiatives with our partners: nationwide with environmental organization France Nature Environnement and France's National Noise Council, and locally with Bruitparif (Paris region) and Acoucity (Greater Lyon).

### WHAT WE'VE ACHIEVED

We've invested €140 million in sound-proofing homes close to our tracks since 2008, and we've added acoustic performance criteria to our maintenance policy to build on what we've achieved so far.

## HOW WE'RE REDUCING NOISE ACROSS OUR NETWORK



©SNCF Réseau



Containers are loaded onto a train ahead of its maiden voyage on the Calais-Turin rail motorway, inaugurated on 6 November 2018 ©Jean-Jacques d'Angelo

## CUTTING CARBON EMISSIONS WITH RAIL MOTORWAYS

### WHAT WE'RE DOING

The logistics industry is changing beyond recognition to keep pace with accelerating e-commerce. Transport and logistics operators demand a service that delivers on two fronts—business and environmental performance

### HOW WE'RE DOING IT

A brand-new, 1,150 km rail motorway linking the port of Calais with Orbassano, a suburb of Turin, opened on 6 November 2018. The line is the fifth of its kind to be operated by SNCF Logistics subsidiary VIIA. It currently carries five weekly return journeys. Eventually, that number will rise to two round trips each day.

### WHAT WE'VE ACHIEVED

The line combines the environmental and cost-efficiency benefits of rail freight with the flexibility of road transport. Over time, the new rail motorway will take 31,000 trucks off the road, avoiding 37,200 tonnes of CO<sub>2</sub>e annually (1.2 tonnes of CO<sub>2</sub>e per journey per semi-trailer).

## PHASING OUT DIESEL

### WHAT WE'RE DOING

Road transport and freight logistics affect the environment in two key ways: GHG emissions (mainly CO<sub>2</sub>e), and other polluting emissions (fine particulates, sulphur oxides, and nitrogen oxides, which pose a major health concern in towns and cities).

### HOW WE'RE DOING IT

At GEODIS, our freight transport subsidiary, we've spent the last decade testing liquefied natural gas (LNG) vehicles on urban and long-distance logistics routes. LNG engines produce 70% less nitrogen oxide (NOx) emissions when compared with diesel, and almost no particulates. We're also exploring electric vehicles—although, as of 2018, none of the major manufacturers was mass-producing electric trucks. Looking ahead, GEODIS is planning to introduce bio-methane (produced from biomass), which has a net carbon footprint of close to zero.

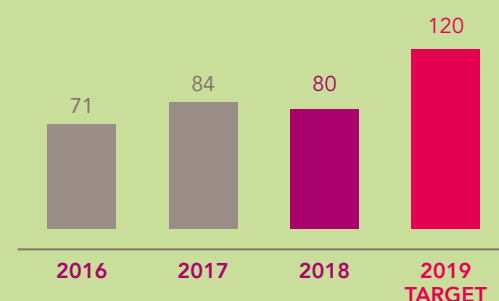
### WHAT WE'VE ACHIEVED

In Spain, GEODIS has recently added 12 new LNG vehicles to its fleet. The trucks, fitted with 400+ horsepower engines and capable of travelling 1,500 km on a single tank of fuel, will make regular runs between Madrid and Barcelona.



### KEY INDICATORS

Tonnes of CO<sub>2</sub>e avoided thanks to rail motorways (in thousands)—○







Rail storage at Saulon-la-Chapelle ©All rights reserved

## GROWING THE CIRCULAR ECONOMY

At SNCF, we're embracing everything from eco-design to recycling as we look to become an ever more responsible corporate citizen. Our circular economy strategy, which we launched in 2013, explains how we're reducing our resource consumption, recovering and recycling more end-of-life materials, and cutting waste across our operations.

### OUR 2017-2020 STRATEGY

We updated our strategy in 2017. It now covers waste from our front-line operations (infrastructure and rolling stock), from our real-estate business (SNCF Immobilier and Gares & Connexions), and from Group-wide service activities (electronic and electrical equipment, workwear, and more). Our aims for 2020 are to:

- Embed eco-design and whole-life cost principles throughout our operations.
- Prolong the lifespan of our components and use materials more sustainably by refining our processes.
- Form partnerships with environmental organizations, as well as with existing and emerging waste management facilities.
- Create value—both for our business (by selling our waste) and for the regions and communities we serve (by creating jobs and boosting the local economy).



### WASTE REDUCTION PLANS

Our major stations produce as much waste as a town of 30,000 people. Recognizing that we could recycle more of this waste by sorting it at source, our Gares & Connexions branch is rolling out new waste collection bins across all stations in France, and we're testing different ways to collect unwanted paper and discarded newspapers on board our trains.

## GIVING ROLLING STOCK A NEW LEASE OF LIFE

### WHAT WE'RE DOING

Each year, we withdraw obsolete carriages, locomotives and trainsets from our fleet. By 2028, we'll need to break up, clean up and dispose of an estimated 11,800 rolling-stock units—measuring 250 km when parked end to end on sidings.

### HOW WE'RE DOING IT

Recyclable materials such as steel, stainless steel, copper and electric motors make up a large part of our rolling stock—over 90% of a TGV high-speed trainset, for example. We're setting up special break-up facilities and pooling the waste we generate as part of our drive to place the rail industry at the forefront of the circular economy.

### WHAT WE'VE ACHIEVED

We're working with specialist dismantling, decontamination, demolition and asbestos-removal firms. In 2018, we awarded two contracts to dismantle close to 1,000 units. And in 2019, our Rolling Stock Division will be inviting bids for new break-up contracts as we look to put more of our waste to good use—and reduce the number of carriages and other equipment parked on sidings pending break-up.



An engineer uses a coachscrewing machine to re-lay sleepers ©Ronan Guillou

## RECLAIMING DISMANTLED COMPONENTS

### WHAT WE'RE DOING

At SNCF, we're determined to recover and recycle more of the rails, ballast, wooden and concrete sleepers, and other waste we generate when we re-lay or maintain our tracks.

### HOW WE'RE DOING IT

As part of our circular economy strategy, we're doing whatever we can to repair and re-use these waste materials—and give them a second lease of life. We've identified three areas where we can do even more: develop new ways to recycle valuable waste and deploy those processes at scale; make sure we can trace all materials that enter our yards; and build an innovative, responsible business model.

### WHAT WE'VE ACHIEVED

Thanks to a concerted effort by people across our organization, from on-site engineers to our procurement teams, we made over €45 million through sales of end-of-life materials in 2018. That's 20% more than in 2017.



Breaking up a BB17099 electric locomotive ©All rights reserved

## RECYCLING WORKWEAR

### WHAT WE'RE DOING

Disposing of end-of-life workwear poses a real challenge for SNCF. We generate thousands of tonnes of unwanted garments each year and, until now, we've had no option but to incinerate them or send them to landfill.

### HOW WE'RE DOING IT

We've joined forces with environmental non-profit organization Orée to launch a ground-breaking workwear recycling initiative known as FRIVEP. The programme, which is backed by major clients and industry partners, aligns with the French government's green growth strategy.

### WHAT WE'VE ACHIEVED

The new FRIVEP sorting and recycling centre ©Michel Lopez

We launched FRIVEP on a pilot basis in July 2018. Six months later France's Ministry for the Ecological and Inclusive Transition, and the Ministry for the Economy and Finance—the two ministries backing the programme—officially opened the sorting and recycling centre in January 2019.



## LA BOUTIQUE ÉCO: OUR IN-HOUSE RECYCLING PLATFORM

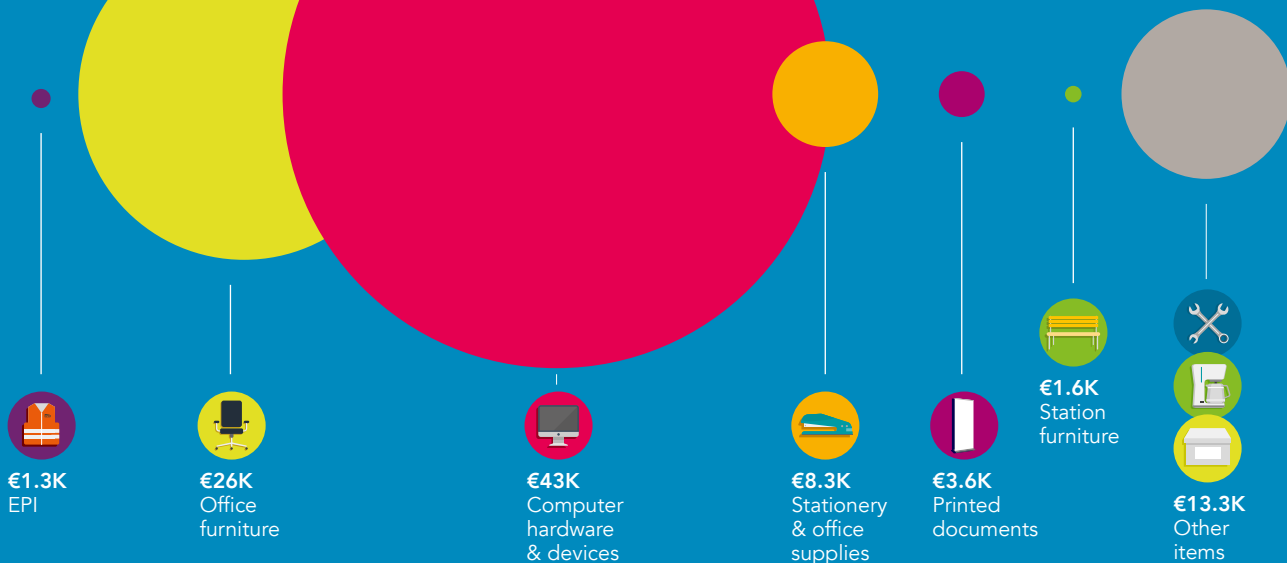
[www.laboutiqueeco.sncf.fr](http://www.laboutiqueeco.sncf.fr)

La Boutique Éco is a website, developed by intrapreneurs, where SNCF Group employees can share and swap unwanted business items—and do their bit to protect the planet in the process.

LA  
BOUTIQUE  
ÉCO

€97K IN SAVINGS  
IN 2018\*

Over 2,000 items advertised,  
with 70% finding a new home  
8,600 registered users



\*June to December





Ground-breaking for the new industrial technicentre in Hellemmes in northern France, on 27 November 2018 ©SNCF

## WASTE MANAGEMENT CHARTER— PROMOTING BEST PRACTICE

### WHAT WE'RE DOING

Under France's Energy Transition for Green Growth act, construction firms are required to recover and recycle at least 70% of the waste they produce by 2020. The project owner is legally responsible for disposing of this waste, and has a key role to play in reshaping on-site waste reduction and management practices.

### HOW WE'RE DOING IT

At year-end 2017, we joined 40 other businesses and public-sector bodies as signatories to the Démoclès charter—a nationwide initiative to hit the government targets by sorting and recycling more decorative materials such as plaster, carpets, windows and doors.

### WHAT WE'VE ACHIEVED

We're embracing these principles at our new Hellemmes site near Lille, where we'll maintain, refurbish and upgrade high-speed TGV and Eurostar trainsets. Once complete, it will be our biggest maintenance depot in France, employing close to 1,000 people and repairing around 27,000 parts each year.

## RÉAP: MAKING THE MOST OF CONSTRUCTION WASTE

### WHAT WE'RE DOING

The French construction industry produces a staggering 42 million tonnes of waste every year. At SNCF, we're working hard to put more of that vital resource to good use through our station design subsidiary, AREP.

