

2016 Report on activity
and sustainable development



RESPONSIBILITY & HOST REGIONS



GROUPE ADP

**GROWING ALONGSIDE
OUR HOST REGIONS**

Invest

Airport city and Cargo City: business and employment generators

P. 04



Facilitate

Boosting employment for airport area residents

P. 08



Develop

Skilled and motivated teams working together for success

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MINIMISING OUR FOOTPRINT

Energy

Reducing energy consumption and greenhouse gas emissions

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Energy transition in practice

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Climate

Reducing CO₂ emissions

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Biodiversity

Protecting water, soil and biodiversity

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Develop the local economy, preserve local residents' environment, foster training, employment and access to the workforce, facilitate the lives of those who work at our airports, promote our host regions to attract international companies, strengthen our leadership in corporate social responsibility: these are Groupe ADP's six commitments to its host regions. We work closely with our host regions, market participants, professional organisations and associations so as to contribute to their vitality and attractiveness. Our skilled, innovative and committed teams use sustainable development to create value from which we all benefit.

The ISO 26000 standard is our guideline, and our progress is regularly evaluated. In 2016, the non-financial rating assigned to Groupe ADP by Ethifinance improved by four points compared to that of 2014. We made progress on all eight themes evaluated and reached the level of Excellence, with a total of 82/100.

GROWING ALONGSIDE OUR HOST REGIONS



INVEST

Through its real estate offering, Groupe ADP seeks to attract companies and businesses that create jobs, such as cargo.

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FACILITATE

Groupe ADP works with its partners to help local residents in and around our Paris airports gain access to the job market.

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DEVELOP

Groupe ADP fosters employee development and offers opportunities in France and abroad.

P. 10

Airports stimulate growth in business and employment. In partnership with public authorities and local and regional market participants, Groupe ADP is committed to maximising and sharing this growth for the benefit of all parties. Here's how we do it.



Attracting more tourists and businesses

Groupe ADP promotes the regions that host its airports, with the Hubstart Paris Région® association in the Greater Roissy-Le Bourget area and in the Greater Orly area. It is stepping up collaboration with the leisure and business tourism industry to promote Paris and its surrounding region. The world's most popular destination, the Paris region welcomed 46 million visitors in 2016. Groupe ADP is supporting Paris' bids for the 2024 Olympic Games and World Expo 2025.



Promoting employment

Groupe ADP has been engaged in promoting employment and training for people living in the Greater Roissy-Le Bourget and Greater Orly areas for more than 15 years. It also develops and contributes to initiatives headed by the Emploi de Roissy-CDG public interest group and by Orly International. It organises and participates in recruitment forums and airport job information seminars. As part of the French government's "Companies and Communities" urban development plan, the Group orients its initiatives towards people living in disadvantaged communities. The Environmental and Sustainable Development Resource Centres at Paris-Charles de Gaulle and Paris-Orly hosted events and exhibitions that attracted more than 25,000 visitors in 2016.

// **The Paris-region airports generate 34,000 jobs⁽¹⁾.** //



Working with SMEs

Groupe ADP carries the Responsible Supplier Relations label and makes almost 60% of its purchases from SMEs and intermediate-sized companies. In 2016, nearly 150 SMEs and micro-enterprises took part in Greater Roissy-Le Bourget's business event organised by the Northern Paris employment and economic advancement group (Promotion économique et à l'Emploi Nord) together with the chambers of commerce and industry of the Seine-et-Marne, Seine-Saint-Denis and Val-d'Oise departments. The Group also financially supports and sponsors the Plato networks, including that of Greater Roissy-Le Bourget 2016-18.



Innovating with start-ups

Groupe ADP is a partner of *Paris Region Lab* and several incubators. The Innovation department acts as a one-stop shop for innovative SMEs and start-ups that want to make a name for themselves. It organises innovation contests, creates working partnerships, develops new products and services and tests them with users. Start-ups are invited every week to present their projects at the Orly West business centre. In 2016, 30 start-ups established contact with business travellers.



