



## **INFORMATION LETTER FROM THE CEO TO ALL EMPLOYEES OF THE SUBSIDIARY**

RATP Dev USA brings 46 years of success in managing and operating high-quality, safe, responsive and efficient transit systems throughout the United States. As part of a broader global organization, RATP Dev marshals the resources, talent and innovative spirit from our global operating agencies.

RATP Dev USA designs, deploys and manages every part of the mobility chain from operations to service and maintenance.

RATP Dev USA provides customized solutions that have redefined the urban landscape and made traveling more enjoyable all around the world.

To fulfill all our missions, we rely on our skills but also on the values embodied in our Code of Ethics, the first edition of which dates back to 2011.

Today, this Code of Ethics has evolved to become simpler, more practical and more operational, including the whistleblowing system that each Group employee can use.

This Code of Ethics is supplemented by the Code of Business Conduct and Prevention of Corruption.

Both Codes set out principles that must be adhered to by all of us.

To support the application of those principles, please find attached a message from Hiba Farès, and comply with these principles.

In combination with the issuance of our Code of Ethics and Code of Business Conduct, RATP Dev USA would like to introduce our employees to a revised Harassment & Discrimination Policy, EEO Position Statement and a new Diversity & Inclusion Policy.

Each of these policies underpin our commitment to foster a respectful, open, and collaborative work environment that benefits from and values the spectrum of individual differences. RATP Dev USA prides ourselves on our ability to attract and retain a diverse, talented and high performing workforce. To achieve that goal, RATP Dev USA intends to promote a workplace that is free of harassment and unlawful discrimination and one where diversity and inclusion is valued.

Diversity and Inclusion principles are also an essential part of being a good corporate citizen and operating in a diverse marketplace. Moreover, on a personal and organizational level, RATP Dev USA recognizes the benefits to each other, the business, and the communities it serves of an inclusive work environment where individuals are valued for their differences.

There is great strength in us all not being the same, which RATP Dev USA reflects in the local markets we serve and the communities in which we operate.

Diversity and Inclusion aligns with RTP Dev USA's strategic objectives, creates a competitive advantage for RATP Dev USA and contributes to RATP Dev USA's overall success. As a result, we are able to:

- Better service an increasingly diverse client base
- Strengthen local client relationships in all of its operating locations
- Develop innovative teams that can solve complex problems, and
- Attract, engage, and retain the most talented people

Our Diversity & Inclusion Policy provides the foundation and outlines our strategy and protocol for all employees to follow to ensure we provide a workplace where diversity of all kinds is valued. At RATP Dev USA, we are fortunate to have so many different cultures within our team. However, there is still more we can do and must do to ensure we offer an environment that is free of harassment or discrimination.

Please take time to review our Code of Ethics, Code of Business Conduct, Harassment & Discrimination, EEO Position Statement and our new Diversity & Inclusion Policy to ensure you understand in detail what our commitment to a harassment & discrimination free workplace looks like as well as a workplace where diversity and inclusion is celebrated. Any breach of any of the principles set out in these documents may render you liable to disciplinary action.

These Codes, validated by the Group's Ethics, CSR and Compliance Committee, and policies fully express our loyalty to a public service culture characterized by principles of equality, solidarity and dialogue.

It also reflects our determination to be at the service of our customers, with the aim of offering them every day everywhere in the world innovative services of the highest quality in response to their ever-changing needs.

This is our mission. This is our pride. I expect you to be with me in respecting and promoting those policies and codes.

Best Regards,

*Matt Booterbaugh*

Matt Booterbaugh  
CEO