### HOW WE'RE DOING IT

A new multidisciplinary team known as RÉAP—which won AREP's "Big Conversation" in-house competition—is focused on three priorities:

- Developing an app that connects construction and demolition sites, and tells users where waste is stored and what materials are available.
- Helping to embed re-use principles into project design.
- Building a community to champion re-use in teams at every level.

### WHAT WE'VE ACHIEVED

We're already applying re-use principles to several ongoing construction projects. These include the new Saint-Denis station, where we'll be recovering and re-using materials from an old building that stood on the site.



The RÉAP team celebrates victory in AREP's "Big Conversation" competition ©Maxime Huriez



# MAKING ECO-DESIGN THE NORM

At SNCF, we're applying eco-design principles whenever and wherever we buy and invest, as a way to shrink our environmental footprint and deliver long-term cost savings.

## ECO-DESIGN AT SNCF RÉSEAU

At SNCF Réseau, our infrastructure arm, we understand eco-design in its broadest sense, which includes factoring climate risks into how we design our products, services, infrastructure and rolling stock. By applying these principles across our business, we're able to:

- Use resources sparingly and consume fewer non-renewable materials
- Improve energy efficiency
- Contain our environmental impact
- Build a more resilient network
- Shrink our physical footprint.

Today eco-design encompasses the need to adapt infrastructure and rolling stock to climate risks.

## 50 ECO-DESIGN PROJECTS IN 2018

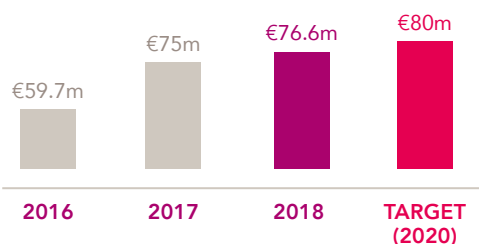
We embarked on no fewer than 50 eco-design projects in 2018. Example: using conventional methods to re-lay the track between Carcassonne and Limoux would have proven impossible within budget. So we sourced second-hand rails, ballast and sleepers locally, cutting the cost by half and securing a long-term future for the line in the process. All year long, we carry out routine life-cycle assessments, apply eco-design

principles to new products, and revise our technical documentation to incorporate the latest environmental performance and rail safety standards.



## KEY INDICATORS

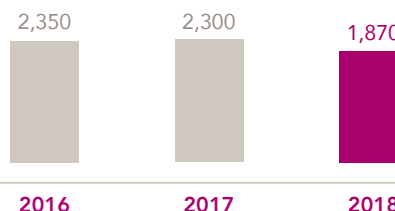
End-of-life materials sold (in millions of euros)—GPF



Share of rails recycled (%)—GPF



Volume of ballast purchased (in millions of tonnes)—GPF



## ECO-FRIENDLY STATION CAR PARKS

### WHAT WE'RE DOING

Local authorities in Greater Paris have pledged to provide more parking around our stations as part of a drive to get more people living the Paris region to switch to public transport. The authority asked our subsidiary AREP to design and a dozen new park-and-ride facilities, factoring in environmental factors such as water management, drainage, and surface permeability.

### HOW WE'RE DOING IT

We custom-designed each site, taking six factors into account to achieve the best fit: cost, maintenance, durability, visual appeal, soil composition, and environmental impact. For instance, we combined honeycomb turf grids with drainage channels and swales to manage water runoff, and we installed retention ponds and infiltration systems to hold excess rainwater.

### WHAT WE'VE ACHIEVED

Opting for solutions like these helps reduce flood and pollution risk, as well as limit surface runoff. What's more, eco-designed car parks blend more seamlessly into the landscape, leaving green spaces intact and providing opportunities to plant new trees

## A FACTORY OF THE FUTURE IN ROMILLY-SUR-SEINE

### WHAT WE'RE DOING

We're transforming our operational assets as we work to become more productive, embrace innovation, spur economic growth, reshape the towns and cities we serve—and make SNCF a better place to work. In Romilly-sur-Seine, for instance, we're demolishing our old maintenance depot and building a new one that's fit for purpose.

### HOW WE'RE DOING IT

This brand-new, cutting-edge, 24,000 sq m depot is part of our Factory of the Future programme. Designed jointly by SNCF Immobilier and SNCF's Rolling Stock Division, it will take shape throughout 2019, replacing the old building on a 6-hectare site.



Architect's view of the new maintenance depot in Romilly-sur-Seine © All rights reserved

### WHAT WE'VE ACHIEVED

The new, modern depot boasts ergonomic design features and will deliver significant efficiency gains over its predecessor. But it will also help protect the environment: fitted with the latest energy-efficient technologies, the site is expected to meet HQE environmental certification standards. And because we'll be protecting 300 existing jobs and creating 350 new ones, the depot will make a vital contribution to the local community and economy.

At a time of great environmental and social change, stations of every shape and size have an increasing role to play. At AREP, our ambition is to set the global gold standard for low-carbon urban planning, frugal architecture and eco-design.

As the world around us changes, we must change our business, too. For us, it's an opportunity to place the environment at the centre of our thinking—and to harness our skills and expertise to help shape the future of mobility and of rail in its broadest sense, whether we're renovating passenger terminals, footbridges and crossings, or designing new vehicles, trains and maintenance depots.

**Raphaël Ménard,**  
Chairman of the Management Board, AREP







## PRESERVING BIODIVERSITY AND NATURAL RESOURCES

With 30,000 km of track, more than 3,000 stations and some 50 industrial facilities, SNCF interacts directly with a wide range of ecosystems. Our rail facilities play a major role in preserving biodiversity and our planet's natural resources.

### UNDERSTANDING AND CONTAINING OUR IMPACT

We use the "avoid, reduce, offset" (ARO) approach to understand how our facilities affect biodiversity, and to make sure we integrate them into the landscape and apply best practices.

### PRESERVING AND RESTORING NATURAL RESOURCES

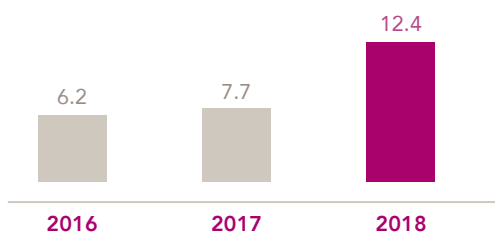
Research shows that rail infrastructures act as ecological corridors, which means that support for biodiversity isn't just a necessity—it's an asset. Our rail sites give us opportunities to work with regional players to preserve the environment.

We also recognize the critical role that water plays in preserving biodiversity. That's why we're doing everything we can to reduce our impact on water resources throughout the entire life of our sites and projects. In 2017, we also began sourcing wood from sustainable, responsibly managed woodland. Of the 450,000 wooden sleepers we lay each year, 74% are made from French oak and the remaining 26% from tropical timber—a material we use in heavily-travelled locations.



#### KEY INDICATORS

Total water consumption by facilities (in millions of m<sup>3</sup>)—GPF K G O



The increase stems from a change in reporting scope following the inclusion of ICF Habitat figures.

## CONTROLLING VEGETATION

### WHAT WE'RE DOING

In 2005, we changed our trackside vegetation control practices as part of our drive to protect the planet, take better care of water resources, and improve safety and on-time performance.

### HOW WE'RE DOING IT

We're constantly seeking new ways to manage plant growth on our land, fitting our weed-killer trains with GPS systems linked to the SIGMA app, and using a geographic information system to help us control unwanted vegetation. We also employ alternative solutions where local circumstances dictate.

### WHAT WE'VE ACHIEVED

As a result of our efforts, we now use 75% less herbicide along our lines than we did 20 years ago. We're planning to upgrade our weed-killer trains so they only spray chemicals where they're needed. And we're testing mechanical weed-control tools, and working with start-ups, research labs and farmers, as we explore alternatives to glyphosate.



Trackbed geotextiles keep weeds down ©All rights reserved

## SNCF AND ACT4NATURE: OUR PARTNERSHIP FOR THE PLANET

### WHAT WE'RE DOING

Our network spans over 100,000 hectares and reaches every corner of France. Because we interact constantly with nature, we have an important role to play in preserving and nurturing biodiversity.

### HOW WE'RE DOING IT

We're a member of Act4Nature, a biodiversity preservation initiative launched in 2018 by Entreprises pour l'Environnement—a group of environmentally conscious businesses—alongside scientific partners and NGOs. We've set out 15 commitments covering our assets (rail network, disused land and buildings), development and modernization projects, and our dealings with our stakeholders (biodiversity preservation organizations and research programmes).

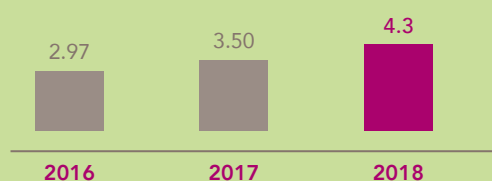
### WHAT WE'VE ACHIEVED

We're keeping a close eye on how we're progressing. We've already achieved some of our targets, such as sourcing 100% certified wood for our sleepers. More recently, we've begun working towards other goals—for instance, encouraging employees to volunteer their time and expertise for biodiversity causes.

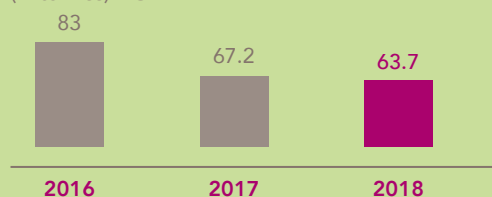


### KEY INDICATORS

Share of rail facilities (network, sites) covered by plant-product reduction or elimination initiatives (%)—GPF



Volume of plant products purchased (in tonnes)—GPF



SNCF Réseau accounts for less than 0.2% of total pesticide use in France.

Trackbed geotextiles ©All rights reserved











# BUILDING A BRIGHT FUTURE TOGETHER

At SNCF, we believe that dialogue is the key to success. Which means we shape our strategy with input from employees and other stakeholders—within and outside our organization—to help us deliver on our mission, serve the greater good, and lead the way on building the future of mobility.

OUR COMMITMENT: **boost employee engagement and satisfaction.**



TARGET 5.5



TARGET 8.8



TARGET 16.6 + 16.7

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



# ETHICS AND INTERNATIONAL STANDARDS OF CONDUCT

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

## GROUP-WIDE ETHICS CHARTER

Our Ethical Charter, endorsed by the Supervisory Board and the Executive Committee, 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 2018, the Ethics and Deontology Division held an “Ethics Day” event and launched our new MyEtic app, which employees can use to get information and guidance on ethics-related matters. We also continued work on our programme to prevent and fight corruption, signing up 10 new subsidiaries, finalizing our risk maps, and delivering more corruption awareness sessions.



## KEY FIGURES: 2018

60

in-person ethics awareness sessions, reaching around 1,650 employees

129

corruption-prevention training sessions, attended by 2,600 employees

84

whistleblowing reports filed and 214 requests for advice

27

investigations, resulting in 95 recommendations



MyEtic app ©



## THE FRENCH DUTY OF CARE ACT

### WHAT WE'RE DOING

France's Duty of Care Act, passed on 27 March 2017, creates an obligation for companies above a certain size to prevent social, environmental and governance risks related to their own activities, as well as to the activities of their suppliers. The law requires large businesses to establish a duty of care plan including, among other things, a risk map, evaluation procedures, and whistleblowing and monitoring mechanisms. With our new structure as a single, integrated entity, SNCF Group will come under the scope of the act once we begin trading as a public limited company.

### HOW WE'RE DOING IT

Our Audit and Risk Division is currently working on our risk-mapping system, which will provide an initial outline of risks related to our activities—and the activities of our suppliers—and inform thinking at Group management level.