Responsible and solidarity-based purchasing

Groupe ADP has implemented a purchasing policy focusing on sustainability, responsibility and solidarity. Supplier requirements include environmental and social clauses. In 2016 purchases from the protected and adapted sector and from companies dedicated to helping people join or re-join the workforce totalled €837,000. Major construction projects have clauses regarding the recruitment of people entering or re-entering the workforce after a long absence. Companies working on the Paris-Orly South Terminal international pier have reserved 27,300 hours of work time for people entering the workforce.



Facilitating employees' lives and logistics

Nearly 119,000 people work at our Paris-area airports. Groupe ADP helps augment the supply of community services at its airports, such as residences for young workers and inter-company childcare facilities with extended hours for people who work late or early in the morning. Filéo, the on-demand transport service available 24/7, has been financed by Groupe ADP since it was created in 1998, and we are currently working with transport operators to create hubs connecting the air, rail and road travel networks at Paris-Charles de Gaulle and Paris-Orly.



// **Construction of the connecting building at Paris-Orly will include 90,000 hours of work performed by people entering or re-entering the workforce.** //



Supporting the Groupe ADP corporate foundation

The Groupe ADP Foundation extends our commitment to the community surrounding our Paris airports. In 2016, the foundation supported 54 social projects in the five Paris-region departments where we have a presence. At a time when 120,000 youngsters leave the school system every year without any diploma, the Foundation is focusing its efforts on educational and literacy programmes. ♦

(1) BIPE study - Direct, indirect and catalytic jobs, 2010 data.



INVEST

AIRPORT CITY AND CARGO CITY: BUSINESS AND EMPLOYMENT GENERATORS

AS OWNER OF THE LARGEST AIRPORT DOMAIN IN EUROPE, GROUPE ADP SEEKS TO ATTRACT COMPANIES AND BUSINESSES THAT CREATE VALUE AND JOBS. PLANNER, DEVELOPER, INVESTOR AND MANAGER, GROUPE ADP DEPLOYS A REAL ESTATE OFFERING ADAPTED TO EACH AIRPORT'S PROFILE AND USER EXPECTATIONS.



423 HA
AVAILABLE FOR DEVELOPMENT



€800M
OF INVESTMENTS PLANNED FOR 2016-20 (INCLUDING JOINT VENTURES).

DIVERSIFIED CORPORATE CLIENTELE

As both points of entry into a country and venues for international trade, airports are important infrastructural installations and centres for economic development. As a result, they attract numerous businesses. With these businesses in mind, Groupe ADP offers two major types of real estate:

- Airport real estate for activities that require direct access to the tarmac: cargo delivery, aircraft maintenance hangars, ground equipment, industrial buildings (e.g. in-flight foodservice), etc.;
- Diversified real estate for all other activities: offices, hotels, shops, industrial estates, delivery services, warehouses, etc.

INVESTMENT IS OUR CALLING

During the 2016-20 period, Groupe ADP intends to devote €800 million to

renovating and developing its real estate assets, and in particular to:

- strengthening Paris-Charles de Gaulle's Cargo City;
- building up the Paris-Le Bourget Aeronautical Centre of Excellence;
- developing the three "airport cities" by enhancing the supply of offices, hotels and shops, or by even adding cultural attractions and leisure facilities around the Air & Space Museum and Convention Centre located at Paris-Le Bourget.

A WORLD-CLASS CARGO CITY AT PARIS-CHARLES DE GAULLE

Ninety percent of all air freight transported in France passes through Paris-Charles de Gaulle, generating 15,000 direct jobs in 200 companies and 40,000 jobs in total. The largest single air freight handling area in Europe, Cargo

City hosts the cargo hubs of Air France Cargo, FedEx, the French postal service, 12 of the 14 world leaders in air freight and 17 all-cargo airlines. Groupe ADP aims to double its air freight handling capacity. To accomplish this, we are developing our terminal facilities, strengthening security, beefing up the communication and traceability tools offered to operators, and offering financial rewards to airlines that increase the number of cargo flights departing from Paris. The n°1 European airport and one of the top 10 worldwide for air freight, Paris-Charles de Gaulle handled 2.1 million metric tonnes of freight and mail in 2016, up 2.1% in volume terms. ♦♦♦



AWARD

The 2016 silver BIM award

Groupe ADP's real estate department and ADP Ingénierie received the 2016 silver BIM award for the modelling of Paris-Charles de Gaulle real estate, which includes some 150 airport buildings. This trophy celebrates France's best digital and Building Information Modelling (BIM) practices used in real-estate management, operation and maintenance.

Grand Paris

Grand Paris, the construction of four Grand Paris Express stations between now and 2024 and the CDG Express rail link will further bolster the attractiveness of our Paris airports.

GREATER PARIS EXPRESS METRO DELIVERY DATE

- M15, M16, M17
- M18
- M17
- M14 extension
- M11 extension
- Portions not financed
- Strategic development areas





SIGNATURE

Audi complex at Paris-Charles de Gaulle

Groupe ADP has signed a construction lease with Audi to build a 4,600 sq m automotive complex near the Aéroville shopping centre that opened at the airport in 2013. Scheduled for delivery in 2018, it will sell new and used vehicles and offer repair services. It will be accessible via the A1 and A104 motorways.

NEW DEVELOPMENTS FOR CARGO CITY

- Bolloré Logistics has opened its largest air freight logistics hub in Europe (37,500 sq m), representing an investment of €35 million, and has recently launched an extension.
- FedEx, world no. 1 in express freight, is strengthening its European hub by building a new 27,000 sq m building under a 30-year construction lease. This €200 million investment will be delivered in 2019. It will add 200-400 jobs to FedEx's 2,500 employees in the Paris region.
- DHL has announced it will open a 20,000 sq m hub.
- Groupe ADP, as an investor in the Cargo clim project, has built and leased a 5,700 sq m building to two operators for ground equipment maintenance.

SYNERGIES BETWEEN THE RUNGIS MARKET AND PARIS-ORLY

Located right next to Rungis, Paris-Orly is ideally placed to support this international market, the world's largest for wholesale fresh produce. 108,000 metric tonnes of freight and mail were handled in 2016.

Several projects are underway:

- a 5 hectare business park with access to the tarmac, including 22,300 sq m of warehouses and offices;
- a 10,800 sq m refrigerated logistics building which will be leased to an agri-food sector operator;
- a 17,800 sq m cargo facility built by an investor for an express delivery company. This facility will be operational in 2017, marking the opening of the Avernaises Park, 40 hectares dedicated to logistical and industrial activities in the northwest part of the airport.

ROISSYPOLE IS BEEFING UP ITS OFFICE SPACE AND RELATED SERVICES

Groupe ADP is developing the "airport city" by increasing its supply of office space near the terminals. Roissypole is the world's largest airport business district, with 229,000 sq m of offices and 2,800 hotel rooms.

New developments are underway:

- Hotels: a 305-room Holiday Inn Express, a 292-room Moxy by Marriott and a 267-room Inside by Meliá (investor: Groupe ADP) will raise the airport's total capacity to 3,700 rooms by 2019;
- Office space: with Groupe ADP's new head office and the adjacent Baïkal building, the airport will have a total of 260,000 sq m in 2018.

AND SO IS CŒUR D'ORLY

The Paris-Orly Airport has considerable land reserves in an office environment close to Paris. Groupe ADP would like to make full use of this exceptional site by developing an ecological business district, heated by geothermal energy.

- An initial, 19,500 sq m office building was delivered on the Cœur d'Orly site at the end of 2015.
- The number of available hotel rooms is being doubled to over 700 with the extension of the existing Ibis hotel and the opening of an Ibis Budget in 2016, followed by a Novotel in 2017.

A FOOTBRIDGE BETWEEN THE SOUTH TERMINAL AND CŒUR D'ORLY

Groupe ADP is building a footbridge with moving walkways that will link the South Terminal to Cœur d'Orly starting in 2017. It will enable people in the business district and the hotels to reach the terminal in eight minutes and board lines 14 and 18 of the Grand Paris Metro, which will link the airport to Paris and to the Paris-Saclay campus in 2024. ♦



SERGE GRZYSBOWSKI
Real Estate Director

"AIRPORT REAL ESTATE IS AN ESSENTIAL ASPECT OF OUR INVESTMENT STRATEGY, PARTICULARLY FOR THE CARGO BUSINESS. OUR PRIORITY IS TO INVEST IN WAREHOUSES CONNECTED TO THE TARMAC, SUCH AS CARGO DELIVERY SERVICES, SO AS TO GIVE OUR CUSTOMERS MODERN FACILITIES THAT MEET THEIR NEEDS AND ENABLE THEM TO SAVE TIME."