### WHAT WE'VE ACHIEVED

In 2018, the Group Purchasing Division recalibrated our supplier CSR risk map against the new duty-of-care requirements. At present, 25% of businesses in our supplier base have a high degree of CSR maturity (EcoVadis rating of 65+/100). We're aiming to increase that figure to 34% in 2020.

## DOING BUSINESS RESPONSIBLY

At SNCF, we have a long tradition of doing business responsibly. We consider our impact on the environment, our people and society at large in everything we do. We're members of the foremost CSR organizations and certification schemes—both here in France and around the world—and we're leading the way on good corporate citizenship in the rail industry.



SINCE 2018



SINCE 2015



SINCE 2012



SINCE 2012



SINCE 2003



### KEY FIGURES: 2018

Average EcoVadis rating among SNCF's suppliers:

**56/100**

Average EcoVadis rating across all suppliers

**42.2/100**





VIP travellers are briefed during their visit to Cergy-Le-Haut station near Paris, 2 August 2018 ©All rights reserved

## ENGAGING WITH OUR STAKEHOLDERS

We engage with our stakeholders at every level of our business, exploring the best ways to address the local issues that matter most to them. Our many partnership agreements are vital to our efforts to promote innovative, sustainable solutions. We're also involved in reshaping the regulatory environment, both here in France and across Europe.

### STAKEHOLDER DIALOGUE



## SNCF RÉSEAU'S NATIONAL STAKEHOLDER COMMITTEE

### WHAT WE'RE DOING

At SNCF Réseau, listening to our stakeholders is second nature. It's how we shape positive local attitudes towards rail, and how we do so responsibly.

### HOW WE'RE DOING IT

Reaching out to our stakeholders has been part of our culture since the 1990s, at a time when SNCF Réseau (then known as RFF) began installing new lines throughout France. On 26 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. The move shows how we're committed to embracing ideas and building broad consensus.

### WHAT WE'VE ACHIEVED

The National Stakeholder Committee, which meets three times a year, gives stakeholders the opportunity to shape the future of France's rail network and help set SNCF Réseau's strategic direction.

The initiative has been well-received, with attendees actively involved in planning and discussions. At the first meeting, stakeholders decided what the initial priorities would be going forward: the rail system economy and the role of stations in spatial planning.



A presentation on board the Climate Train at Limoges station, 18 October 2018 ©Eric Roger

## THE CLIMATE TRAIN EMBARKS ON A NEW TOUR

### WHAT WE'RE DOING

At SNCF, we're working with our stakeholders to uphold the Paris Agreement, enrich public debate on climate change, and invite contributions from a wider audience.

### HOW WE'RE DOING IT

The Climate Train—a joint initiative between SNCF and the scientific community—draws on the latest scientific knowledge to raise public awareness of climate issues. We've kitted out four TER regional trainsets to host a travelling exhibition, with scientists from a broad range of disciplines on hand to talk visitors through the exhibits.

### WHAT WE'VE ACHIEVED

The Climate Train embarked on a new tour in 2018, visiting stations throughout Nouvelle-Aquitaine, a region in southwest France. The attraction drew in close to 5,500 visitors, who came along to see the exhibits and attend one of 48 interactive talks on local issues and solutions.

At first glance, the Climate Train bears all the hallmarks of a travelling science exhibition about climate change.

But it's much more than that. It's a powerful tool for sharing knowledge. And it's led by a community of scientists from a broad range of disciplines, alongside cultural and scientific mediators. By putting the latest research out there, we're showing that now is the time to act.

**Jean Jouzel,**  
*President, Climate Train*





## KEEPING PEOPLE SAFE. ALWAYS.

At SNCF, safety is our top priority. Our Group policy, which applies to all subsidiaries and employees, sets out what we're doing to set the bar high for safety across all our passenger and freight operations.

### SAFETY FIRST

We're absolutely committed to building a strong safety culture throughout our business. In 2015, we launched PRISME, our Group-wide Safety Excellence programme. And in 2018, we focused on road-traffic accidents and electrical hazards as we continued working towards our two targets: zero fatalities and zero serious accidents. We've also set ourselves another ambitious goal: to halve the rate of workplace accidents with time lost due to injury by 2020. To make that happen, we're training all our managers how to spot risks and speak out—both essential safety-related skills. We've also launched other initiatives to tackle anti-social behaviour and keep members of the public—especially young people—safe on our network. For 2019, our priority will be to have all our front-line staff and managers adhere to the very highest standards as we work to bring about a genuine culture shift.

2019

**OUR ZERO-FATALITIES  
TARGET**

P

MAKE EVERY EMPLOYEE MORE  
**PROACTIVE**

R

SET UP A **RISK**  
ANALYSIS SYSTEM

I

MANAGE **INTERFACES**

S

SIMPLIFY PROCEDURES  
AND DOCUMENTATION

M

CREATE A **MANAGERIAL** ENVIRONMENT  
THAT ENCOURAGES EVERYONE TO GET  
INVOLVED

E

SECURE STATE-OF-THE-ART **EQUIPMENT**



## SAFETY TRAIN

### WHAT WE'RE DOING

We're raising awareness, training our staff and enacting behaviour change as part of our drive to raise the bar for safety and cut the number of serious workplace accidents across SNCF Group.

### HOW WE'RE DOING IT

In 2017, our Safety Train—a travelling exhibition aboard a specially fitted-out train—toured France to raise awareness of safety issues among our employees. It was such a success that we repeated the operation in 2018. The train spent several months travelling the length and breadth of the country, this time teaching our people about the importance of observing and watching out for one another.

### WHAT WE'VE ACHIEVED

The Safety Train set off from Paris-Nord station in November 2018, completing a 56-stop tour of France in March 2019. In total, around 14,000 employees from different areas of our business took part in interactive exercises and 93% said they were satisfied with the experience.



A workshop aboard the Safety Train at Paris-Est station in February 2019  
© Jean-Jacques d'Angelo



### KEY FIGURES: 2018

**-30%**

fewer notable safety events since 2015

**-11%**

fewer workplace accidents

33



We've come a long way on safety since 2015. Our PRISME programme has made a real difference, giving us strong foundations that we can build on going forward. For 2019, our priorities are four-fold. First, we'll be making sure our managers and people in key positions apply irreproachable safety standards.

Second, we'll need to ensure we all follow our life-saving rules, in all circumstances. Third, we'll be managing the process of change as we implement our new operational rules. And fourth, we'll be cultivating a new risk-aware culture—one in which we're more proactive, look out for one another, and take shared responsibility for safety in the workplace.

**Frédéric Delorme**

Chief Safety Officer, SNCF Group



## PUTTING PEOPLE FIRST

At SNCF, we understand that our employees—all 272,000 of them—are the bedrock on which we can grow a thriving, competitive business. That's why we're committed to putting our people first in everything we do.

### MAKING SNCF A GREAT PLACE TO WORK SERVES SUSTAINABLE, GLOBAL GROWTH

We believe in practising good corporate citizenship, so we've put quality of life in the workplace at the centre of our corporate strategy. We're working across a range of areas to meet employees' expectations. Efforts include helping employees adapt to changing technologies and job requirements, increasing career mobility, applying the principles of secularism and religious neutrality, and taking a proactive approach to hiring permanent employees. And in 2019, we'll be inviting input from all our in-house stakeholders as we draft a roadmap to make SNCF a workplace that's fit for the future.

### BUILDING LOYALTY: DEVELOPING OUR PEOPLE'S SKILLS

With so many roles to choose from, we provide the internal mobility opportunities our people need to build meaningful careers with SNCF—and bring the benefits of their talent to every part of our business. As the nature of work changes, due in no small part to the rise of digital technologies, we're equipping our people with the skills they need to get ready for the future. We've also launched a Group-wide job board to support employee mobility and career progression.

### GROWING OUR EMPLOYER BRAND

We're using cutting-edge recruitment tools to attract top talent into our organization. For instance, we've added new features to [emploi.sncf.com](http://emploi.sncf.com), our job-listing website, and made it easier for people to use. We've introduced special benefits for new hires, including housing at below-market rents within 20 km of their place of work for employees living in the Paris region. And we're providing more long-term employment and career opportunities for the young people from all walks of life who join us.



#### KEY FIGURES: 2018

**11,571** (GPF K G O)

new permanent hires in France, including

**4,409** (GPF)

permanent hires, of which 19% women, in railway operations

**30,000**

job applications via social media

## EMPLOYEE SATISFACTION SURVEYS

### WHAT WE'RE DOING

At a time of great upheaval in the way organizations operate and engage with their employees, we believe in empowering our people to tell us how they see their relationships with management—and with each other.

### HOW WE'RE DOING IT

Towards the end of 2018 we launched Ampli, our brand-new, online-only, fully anonymous satisfaction survey for SNCF and SNCF Mobilités employees. The questionnaire covers five areas: credibility, respect, fairness, pride and camaraderie. We introduced a similar survey, called Allure, for SNCF Réseau employees. Like Ampli, it poses a series of questions on everything from quality of life in the workplace and team spirit, to how engaged they feel at work.

### WHAT WE'VE ACHIEVED

We asked over 94,000 people across SNCF and SNCF Mobilités for feedback through Ampli. Employees at SNCF Réseau were also surveyed on issues ranging from quality of life at the workplace to cooperation with colleagues and personal commitment. We'll use the results to explore ways to improve management practices and make SNCF an even better place to work.



### KEY FIGURES: 2018

Over

**7%**

of total payroll invested in lifelong learning each year.

SNCF awarded the Top Employer France mark for the

**6<sup>th</sup>**

year running.



Some of our intrapreneurs celebrating the end of the six-month programme ©Margaux Pinto

## LIFT-OFF FOR OUR INTRAPRENEURSHIP PROGRAMME

### WHAT WE'RE DOING

At SNCF, we're tapping into the talent at our disposal to shape the future of mobility and help the regions we serve make the shift to a clean-energy future.

### HOW WE'RE DOING IT

In 2018, our Sustainable Development Division teamed up with SNCF Développement to launch a brand-new intrapreneurship programme. Participants work on ground-breaking, sustainable solutions to the problems we face in our business, with comprehensive training and support to help them along the way.

### WHAT WE'VE ACHIEVED

For the programme's first cohort, 11 employees spent six months developing a prototype product or service that SNCF could market at scale. The group divided into three teams, each working on one of the following issues:

- **Sustainable tourism:**  
building an information website for bicycle tourists, showing cycle paths near our stations, as well as places nearby where they can hire a bike, have their bike repaired, spend the night, grab a bite to eat, and more.
- **Land repurposing:**  
exploring new ways to reclaim disused rail land for eco-friendly purposes, with input from local communities.
- **Inclusive mobility:**  
developing affordable mobility solutions for the unemployed.





Middle school students on short-term internships at SNCF Réseau headquarters, 17 december 2018 ©Michel Kharoubi



## EMBRACING SOCIAL AND CULTURAL DIVERSITY

At SNCF, we see strength in difference. Our ambitious commitments cover four areas: equal opportunities, gender balance and diversity, older workers, and disability inclusion.

We see diversity as a critical asset that drives performance and success. And we're working hard to build a truly inclusive workforce and to fight all forms of discrimination. Why? Because we believe there should be a place for everyone at SNCF, and because our people should mirror the customers they serve. We currently have 6,632 employees with disabilities—placing us among the top tier of disability-inclusive employers—and 8% of our new hires come from disadvantaged neighbourhoods. Our proactive policy sets out our three core commitments as a responsible employer:

- Eliminate discrimination from every step of the recruitment process.
- Make all employees aware of the consequences of discrimination—under SNCF policy and under the law—and the damage it can do to team unity.
- Create the right conditions for a discrimination-free working environment.