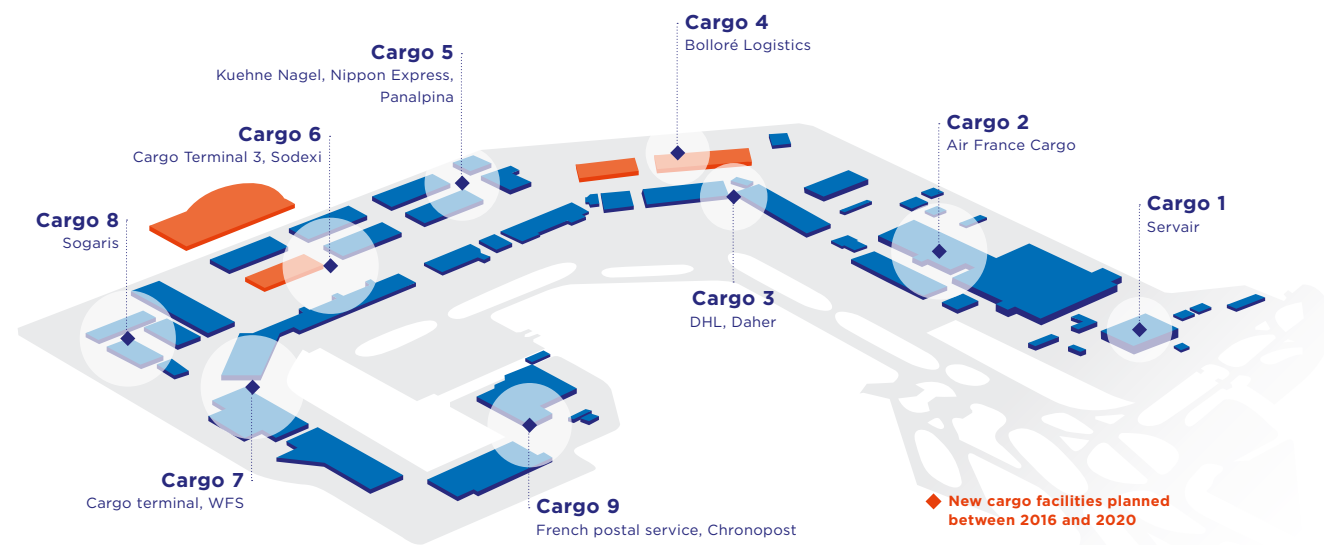
EVENT

Air Cargo Forum in Paris for the first time in 18 years

Groupe ADP worked hard to bring the 2016 Air Cargo Forum to Paris, which it hosted alongside Air France-KLM Cargo. More than 200 exhibitors - airlines, airports, freight forwarders, integrators, shippers, technological and logistical solutions providers - and 3,000 visitors attended the forum, which had "open-air innovation" as its theme. Cargo companies based at our Paris airports enjoyed high visibility in their "French freight" village.

The Paris-Charles de Gaulle Cargo City⁽¹⁾

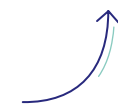
300 hectares dedicated to airfreight activities, including nearly 600,000 sq m of building space with direct access to 8 aircraft parking stands.



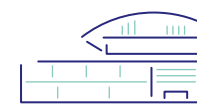
300 ha - 600,000 sq m of buildings - 80 aircraft parking stands. Handling capacity: 3.6 Mt per year. Objectives: increase terminal facilities by 100,000 sq m between now and 2020, double handling capacity.

(1) FedEx is situated further north, where it has its own facilities.

//
Roissypole is the world's largest airport business district, with 229,000 sq m of office space and 2,800 hotel rooms.
//



€185M
IN 2016 RENTAL INCOME FROM EXTERNAL SOURCES



€2.6bn
IN PROPERTY VALUE AT THE END OF 2016



€77M
INVESTED IN 2016 (PARENT COMPANY)



FACILITATE

BOOSTING EMPLOYMENT FOR AIRPORT AREA RESIDENTS

IN DECEMBER 2016, GROUPE ADP WAS AWARDED THE NATIONAL CORPORATE CITIZEN TROPHY FOR ITS PLANÈT'AIRPORT CSR PROGRAMME, WHICH HAD ALREADY WON THE CSR CHALLENGE TROPHY IN 2013. AN INTERVIEW WITH PATRICK DUGARD, HEAD OF PLANÈT'AIRPORT.