### FOSTERING EQUAL OPPORTUNITY: FOUR THEMES

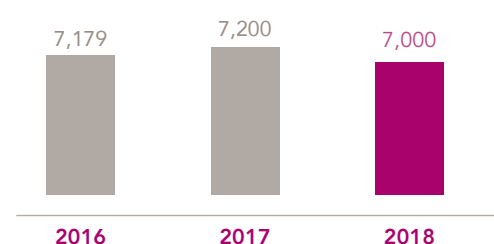
At SNCF, we've championed equal opportunity for years, actively seeking men and women in hardship and from disadvantaged neighbourhoods who would otherwise struggle to find work. We also take a firm

stand on gender balance and diversity. For example, we're taking practical steps to break down gender stereotypes and get more women working in technical roles, setting an example for others to follow. With their experience, job skills and knowledge of business life, seniors also contribute genuine value to SNCF, which is why we work hard to keep them on board. We've been actively recruiting and supporting people with disabilities for almost a quarter of a century. In 2018, we signed a new collective bargaining agreement, running until 2021, that crystallizes our long-standing employment policy. And we're giving our employees the support they need to fight discrimination and apply the principles of secularism and religious neutrality as we look to build a strong sense of community.



### KEY INDICATORS

Number of combined work-study contracts—GPF



In 2018, we permanently hired 800 former work-study trainees.

## SNCF AU FÉMININ, FRANCE'S LARGEST CORPORATE WOMEN'S NETWORK

### WHAT WE'RE DOING

At SNCF, gender balance and equality are fundamental to our business—which is why we're pushing the boundaries and empowering women to play a bigger role in our organization.

### HOW WE'RE DOING IT

With 7,000 members, SNCF au Féminin is France's biggest corporate women's network. Dedicated to women but open to men, it was founded in 2012 to reshape management practices and change mindsets. The network runs outreach, mentoring and personal development activities to promote change and empower women in the workplace.



### INTERVIEW WITH FRANCESCA ACETO, PRESIDENT, SNCF AU FÉMININ

#### What were last year's highlights for the network?

It was an eventful year. One of the outstanding moments was when we filmed our self-titled documentary, *SNCF au Féminin*. We also kick-started SNCF's first ever intrapreneurship programme, appointed a new team of mentors, held dozens of local events, and embarked on promising new partnerships with leading women's—and men's—empowerment organizations.

#### Can you tell us more about the TechAuFéminin ambassador programme?

We launched the programme in 2018 with the aim of shattering the glass ceiling in tech. We're helping women break into technical roles in two ways: teaching them skills such as coding, cybersecurity and blockchain, and making sure they're better represented at every level of the organization.

## SHORT-TERM INTERNSHIPS FOR 3,000 YOUNG TEENS

### WHAT WE'RE DOING

As one of France's leading employers of engineers, drivers and technicians, we provide a gateway into the world of work. We're determined to do more on that front, at a time when the French government is stepping up its efforts to get more young people—and in particular those from disadvantaged backgrounds—into employment.

### HOW WE'RE DOING IT

We're supporting the government's initiatives by expanding our short-term internship programme for middle-school pupils, giving young teens—especially those living with disabilities, from disadvantaged backgrounds, or on vocational courses—a taste of what it's like to work for a company like ours.

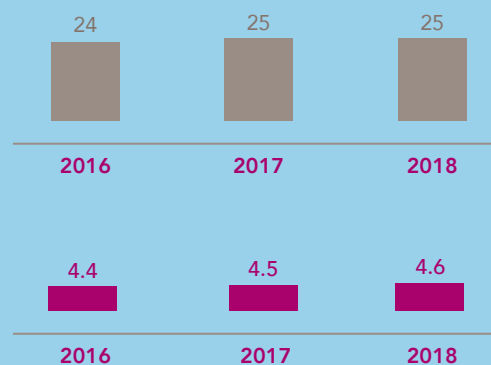
### WHAT WE'VE ACHIEVED

We hosted 2,200 middle-school pupils on short-term internships in the 2018/2019 academic year (up from just over 800 in 2017).



### KEY INDICATORS

- Women as a percentage of total workforce—GPF K G O
- Percentage of workers with disabilities—GPF K G O





©Maxime Trujillo

# DEVELOPING OUR PEOPLE'S SKILLS

At SNCF, we use training and internal mobility to help our people grow their skills and become better at what they do—and to future-proof our workforce.

## TRAINING FOR SUCCESS

In today's fast-changing environment, our priorities are to lock in the skills we need to keep our business running, and to make sure our workforce can adapt as technology evolves. We're harnessing digital tools to give us an overview of the talent at our disposal. And we're using the latest learning methods and technologies—from videos, webinars and e-learning modules, to in-person seminars and advanced courses—to deliver made-to-measure training.

## OUR AMBITIOUS CAREER MOBILITY POLICY

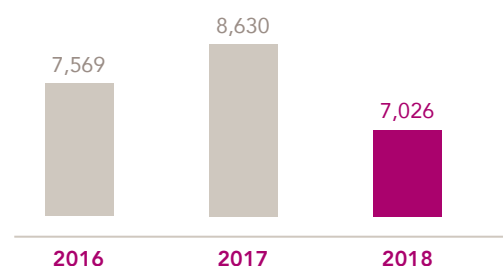
We employ people in over 150 different lines of work. To give them job security and good career options for the future, we've launched several initiatives:

- Internal recruitment, with a strong commitment to making our own workers more employable and earning their loyalty by offering attractive career options.
- Innovative new systems that help employees transition to new situations, support them when they're temporarily unable to work, and teach them new skills.
- Mobility initiative centres that offer various types of support—including forums, training, and help with business projects—to employees whose positions are eliminated.



### KEY INDICATORS

Number of hours of training delivered (in thousands of hours)—GPF K G O





## A FRESH START AT OUR SAINTES MAINTENANCE DEPOT

### WHAT WE'RE DOING

At SNCF, we understand that restructuring our facilities has a big impact on our employees and on local economies. That's why we do whatever we can to support regions and communities affected by these changes—like Saintes in western France, where we reorganized operations at our maintenance depot.

### HOW WE'RE DOING IT

Since 2011, our entrepreneurship subsidiary SNCF Développement has been transforming economies in partnership with local stakeholders. In Saintes, we've opened a new training college and set up a €1.5 million regeneration fund to create 100 jobs.

### WHAT WE'VE ACHIEVED

In 2018, 47 people from all walks of life—SNCF employees, job-seekers and people in work—attended digital basics courses at the new college, known as ENC. Also last year, our subsidiary disbursed €261,000 in funding to help 31 people set up new businesses across France.



The first cohort of graduates from our digital basics course at the ENC training college in Saintes ©SNCF Développement



### KEY FIGURES: 2018



Close to

**80%**

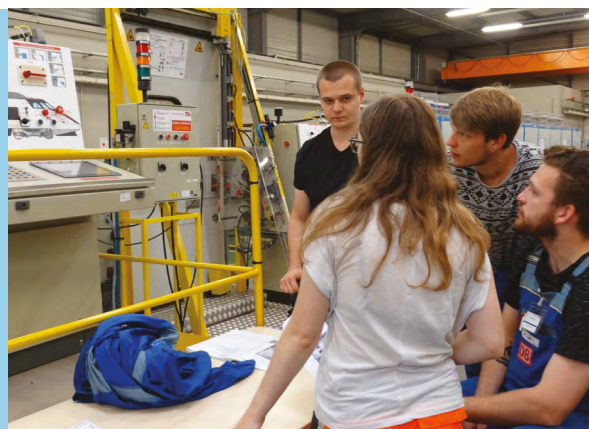
of SNCF Group employees attended at least one training session



Over

**70%**

of SNCF managers were promoted internally



An SNCF/Deutsche Bahn exchange programme at our apprentice training centre, July 2018 ©All rights reserved

## A KEY ROLE FOR WORK-STUDY PROGRAMMES

### WHAT WE'RE DOING

As traditional jobs disappear and new ones emerge, firms everywhere are grappling with training and recruitment issues. That's why effective workforce planning is critical to maintaining a competitive, viable business.

### HOW WE'RE DOING IT

At SNCF, our dynamic work-study programmes introduce young people to the world of work—and support our strategic workforce planning as we identify the talent we'll need to take our business forward. The École des Métiers is our in-house college where trainees learn the ropes of rail operations roles and gain all-important formal qualifications. We hired close to 1,600 people straight out of the college in 2018.

### WHAT WE'VE ACHIEVED

The Apprentice Training Centre (or CFA), a subset of the college, had 391 apprentices on roll at end-2018. We launched several new programmes for the 2018 intake covering both technical and customer-facing roles—including train drivers, customer service officers, safety officers and station agents. Some 96% of apprentices pass their course, and 70% secure employment after graduating.



# ENGAGING IN GOOD FAITH TO MAKE CHANGE HAPPEN

At SNCF, we recognize that our people are vital to the success of our business—which is why we’re engaging with labour relations partners to boost employee satisfaction and build strong bonds within the Group.

## SHAPING THE FUTURE WITH OUR LABOUR RELATIONS PARTNERS

We understand the importance of maintaining positive dialogue with our labour relations partners. And in 2018, we set up 33 Social and Economic Councils—the new name for combined employee representative bodies in France—across the Group.



### KEY FIGURE: 2018

**2**

new collective bargaining agreements signed

– New disabled workers agreement (2018-2021),

– New agreement on subsidized housing for SNCF Group employees, signed with all four partner unions on 12 October 2018.

## A NEW APPROACH TO EMPLOYEE RELATIONS

At SNCF, we want to make sure the rail reform package works for all our employees. To make that happen, we’ve drawn up a new employee relations plan setting out what we’ll do in four key areas between now and 2020:

1. Grow our skills, build a tech-savvy and digitally fluent workforce, and get our people ready to cope with the changing face of mobility.
2. Adopt a balanced, merit-based pay and career progression system that keeps our people motivated and engaged.
3. Acknowledge the role that well-being at work plays in driving performance; view corporate policy as a way to build a united, loyal workforce; and recognize that as a leading state-owned enterprise we have a duty to take care of our most vulnerable employees.
4. Engage openly and at all times with our labour relations partners, and keep our finger on the pulse of what’s happening in our company.

## MAPPING OUT THE FUTURE OF SNCF WITH OUR STAKEHOLDERS

### WHAT WE'RE DOING

At SNCF, we understand that employee buy-in will prove crucial in the challenging times to come—as industry and technology move ahead at pace, as employee-employer relations evolve, and as we brace for the opening of French passenger rail markets to competition.

### HOW WE'RE DOING IT

We embarked on a wide-ranging consultation exercise to give our people a voice in our policies and strategies going forward. We asked employees—individually and in groups—to put forward their suggestions. And, in November 2018, we brought together 500 volunteers to brainstorm ideas about what our business might look like in the future.

### WHAT WE'VE ACHIEVED

Over 4,000 people had their say, individually and via 45 working groups. Of the 205 innovative proposals we received, 16 have so far been earmarked for inclusion in our corporate strategy, while a further 13 are promising but require more work. We've referred another 120 ideas to our business lines, and we're expecting to hear back in March 2019.



Our New SNCF: Executive Committee workshop on 10 December 2018 ©All rights reserved



Our New SNCF: Q&A session at Créteil (Paris Region) on 27-28 November 2018 ©All rights reserved



## GOING THE EXTRA MILE TO EASE STRIKE DISRUPTION IN 2018

### WHAT WE'RE DOING

Rail workers staged the longest strike in SNCF's history when the new railway pact was passed in June 2018. The protest caused a great deal of inconvenience for our customers, and also had a disruptive influence on our business, costing SNCF Mobilités and SNCF Réseau an estimated €580 million and €210 million respectively.

### HOW WE'RE DOING IT

We went all out to ease disruption for our customers during the strike, including compensating season-ticket holders, selling TGV passes for €29, slashing fares to below €40, and allowing passengers to use our IDVROOM ride-sharing service free of charge. In total, we spent €160 million on measures to limit passenger inconvenience. We also provided alternative transport options across our network, including additional Ouibus services and rail-replacement buses on TER regional lines. And in autumn 2018, we opened talks with our union partners on a new deal for our employees.

### WHAT WE'VE ACHIEVED

The new railway pact is set to enter into force on 1 January 2020. Throughout 2019, we'll be laying the groundwork with our labour relations partners, focusing on aspects such as recruitment, contracts of employment, career management, job grades, pay, and branch-and company-specific benefits.





# PROCUREMENT: SOURCING LOCALLY

At SNCF, we're mindful of the impact our business has on the regions we serve—on the local economy, on the environment, and on society at large. That's why we're doing more to help regions thrive, including sourcing from SMEs wherever we can.

## RESPONSIBLE AND INCLUSIVE PURCHASING

Environmental criteria permeate our entire procurement process. We prefer to work with responsible suppliers, and we've introduced a special environmental risk management programme for works contracts, with different commitments according to the degree of risk.

In 2018, we did business with the sheltered sector worth €15 million—more than double the amount we purchased in 2007. And we've set ourselves a new goal: to double that figure again by 2020.



### KEY FIGURE: 2018

**€2bn**

of goods and services purchased from SMEs and small businesses.

## SUPPORTING SMALL BUSINESS

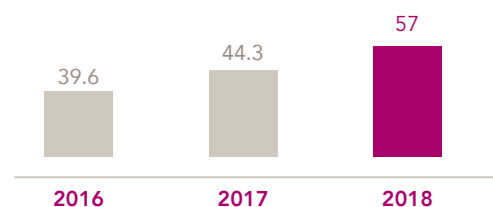
Our SME- and small business-friendly purchasing policy is based on our six key commitments:

- We announce the areas, supplies and services that might be of interest to SNCF, and make it easy for SMEs and small businesses to contact us.
- We source responsibly and our purchasing strategies are designed with SMEs and small businesses in mind.
- We keep our rules and procedures as straightforward as possible.
- We encourage innovation.
- We do business responsibly with our suppliers.
- We help SMEs grow into mid-sized firms.

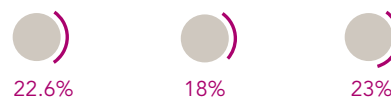


### KEY INDICATORS

Total inclusive purchasing (in millions of euros)—GPF



Purchasing from SMEs and small businesses as a share of total purchasing (%)—GPF



33



By measuring how many direct and spin-off jobs we create by sourcing from local businesses, we can gain a clear picture of the economic and social impacts of our responsible purchasing policy.

**Geneviève Bedin,**  
Deputy Director of Responsible Purchasing,  
SNCF Group

## OUR LOCAL IMPACT IN 2017\*

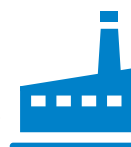
Because our network is so vast, we interact directly with a wide range of ecosystems. We understand the impact our business has on the regions we serve—on the local economy, on the environment, and on society at large.

PURCHASING FROM SMES  
AND SMALL BUSINESSES



**18%**

of all purchasing by value,  
or **€1.5bn**



Close to **20,000**  
suppliers,  
including over  
**13,000**  
SMEs and small  
businesses

IMPACT OF PURCHASING

**161,000**

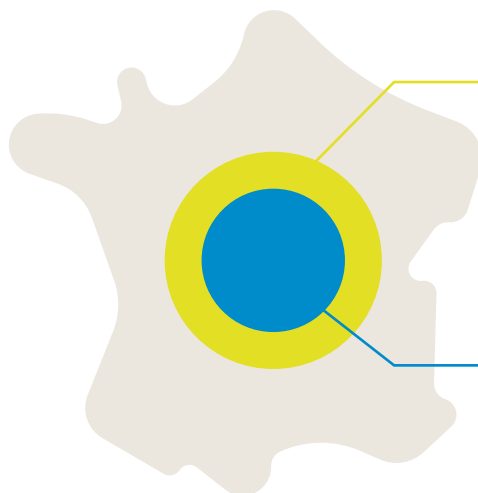
jobs created

**109,000**

direct jobs

**52,000**

spin-off jobs



INDIRECT IMPACT  
supply chain

**€11.6bn** of wealth created

**€7.4bn** through direct impacts

**€4.2bn** through spin-off impacts

SPIN-OFF IMPACT  
spending by supply  
chain employees

## TOP 3 INSEE SECTORS



CONSTRUCTION

**15,000 jobs**

**€1.2bn**  
of wealth created



ARCHITECTURAL AND  
ENGINEERING ACTIVITIES

**8,000 jobs**

**€523bn**  
of wealth created



INVESTIGATION AND SECURITY ACTIVITIES,  
SERVICES TO BUILDINGS AND LANDSCAPING,  
OTHER SUPPORT ACTIVITIES

**25,000 jobs**

**€634bn**  
of wealth created

\*Source : Goodwill 2018 study, 2017 data (indirect + spin-off)



SNCF Foundation award-winners, December 2018 ©All rights reserved

# OUR FOUNDATION: MAKING A DIFFERENCE FOR 23 YEARS

Through our SNCF Foundation, we've been supporting good causes since 1995.

## BRINGING COMMUNITIES TOGETHER

In 2016, the SNCF Foundation became the Group-wide philanthropic umbrella for charitable endeavours, spanning SNCF, SNCF Mobilités, SNCF Réseau, SNCF Logistics and Keolis. With an annual budget of €5 million, 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.

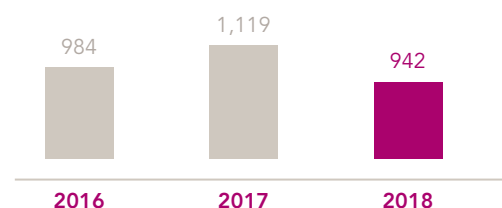
## EDUCATION, CULTURE AND COMMUNITY OUTREACH

At the SNCF Foundation, we champion basic skills, science and technology programmes. Our aim is to bridge the literacy, numeracy and digital divide and, in doing so, to help people left behind by the education system play a full role in society. We also recognize the horizon-broadening power of culture—which is why we support cultural inclusion initiatives, as well as programmes that teach people new skills and get them performing on stage. Diversity, community outreach and citizenship projects are our third area of focus.



### KEY INDICATOR

Number of charities supported  
(across all programmes)







The 17 signatories to the sharing skills manifesto, 16 January 2019 ©Ilan Deutsch

## EDUCATION AND CITIZENSHIP PROJECTS

In 2018, our “Learning to Grow” contest saw funding awarded to 98 basic skills programmes. We also entered into partnerships with two organizations bridging the digital divide: Emmaüs Connect, which works to get more people online, and Simplon, which aims to get more women in tech roles. Through our “Working Together and Embracing Difference” call for community outreach and citizenship projects, we awarded funding to 216 organizations across 72 different initiatives.

## SHARING SKILLS SURVEY

To date, 3,500 SNCF employees have volunteered their time and expertise for a good cause. Last year, we teamed up with polling firm IFOP to gauge attitudes towards the practice. The results of the survey—the first of its kind—make for compelling reading: 63% of the public think that companies are right to offer staff volunteering opportunities, and 65% of employees say that giving their time in this way strengthened their bond with their employer. Buoyed by the positive attitudes expressed in the survey, we set up the Alliance pour le Mécénat de Compétences—a group of 15 organizations that have signed up to a seven-point manifesto.

## A NEW BRANCH IN INDIA

At SNCF, we’re in tune with the needs of the people we serve. That’s why our subsidiary Keolis has set up a local branch of our Foundation in India. Launched in January 2019, SNCF Foundation India supports education, culture and community outreach projects run by local NGOs. We’re also stepping outside our role as a transport provider to help people in hardship. For instance, we teamed up with NGO Aide et Action to open up five centres where hundreds of migrant children can learn new skills and receive an education.

33



I firmly believe that the sharing skills initiative is consistent with SNCF Group’s social purpose. By giving something back for a good cause, our people can bring about real change, and innovate in ways that will take them—and our business—forward.

**Marianne Eshet**

*Managing Director, SNCF Foundation*



Launch of our new SNCF Foundation branch in India ©All rights reserved

# QUANTITATIVE INDICATORS

## BRINGING EFFORTLESS MOBILITY TO ALL REGIONS

ART.225—NON-FINANCIAL REPORTING		2018	2017	2016	SCOPE*
KEEPING FARES AFFORDABLE					
A-3°-a)	Percentage of low-cost Loisirs tickets (TGV, Ouigo)	42.6%	39%	37.6%	GPF
PROVIDING ACCESS FOR ALL					
A-3°-c)	Number of stations with accessibility services for persons with limited mobility (Accès +)	1,055	1,045	1,040	GPF

## PIONEERING THE FUTURE OF MOBILITY

ART.225—NON-FINANCIAL REPORTING		2018	2017	2016	SCOPE*
GIVING CUSTOMERS MORE CHOICE					
A-3°-a)	Number of bicycle spaces sold on trains requiring reservations	59,861	73,389	68,377	GPF

## SHRINKING OUR ENVIRONMENTAL FOOTPRINT

ART.225—NON-FINANCIAL REPORTING		2018	2017	2016	SCOPE*
TACKLING CLIMATE CHANGE					
A-2°-c)-ii)	Energy consumed for rail traction (in thousands of TOE)	834.9 ✓ ✓	866.5	858	GPF K O
A-2°-c)-ii)	Fuel consumed by road vehicles in commercial fleets (in thousands of TOE)	381.1 ✓ ✓	353	407	K G O
A-2°-c)-ii)	Energy consumed in buildings (in thousands of TOE)	321.6 (1)	242.4	247	GPF K G O
A-2°-c)-ii)	- of which electricity (in thousands of TOE)	70.4	114.2	112	GPF K G O
A-2°-c)-ii)	- of which gas (in thousands of TOE)	49.2	95.4	102.5	GPF K G O
A-2°-c)-ii)	- of which domestic fuel oil (in thousands of TOE)	10.5	11	10.6	GPF K O
A-2°-c)-ii)	- of which heating networks (in thousands of TOE)	4.6	21.8	21.8	GPF O
A-2°-d)	Greenhouse gas emissions (CO <sub>2</sub> e in thousands of tonnes)	3,095 ✓ ✓	2,770	2,915	GPF K G O
A-2°-d)	- of which rail traction (trains, metros and light rail, both conventional and electric, in thousands of tonnes)	1,166 ✓ ✓	1,189	1,129	GPF K O
A-2°-d)	- of which commercial road transport in thousands of tonnes)	1,235 ✓ ✓	1,098	1,300	K G O
A-2°-d)	- of which buildings (in thousands of tonnes)	638 (1)	423	426	GPF K G O

(1) Change in reporting scope following the inclusion of ICF Habitat figures.