PATRICK DUGARD
Head of Planèt'AirPort



CIVIC VALUES

The National Corporate Citizen Trophy

Sponsored by the President of the Senate, this trophy has been awarded since 2007 to companies that launch and deploy exemplary, public-interest initiatives. Be it for the benefit of their employees and partners, their region or the country as a whole, these companies consciously combine civic values with their primary mission, which is to create value.

WHAT IS THE PURPOSE OF PLANÈT'AIRPORT?

Since 1996, Planèt'AirPort has endeavoured to make it easier for people who live near our airports to find jobs, remain employed and achieve socio-professional advancement. Planèt'AirPort federates initiatives fostering employment, including first-time employment, professional training, integration for the long-term unemployed, mobility and housing in the regions that host our airports. All of our initiatives are part of Groupe ADP's corporate responsibility policy.

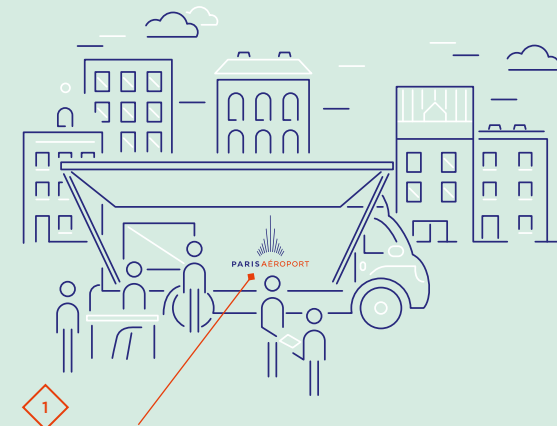
CAN YOU GIVE SOME SPECIFIC EXAMPLES?

We federate specialised associations created by Groupe ADP in partnership with local authorities and companies. These include "Adife", the regional endowment fund for the development of employment and training initiatives in the eastern part of the Val-d'Oise department; Papa Charlie for mobility services; First Stade for entering the workforce; Teach'Air and AERO Compétences for training; and the Habitat Committee for access to housing. This

enables us to break down recruiting barriers, maintain employability and encourage entrepreneurship at each step in a person's socio-professional career. For example, we help disadvantaged jobseekers get their first qualification and newly hired employees to travel to work, find new housing or become homeowners. We provide a marketplace for start-uppers and services for young entrepreneurs, while supporting companies in their CSR efforts. Together, we have accompanied 40,000 people into gainful employment in 20 years. As a result, the United Nations Economic and Social Council certified us as an NGO in 2015. We are very proud of this shared achievement. ♦

//
Planèt'AirPort has accompanied 40,000 people into gainful employment in 20 years.
//

Planèt'AirPort on the ground



1

AIRPORT PROFESSIONS MAKES A STOPOVER

The Caravane des métiers, an association of airport professionals, seeks out people living near Paris-Charles de Gaulle and Paris-Orly airports to present airport professions and related training to them. The Caravane brings together Groupe ADP and Planèt'AirPort, the project initiators, FedEx and WFS in freight and handling, and Papa Charlie in mobility solutions. BGE Bus start-up advisers are also on hand to lend support to future entrepreneurs. In 2015, the Caravane had visited the towns surrounding Paris-Orly Airport.

More than 600 jobseekers are welcomed at each Caravane event.