## PROMOTING NEW ECO-FRIENDLY MOBILITY SOLUTIONS

A-2°-d)	Tonnes of CO <sub>2</sub> e avoided thanks to rail motorways (in thousands)	80	84	71	O
---------	---	----	----	----	---

## CONTROLLING POLLUTION

A-2°-a)	Percentage of entities/industrial sites with an ISO-14001 certified EMS	98%	98%	95%	GPF
A-2°-a)	Provisions for environmental risks (in € millions)	811	869,3	910	GPF K O
A-2°-a)	Number of employees trained in environmental protection	486	499	419	GPF
A-2°-a)	Number of unresolved ICPE notices at 31 December	8	5	5	GPF
A-2°-b)	Purchases of plant protection products (in tonnes)	63.7	67.2	83	GPF

## GROWING THE CIRCULAR ECONOMY

A-2°-b)	Total quantity of hazardous waste produced (in thousands of tonnes)	77	86.7	103	GPF K G O
A-2°-c)-ii)	Total water consumption by facilities (in millions of m <sup>3</sup> )	13.5 (2)	7.75	6.2	GPF K G O
A-2°-c)-ii)	Quantity of resources purchased - wooden sleepers (in thousands of units)	389.1	370.6	374	GPF
A-2°-c)-ii)	- concrete sleepers (in thousands of units)	1,450	1,530	1,500	GPF
A-2°-c)-ii)	- ferrous metals, such as rail, wheels and axles (in thousands of tonnes)	177.6	176	154	GPF
A-2°-c)-ii)	- ballast (in thousands of tonnes)	1,870	2,300	2,350	GPF
A-2°-c)-ii)	- copper catenaries (in thousands of tonnes)	1.6	1.8	1.7	GPF
A-2°-c)-ii)	- paper (in thousands of tonnes)	7	10.1	9.5	GPF
A-2°-c)-ii)	Reclamation of end-of-life materials (in € millions)	76.6	75	59.7	GPF



## BUILDING A BRIGHT FUTURE TOGETHER

### ART.225—NON-FINANCIAL REPORTING

2018	GPF (NO SUBSIDIARIES)	SNCF EPIC**	RÉSEAU SNCF EPIC**	MOBILITÉS SNCF EPIC**	2017	2016	SCOPE*
------	-----------------------	-------------	--------------------	-----------------------	------	------	--------

### PUTTING PEOPLE FIRST

#### EMPLOYMENT

A-1°-a)	Total number of employees (at 31 December)	271,755 ✓	155,820	10,259	58,166	203,330	270,814	270,335	GPF K G O
A-1°-a)	Total number recruited	39,452 ✓	8,165	375	2,638	36,439	35,985	34,713	GPF K G O
	- of which CDD (temporary contracts) France	8,802 ✓	3,756	90	451	8,261	13,332	14,603	GPF K G O
	- of which CDI (permanent contracts) France	11,571 ✓	4,409	285	2,187	9,099	12,191	12,498	GPF K G O
A-1°-a)	Total number dismissed	4,937 ✓	637	62	241	4,634	2,954	2,490	GPF K G O
A-1°-a)	TOTAL WORKFORCE BY AGE GROUP								GPF K G O
	Under age 25	7%					8%	8%	
	Ages 26-30	10%					11%	11%	
	Ages 31-35	13%					13%	13%	
	Ages 36-40	14%					15%	14%	
	Ages 41-45	16%					16%	16%	
	Ages 46-50	15%					13%	13%	
	Ages 51-55	12%					12%	13%	
	Over age 55	12%					12%	12%	
	Total workforce (number of employees)	100%					100%	100%	

(2) voir p.52



A-1°-a)	TOTAL WORKFORCE BY REGION							GPF K G O	
	France	214,359					217,131	220,147	
	Europe (outside France)	26,195					25,413	24,378	
	Outside Europe	31,201					28,270	25,810	
	Subtotal outside France	57,396					53,683	50,188	
	Total	271,755					270,814	270,335	
A-1°-a)	Women as a percentage of total workforce	25% ✓	23%	46%	15%	27%	25%	24%	GPF K G O
	- in senior/executive management		27% ✓				25%	25%	GPF
	- in management		29% ✓				28%	28%	GPF
	- in non-mobile operations/supervisory jobs in “on-board”/mobile jobs		23% ✓				23%	23%	GPF
TYPES OF WORK									
A-1°-b)	Percentage of “on-board” employees	26% ✓	14%	0%	0%	34%	25%	25%	GPF K G O
A-1°-b)	Percentage of part-time employees	9% ✓	9%	15%	6%	10%	10%	10%	GPF K G O
A-1°-a)	- in “on-board”/mobile jobs		13% ✓				13%	13%	GPF
COMPENSATION									
A-1°-a)	Average monthly gross salary (in €)		3,260 ✓				3,172	3,173	GPF
A-1°-a)	Change in average gross salary	NA	NA	NA	NA	NA	2.45%	1.3%	GPF K G O
A-1°-a)	Gender pay gap		2%				5%	5%	GPF
TAKING CARE OF OUR PEOPLE: HEALTH, SAFETY, COMMUNITY AND QUALITY OF LIFE IN THE WORKPLACE									
A-1°-f)	Percentage of workers with disabilities	4.56%	4.77%	8.58%	3.73%	4.63%	4.44%	4.49%	GPF K G O in France
A-1°-g)	Number of whistleblowing reports received by the Ethics Division	84 ✓					85	71	GPF O
PREVENTION & EMPLOYEE SAFETY									
A-1°-b)	Rate of absenteeism due to illness	5.87% ✓	5.88%	7.52%	4.35%	6.06%	5.65%	5.45%	GPF K G O in France
A-1°-c)	Severity of workplace accidents (per 1,000 hours worked)	1.55 ✓	0.93	1.70	0.43	2.01	1.57	1.45	GPF K G O in France
A-1°-c)	Rate of workplace accidents resulting in missed work, excluding travel (per million hours worked)	22.90 ✓	17.58	33.06	10.57	27.34	23.62	23.56	GPF K G O in France
A-1°-c)	Number of work-related illnesses reported	455	420	8	141	306	445	445	GPF K G O in France
HELPING OUR PEOPLE GROW									
A-1°-e)	Total hours of training (in thousands)	7,026 ✓	5,891	315	2,494	5,891	8,630	7,569	GPF K G O

ART.225—NON-FINANCIAL REPORTING		2018	2017	2016	SCOPE*
KEEPING PEOPLE SAFE. ALWAYS.					
A-3°-c)	Notable Safety Events	218 ✓	225	242	GPF
A-3°-c)	Number of accidents involving trains (or other modes) that resulted in physical injury	3	8	19	GPF O
A-3°-c)	Assaults on customers/SNCF staff and thefts of passenger belongings	10,885	11,005	10,178	GPF O
A-3°-c)	Number of malicious acts against property or other assets	26,460	27,308	27,669	GPF O
A-3°-c)	Anti-social behaviour and violations of law	152,690	138,973	110,330	GPF O

## PROCUREMENT: SOURCING LOCALLY

A-3°-a)	Purchasing from SMEs as a share of total purchasing	23% ✓	18%	22.6%	GPF
A-3°-b)	Total purchasing and external expense (in € billions)	16.7	14.04	13.61	GPF K G O
A-3°-b)	CSR performance of suppliers (average score out of 100 from EcoVadis evaluations)	56 ✓	56	55	GPF
A-3°-a)	Total inclusive purchasing (in € millions)	57 ✓	44.3	39.6	GPF
A-3°-a)	Number of participants in SNCF job programs for the unemployed	NA	1,257	1,217	GPF

\* SCOPE: consolidated entities in 2018: **GPF** Groupe Public Ferroviaire (SNCF's three EPICs, no subsidiaries), **K** Keolis Group, **G** GEODIS Group, **O** other contributing subsidiaries (See Note on methodology).

\*\* includes subsidiaries

✓ Data verified by statutory auditors with "moderate assurance"

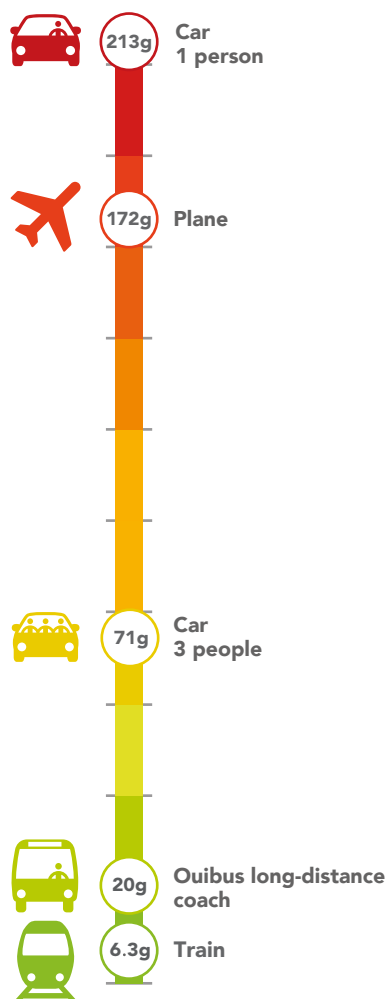
✓✓ Data verified by statutory auditors with "reasonable assurance"

Certification of submission of CSR data and auditors' reports are available at [sncf.com](https://www.sncf.com).



## CO<sub>2</sub>e EMISSIONS PER PASSENGER PER KM TRAVELLED

Source: Article L431-3, French Code des Transports



# COMPARATIVE TABLE

BUSINESS MODEL—P. 6  
ASSOCIATED RISKS—P. 8

## LABOUR RELATIONS

ART.225— NON-FINANCIAL REPORTING	SNCF GROUP POLICIES AND ACHIEVEMENTS + RELEVANT PAGES IN 2018 CSE REPORT	GRI 4	ISO 26 000	GLOBAL COMPACT
A-1°- a) EMPLOYMENT	Putting people first—p. 62 Embracing social and cultural diversity—p. 64-65 Developing our people's skills—p. 67  Indicators—p. 75-76	9 - 10 LA 1 LA 12	6.4.3	
A-1°- b) WORKPLACE	Putting people first—p. 62-63  Indicators—p. 75	LA 6 10	6.4.3 6.4.4	#3
A-1°- c) HEALTH AND SAFETY	Keeping people safe. Always.—p. 60-61  Indicators—p. 76	LA 6 LA 7 LA 8	6.4.6 6.6.6	#3 #4 #5
A-1°- d) LABOUR RELATIONS	Engaging in good faith to make change happen—P. 68-69  Indicators—p. 75-76	I5	6.4.5	#3
A-1°- e) TRAINING	Putting people first—p. 62-63 Developing our people's skills—p. 66-67  Indicators—p. 76	LA 9 LA 10	6.4.7	
A-1°- f) EQUALITY	Embracing social and cultural diversity—p. 64-65  Indicators—p. 75-76	LA 12 LA 13	6.3.7	#1 #2 #6



## THE ENVIRONMENT

ART.225— NON-FINANCIAL REPORTING	SNCF GROUP POLICIES RELEVANT PAGES IN 2018 CSE REPORT	GRI 4	ISO 26 000	GLOBAL COMPACT
A-2°- a) GENERAL ENVIRON- MENTAL POLICY	Controlling noise and air pollution—p. 42-44 Making eco-design the norm—p. 50-51  Indicators—p. 74-75	EN 23 EN 31 EN 34	6.5.1 6.5.2	#7-8-9
A-2°- b) POLLUTION	Embracing the energy transition to fight climate change—p. 39 Controlling noise and air pollution—p. 42-43, 45 Preserving biodiversity and natural resources—p. 52-53  Indicators—p. 75	ENN 23 EN 24 EN 27	6.5.3 6.5.4	#7-8-9
A-2°- c) SUSTAINABLE USE OF RESOURCES	Harnessing the power of solar energy—p. 40-41 Growing the circular economy—p. 46-51 Preserving biodiversity and natural resources—p. 52-53 Making eco-design the norm—p. 50-51  Indicators—p. 75	EN 7 EN 1 EN 3 EN 8	6.5.4	#7-8-9
A-1°- d) CLIMATE CHANGE	Embracing the energy transition to fight climate change—p. 38-39 Controlling noise and air pollution—p. 44  Indicators—p.74	EN 15 EN 16 EN 18 EN 19 EN 27	6.5.5	#7-8-9
A-1°- e) PROTECTING BIODIVERSITY	Preserving biodiversity and natural resources—p. 52-53  Indicators—p.74	EN 11 EN 12 EN 13 EN 14	6.5.6	#7-8-9

## SOCIETY

ART.225— NON-FINANCIAL REPORTING	PSNCF GROUP POLICIES RELEVANT PAGES IN 2018 CSE REPORT	GRI 4	ISO 26 000	GLOBAL COMPACT
A-3°- a) OUR COMMITMENT TO SUSTAINABLE DEVELOPMENT	Engaging with our stakeholders—p. 55-71 Our Foundation: making a difference for 23 years—p. 72-73  Indicators—p. 75-76	SO1	6.8.9	
A-3°- b) SUB- CONTRACTORS AND SUPPLIERS	Ethics and international standards of conduct—p. 57 Procurement: sourcing locally—p. 70-71  Indicators—p. 76	EC1 EC8 EC9 EN32 HR10 SO9	6.6.6	#1-2
A-3°- c) FAIR COMPETITION	Keeping people safe. Always.—p. 60-61  Indicators—p. 76	EC7 LA6 PR1	6.7.3	#10

## ENGAGEMENT MILESTONES

- 1999** Environmental charter for state-owned enterprises
- 2003** UN Global Compact
- 2004** Diversity charter with *IMS-Entreprendre pour la Cité*
- 2008**
  - Community of European Railway and Infrastructure Companies (CER)** pledges to cut passenger CO<sub>2</sub>e emissions by 40% and freight CO<sub>2</sub>e emissions by 30% between 1990 and 2020
  - Gare européenne et solidarité (European rail network) charter**
  - Sustainable development charter of the International Association of Public Transport (UITP)**
- 2009** Responsible Advertisers' Charter (French Union of Advertisers, or 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** *Entreprendre dans les quartiers charter* (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 2014 and 2025
  - Admitted to GC Advanced Club** of UN Global Compact
  - Became founding member of **Railponsible**, a rail industry initiative for sustainable procurement
- 2016** Joined Science Based Targets initiative
- 2017** Joined UDA's Faire programme for responsible advertising
- 2018**
  - Signed Paris Climate Action charter**
  - Became member of Act4nature**, signing up to 15 biodiversity commitments

## NON-FINANCIAL RATINGS

### ecovadis

EcoVadis awarded SNCF an overall CSR rating of 79/100, 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 2018, with an overall score of 70/100. This rating, up 2 points on its previous 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.



Rating date: December 2017

### SNCF

Sector: Travel & Tourism Europe Information



Information rate	93%
Cooperation level	Proactive
Sector ranking	1/15



# NOTE ON METHODOLOGY

## OVERALL SCOPE

Reporting for 2018 provides data for the three EPICs and the following subsidiaries: Keolis, GEODIS, Eurostar, Thalys, VFLI, Naviland Cargo, Ermewa, Captrain, VILIA, ICF Habitat and Ouibus. Detailed information on the scope and methodology of HR indicators for each year is provided on page 84.

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

In the tables below, the term "Group" specifies the scope for each indicator. Based on availability of 2018 information for our various businesses, this report uses the following abbreviations:

**GPF:** Groupe Public Ferroviaire (the three EPICs, no subsidiaries);

**K** for Keolis;

**G** for GEODIS;

**O** for other integrated subsidiaries (VFLI, Naviland Cargo, Ermewa, Captrain, VILIA, Ouibus, ICF Habitat, Thalys and Eurostar).

Wherever there are changes in scope, each indicator may be specifically mentioned in the text or in this note on methodology.

## CUSTOMERS

### Number of accidents involving trains (or other modes) that resulted in physical injury—GPF O

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 EC Regulation No. 91/2003).

"Accidents involving trains that resulted in physical injury" are defined as accidents involving physical injury to persons aboard the affected train. The phrase "other modes" refers to accidents reported by the various subsidiaries, including buses, trucks, metros and light rail.

**Scope: O** includes VFLI.

### Number of Notable Safety Events (NSE)—GPF

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

### Assaults on customers/SNCF staff and thefts of passenger belongings—GPF O

The "traditional" definition was fairly narrow. Now the definition includes the following types of incidents: sexual assault (which has included "language or behaviour with sexual connotations" since 1 June 2016), assault causing bodily harm, violent resistance to public officials, non-violent theft, and violent theft of passenger belongings (with threat or assault). Figures for 2016 have been updated based on the new definition.

**Scope: O** includes VFLI.

### Number of malicious acts against property or other assets—GPF O

Malicious acts, theft of SNCF assets (including metals, track materials, tools and funds) and fraud. Any malicious act damaging physical assets, fraudulent theft against SNCF, burglaries against SNCF, petty theft against SNCF.

**Scope: O** includes VFLI.

### Anti-social behaviour and violations of law—GPF

This includes violating France's anti-smoking legislation (Evin Act), putting feet on seats and spitting; insults and offensive behaviour; threats; unauthorized presence such as trespass/forced entry and obstructing traffic; and illicit activities, such as trafficking and using narcotics, begging and itinerant sales.

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

In 2017, we modified the scope of the "low cost" indicator to better reflect the low-cost policy adopted by TGV and Ouigo. This indicator now 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 (as defined in DGITM's low-cost audit report, published in December 2016). Historical data have not been generated beyond 2016.

### Number of stations with accessibility services for persons with limited mobility (Accès Plus, Accès TER, Accès Plus Transilien)—GPF

Definition: scope of care and comfort offered by Accès Plus, Accès TER and Accès Plus Transilien, which provide end-to-end support for persons with limited mobility at every point in the mobility chain—booking, departure, arrival and connections.



### **Tonnes of CO<sub>2</sub>e avoided thanks to rail motorways (in thousands)—O (VIA)**

Definition: calculation of tonnes of CO<sub>2</sub>e avoided per journey per semi-trailer: One wagon carries two semi-trailers; the calculation is based on an average load of 16 tonnes of cargo per semi-trailer. Calculation method:

Weight carried per wagon:

2 empty semi-trailers (7 tonnes) plus 16 tonnes of cargo. Or:  $2 \times (16 + 7) = 46$  tonnes

Calculation of rail motorway emissions:

**A:** Number of kilometres travelled x 46 x emissions factor Road transport: weight carried by two semi-trailers, with an average load of 16 tonnes:  $2 \times 16 = 32$  tonnes.

Calculation of road transport emissions:

**B:** Number of kilometres travelled x (2x16) x emissions factor Tonnes of CO<sub>2</sub>e avoided per journey for one semi-trailer: (A-B)/2.

## **ENVIRONMENT**

### **Energy consumption for modes of transport in tonnes of oil equivalent (TOE)**

Calculations based on the following conversion factors: 1 m<sup>3</sup> of diesel = 0.847 TOE; 1,000 kWh = 0.086 TOE. Published electricity consumption data for rail traction by the EPIC, taken into account when calculating CO<sub>2</sub>e emissions, were provided by the manager of the French electrical

transport network (RTE).

The consolidated total also includes traction energy consumed by metro and light rail systems operated by Keolis, as well as rail traction energy consumed by our VFLI, Eurostar, Thalys, Captrain and Naviland Cargo subsidiaries.

### **Fuel consumed by road vehicles in commercial fleets (in thousands of TOE)—GPF K G O**

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

### **Energy consumed in buildings (in thousands of TOE)—GPF K G O**

For the EPIC, 2017 consumption relating to domestic fuel oil and heating networks is estimated on the basis of average prices, respectively €0.67 per litre of fuel and €0.0683 per kWh of heat (source: SNCF Immobilier).

The consolidated total includes energy consumption in buildings of the following subsidiaries: GEODIS, Keolis, VFLI, Naviland Cargo, Ermewa, VIA, Captrain and Eurostar.

### **CO<sub>2</sub>e emissions for transport (in thousands of tonnes)—GPF K G O**

CO<sub>2</sub>e emissions generated by rail traction are calculated using various methods to satisfy three specific reporting systems: Art. R.229-51 to 56 of the French Environment Code (overview

of greenhouse gas (GHG) emissions); GHG (harmonized consolidation of EPIC + subsidiaries); and Art. L.1431-3 of the French 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 CO<sub>2</sub>e emissions from traction energy consumption, the emission factors used are 0.048 kg of CO<sub>2</sub>e for 1 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—Art. L.1431-3 of the French Transport Code) and 3.17 kg of CO<sub>2</sub>e for 1 litre of diesel from well to wheel, and 2.68 kg of CO<sub>2</sub>e for direct emissions (from tank to wheel) for 1 litre of diesel (GHG Protocol—"GHG emissions from stationary combustion", version 4.0 of October 2010).

### **Greenhouse gas emissions from service fleets (CO<sub>2</sub>e in thousands of tonnes)—GPF**

CO<sub>2</sub>e emissions are calculated based on the GHG Protocol, at 2.68 kg of CO<sub>2</sub>e for direct emissions (from tank to wheel) for 1 litre of diesel (GHG Protocol—"GHG emissions from stationary combustion", version 4.0 of October 2010).

### **CO<sub>2</sub>e emissions from buildings (in thousands of TOE)—GPF K G O**

The following emission factors from ADEME's "Base Carbone®" database are applied: 0.0516 kg of CO<sub>2</sub>e per kWh for electricity (average content for mainland France, excluding upstream emissions); 0.204 kg of CO<sub>2</sub>e per kWh for gas (natural gas in Europe, excluding upstream emissions); 2.68 kg of CO<sub>2</sub>e per litre for domestic fuel (excluding upstream emissions); 0.154 kg of CO<sub>2</sub>e per kWh for district heating networks (excluding upstream emissions).

### **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 the change in CO<sub>2</sub>e emissions per passenger-kilometre (in gCO<sub>2</sub>e/pkm)**

This indicator tracks CO<sub>2</sub>e emissions generated by SNCF Mobilités rail transport activities, using the methodology for information on

greenhouse gas emissions from transport services described in Art. L.1431-3 of the French Transport Code. The reporting protocol for CO<sub>2</sub>e emissions from rail traction, available from SNCF's Sustainable Development Division, contains details on how these indicators are calculated. For 2018, the figure reflects the updated emission factor (0.0386 kg of CO<sub>2</sub>e per kWh).

#### Environmental management—GPF K G O

**Scope:** O includes Naviland Cargo, Captrain and VILIA.

#### Provisions for environmental risks (in € millions)—GPF K O

**Scope:** O includes Ermewa.

#### Purchases of 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) and 07 04 (wastes from MFSU of organic plant protection products (except 02 01 08 and 02 01 09), wood-preserving agents (except 03 02) and other biocides).

#### Water: water consumption—GPF K G O

**Scope 2017:** Total water consumption for SNCF facilities is based on consumption for GPF and for Keolis, GEODIS, VFLI, Naviland Cargo, Ermewa and Captrain. For 2017, water consumption was estimated on the basis of expenditures recorded for water at a unit price of €4.02 per m<sup>3</sup> (sources: INSEE indices and the EIDER database at the French Ministry for the Ecological and Inclusive Transition).