3

PAPA CHARLIE PROVIDES VEHICLES TO PEOPLE STARTING THEIR FIRST JOB

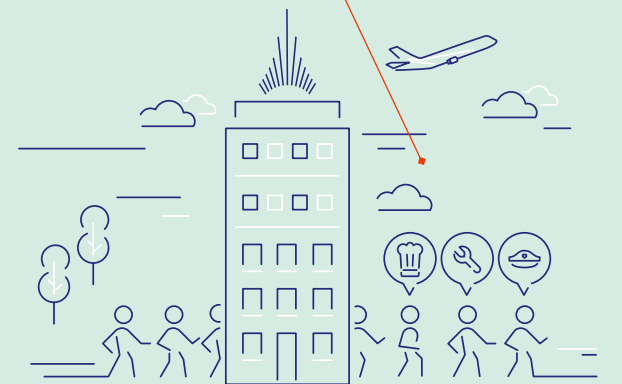
Thanks to a new partnership between the Roissy employment office and Papa Charlie, residents of the Seine-Saint-Denis department who land a job at Paris-Charles de Gaulle Airport can have the use of a car for 4-6 months for €120 a month including maintenance, repair, insurance and breakdown assistance.

2,000 local residents benefit from Planèt'AirPort services every year.

2

AERO COMPÉTENCES TRAINS PEOPLE FOR AIRPORT PROFESSIONS

AERO Compétences is a solidarity-based grouping of five organisations specialised in training for airport professions, and has chosen Planèt'AirPort as its agent. These training programmes, as varied as foodservice; reception/hotel/tourism; retailing/sales; cleaning services; safety and security; handling/logistics; aeronautical mechanics; etc., are financed by the regional council and taught by qualified professionals in 10 centres in the Paris region.



14 professions accessible through AERO Compétences' training programmes

4

FIRST STADE: THE FIRST STEP TO EMPLOYMENT

First Stade is a special-status "employment integration" company that offers services on demand to member companies, including passenger transport, parcel delivery, collection of recyclable waste, secretarial services and - since 2016 - low-cost vehicle hire. Services are performed under special fixed-term contracts offered to people who were either unemployed for a long time or had serious employment disadvantages. On average, their contract lasts six months. Since 2009, "graduates" of the First Stade programme have been hired by ordinary companies 85% of the time.





DEVELOP

SKILLED AND MOTIVATED TEAMS WORKING TOGETHER FOR SUCCESS



PROFESSIONALISM AND ENGAGEMENT ARE THE PREREQUISITES FOR PERFORMANCE. GROUPE ADP AIMS TO ATTRACT AND RETAIN THE BEST TALENT BY PROVIDING EMPLOYEES WITH THE MEANS TO FULLY DEVELOP THEIR POTENTIAL.



ALICE-ANNE MÉDARD
Human Resources Director

“GROUPE ADP COMPRISES A GREAT VARIETY OF PROFESSIONS AT ALL SKILL LEVELS. OUR EMPLOYEES ARE COMMITTED AND PROUD OF THE TASKS THAT HAS BEEN ENTRUSTED TO THEM, AND OF THEIR COMPANY’S CONTRIBUTION TO THE COMMUNITY. IT IS A GROUP THAT IS RESOLUTELY FOCUSED ON THE FUTURE. PARTICIPATIVE INNOVATION WITH START-UPS, DIGITAL TECHNOLOGY AND CONNECTED THINGS ARE PART OF OUR EVERYDAY LIVES. OUR INNOVATION APPROACH PERMEATES EVERY ASPECT OF THE BUSINESS, AND IT’S TREMENDOUSLY STIMULATING.”

PREPARING FOR THE FUTURE

The use of human resource planning helps to provide dynamic career path coordination to match the Group’s needs, employees’ plans and the changing workplace as closely as possible.

In 2016, Groupe ADP and its representative labour unions signed an agreement covering the period 2016-18 and including human resource planning, training and the “generation contract”, a French government programme to encourage businesses to both recruit young workers and keep older employees.

The objective is to provide a coordinated response to these challenges while pursuing three goals:

- Enable every employee to determine their own professional career by providing visibility on how their work will change over the next three years;
- Increase internal mobility and support the development of skills through training;
- Pay particular attention to bringing young people into the workforce, keeping senior employees and sharing their accumulated expertise.

EVERYONE IS AN INNOVATOR

Several schemes encourage and reward employee creativity:

- Innov’idées for initiatives leading to everyday progress and involving one or two people;
- Innov’équipes for larger projects.

The Initiative Trophy is awarded every year as part of the annual Initiative Day in recognition of the most successful achievements. ...