#### Hazardous waste—GPF K G O

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

**Scope:** in 2017, O includes VFLI.

#### Reclamation of end-of-life materials and products (in € millions)—GPF

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

## EMPLOYEES

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

#### 2018—GPF K G O

All SNCF Logistics subsidiaries, Keolis, AREP, Eurostar, ICF Habitat, Orfea, Ouibus, Sferis, VSC Group and Thalys. In short, all fully integrated subsidiaries included in consolidated financial statements for SNCF Group:

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

#### 2017—GPF K G O

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 consolidated financial statements for SNCF Group:

- The entire SNCF Logistics division (except for STVA, 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 and Sferis.

#### 2016

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 consolidated financial statements for SNCF Group:

- The entire SNCF Logistics division,
- The entire Keolis Group,
- Other subsidiaries with over 200 employees (as recorded in the 2016 management report): Eurostar, Thalys, VSC Group, Ouibus, AREP, Itiremia, ICF, Orfea and Sferis.

### Total number of employees of SNCF Group at 31 December

The workforce consists of 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. Excludes SNCF doctors. Includes professionalization and apprenticeship contracts, 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 expressed as a percentage of total senior management and of executive management
- Number of women expressed as a percentage of total management (including senior management and 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 staff (drivers and train managers)

### Recruitment

Number of employees hired by the company during the year. Each hire is counted as one unit, regardless of time spent with 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 with 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 with the company, and even if he or she worked under multiple contracts in a single 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.

GEODIS has no detailed information on departures outside France in 2016 and 2017. The report does not include dismissals for these two years



### **Training hours**

Total includes e-learning hours. Hours not assigned to an EPIC (15,710 in total) were assigned to the parent EPIC for 2018.

### **Number of on-board employees**

On-board workforce (drivers and train managers).

### **Percentage of part-time employees**

Part-time workers as a share 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 working days at 228 using the following calculation: 365-104 (Saturdays and Sundays)-8 (bank holidays)-25 (statutory paid leave, i.e., five weeks of workdays)). Workforce for this indicator excludes workers on assisted contracts, employees with personal redeployment agreements, and staff seconded to subsidiaries (average total workforce). For 2018, we used the following figures: a 228-day theoretical working year, and a 35-hour working week.

### **Average monthly gross salary in France (in €)**

Average monthly gross salary. Covers all SNCF employees.

### **Gender pay gap—GPF**

Based on average gross monthly salary. Covers all SNCF employees, excluding executive management at the three EPICs. Figures for 2016 and 2017 cover permanent managerial staff, excluding senior and executive management.

### **Rate of workplace accidents—France**

The number of accidents requiring more than one day of missed work (excluding travel) per million hours of

work. 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 2017 & 2018**

Number of persons reported on France's mandatory declaration on employment of workers with disabilities (DOETH)/contract workforce reported on the DOETH. For GEODIS, this includes the number of workers with disabilities relative to the total workforce.

### **2016**

Number of persons reported on France's mandatory declaration on employment of workers with disabilities (DOETH)/contract workforce reported on the DOETH. For GEODIS, Sferis and Itiremia, this includes the number of workers with disabilities relative to the total workforce. Excludes Orfea.

### **Number of work-related illnesses reported—France**

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

### **Whistleblowing system**

Our whistleblowing system complies with Art. 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.

Managed by our Ethics & Deontology Division, this system fulfils our corporate responsibility to create an appropriate procedure for handling concerns expressed by our workforce.

## **REGIONAL DEVELOPMENT**

### **Total inclusive purchasing (in € millions)—GPF**

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 participants in SNCF job programs for the unemployed—GPF 2017 & 2018:**

the wording for this indicator has changed. Number of people employed by Structures d'Insertion par l'Activité Economique (SIAE).

**2016:** number of assisted contracts—GPF O Single Integration Contract (CUI), Employment Assistance Contract (CAE), Employment Initiative Contract (CIE).

### **CSR performance of suppliers—GPF**

Average score (out of 100) from EcoVadis evaluations

This score is the average of the ratings awarded to all suppliers evaluated by EcoVadis, an independent CSR specialist. The evaluation examines policies, initiatives and indicators adopted by the companies and rates their performance across four themes—environment, fair labour practices, ethics/fair business practices, and supply chain. EcoVadis applies 21 criteria, using a scale from 1 to 100.

Participating suppliers are selected based on an analysis of CSR risk and their strategic importance for the company.

# ACKNOWLEDGEMENTS

Dear reader,

This report stands testament to our skilled and dedicated workforce. It would not have been possible without the input of the hard-working people and close-knit teams who make our Group what it is. To them, I express my deepest gratitude.

I would also like to thank those who contributed statements and agreed to be interviewed for this report.

I am especially grateful to members of the internal and external committees involved in drafting our 2018 Corporate Social Engagement Report.

**Sophie Chambon-Diallo,**  
CSR and Sustainability Officer, SNCF Group

## SNCF

STRATEGY & FINANCE DIVISION  
RESPONSIBLE PURCHASING  
DIVISION  
COMMUNICATION AND IMAGE  
DIVISION  
SAFETY DIVISION  
HUMAN RESOURCES DIVISION  
RAIL TECHNOLOGY & SYSTEMS  
DIVISION  
ESPACES FERROVIAIRES  
SNCF FOUNDATION  
ICF HABITAT  
ITNOVEM 574  
GROUP GENERAL SECRETARIAT  
SNCF AU FÉMININ  
SNCF DÉVELOPPEMENT SNCF  
IMMOBILIER

## MOBILITÉS

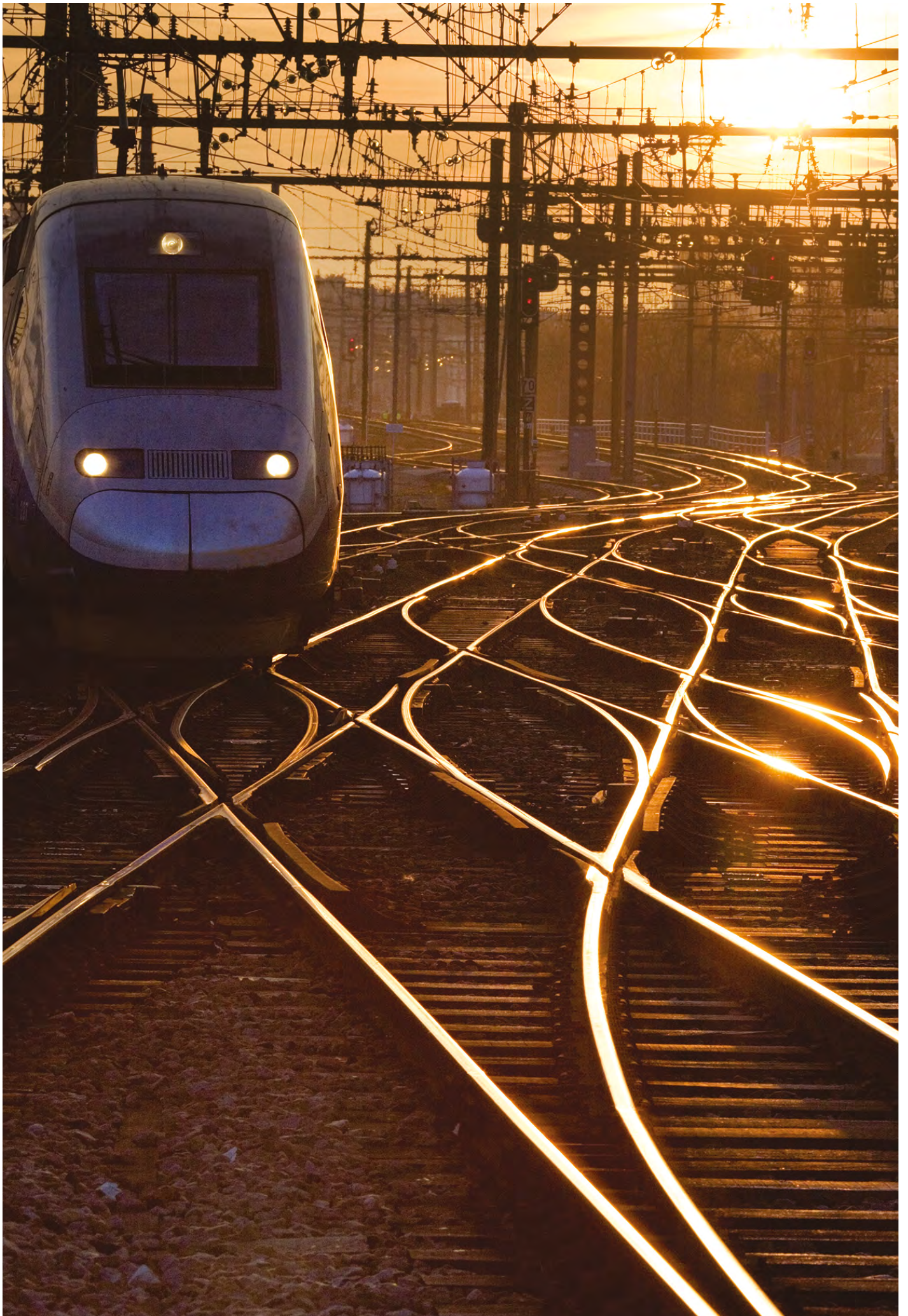
RAIL TESTING AGENCY  
AREP  
ROLLING STOCK ENGINEERING  
CENTRE  
ROLLING STOCK DIVISION  
PERFORMANCE DIVISION  
TER DIVISION  
TRANSILIEN DIVISION  
INTERCITÉS DIVISION  
INTERNATIONAL DIVISION  
VOYAGES SNCF DIVISION  
EUROSTAR  
KEOLIS  
SNCF GARES & CONNEXIONS  
SNCF LOGISTICS  
RAIL SECURITY DIVISION  
THALYS

## RÉSEAU

NETWORK TECHNOLOGY  
DIVISIONS  
COMMUNICATION DIVISION—  
CONSULTATION DEPARTMENT  
EOLFI  
IDVROOM  
LES MESSAGERS DU CLIMAT









**Content:** Capitalcom et SNCF - **Design and production:** Houltonsmets  
**Photos:** SNCF Media Library – AEF, Yann Audic, Brigitte Baudesson, Alex Cretey Systemans, Alfred Cromback, Jean Jacques D'Angelo, Augustin Detienne/CAPA, Ilan Deutsch, EOLFI, Espaces Ferroviaires, Clara Ferrand, Arnaud Février, Caroline Caudron, SNCF RESEAU/CAPA, Fred de Gasquet, Sébastien Godefroy, Ronan Guillou, Maxime Huriez, Bertrand Jacquot, Keolis, Charly Lataste, Letizia Le Fur, Michel Lopez, Patrick Messina, Arnaud Montigny, Sébastien Morales, Margaux Pinto, SNCF Développement, Alex Profit, Mathieu Raffard, Lionel Rault, Eric Roger, Dominique Santrot, Thalys, Maxime Trujillo, Mathieu Lee Vigneau.  
**English text:** Chris Durban/Martin Hemmings/Lillian Clementi  
**June 2019**

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



**SNCF SUSTAINABLE DEVELOPMENT GENERAL SECRETARY**  
2, place aux Étoiles-CS 700001-93633 LA PLAINE ST DENIS CEDEX  
E-mail: [developpement-durable@sncf.fr](mailto:developpement-durable@sncf.fr)

Visit us at [sncf.com](https://www.sncf.com) and follow us on [f](#) [t](#) [i](#)