More than 1,000 managers have taken part in the “Manager Attitude” programme, which promotes a culture of confidence, initiative and commitment.



Groupe ADP gives its employees resources for developing their potential

AWARDS

2016



Randstad Awards 2016⁽¹⁾

For the 3rd consecutive year, Groupe ADP was the most attractive employer in the logistics and transport sector.

Happy Trainees 2016-2027⁽²⁾

For the 3rd consecutive year, Groupe ADP was one of the 150 best companies for doing an internship.

C&B Trophies⁽³⁾

100% employee-shareholders
Groupe ADP has received the “All employee-shareholders” award.

(1) 1,000 people actively surveyed in France by ICMA.
(2) Companies are rated by interns according to six criteria.
(3) Remuneration and Benefits Observatory.

YOUNG PEOPLE



THE GRADUATE PROGRAMME:
A 3-mission, 8-month,

3

tutored integration programme, with experience in three different entities.

139 students on apprenticeships or professional training contracts, including 110 in 2016.

62 young people recruited on permanent contracts in 2016, i.e. 46% of total new hires.

2016-18 objective: 30% of new hires.

COMMITMENT

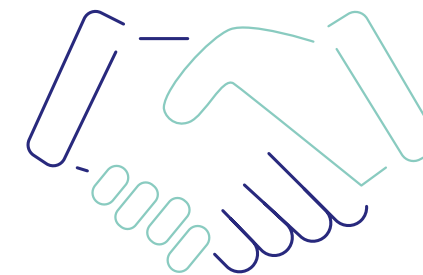
67%

of employees are proud to be part of Groupe ADP.

55% appreciate our contribution to the community.

up 10 pts: our target increase in employee engagement between now and 2020.

First survey of Great Place to Work®, social climate and quality of life in the workplace⁽³⁾.



TRAINING

164,842 hours in 2016.

20 training programmes leading to a qualification or diploma.

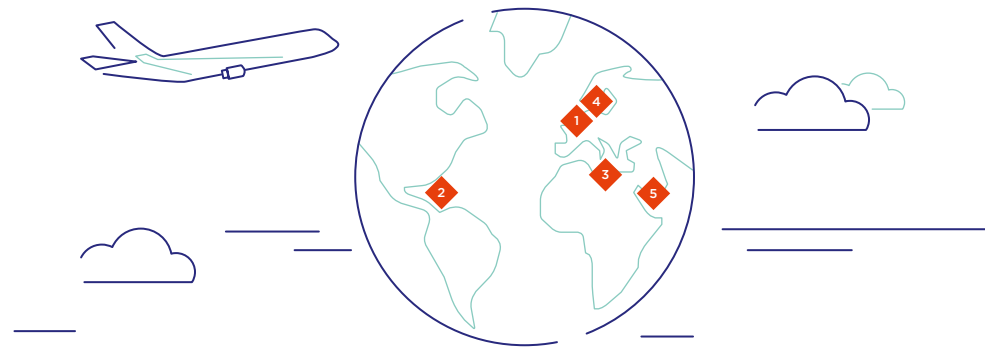
5.3%

of total payroll devoted to training



My Mob makes all mobility easier

Groupe ADP encourages mobility in all its forms, be it geographical, between Group companies and functions or with its Royal Schiphol Group and TAV Airports partners. We seek to enhance the skills of our employees throughout the world.



1

PATRICIA CASSE
Head of international mobility, Group HR

"The exchange programme launched in 2015 with TAV Group enables employees to expand their horizons through international mobility within the Group. Five Groupe ADP employees took advantage of the opportunity, and we

hosted four TAV Airports employees. We want to intensify these exchanges. They testify to the desire on the part of both companies to better understand the way each one functions and to forge lasting ties."

3

ERWAN LEROUX
International Project Manager, seconded to TAV Airports

"After a year at the TAV Academy, in charge of training programmes, I joined BTA, the TAV Airports' food and beverage subsidiary, in 2016. BTA is a young, dynamic company oriented towards international development and offering

its employees numerous opportunities for career advancement. I have learned a lot from the interaction between the TAV and ADP groups, which has enabled me to implement a certain number of essential processes."

5

THIBAUT ROUZAUD
International Project Manager, seconded to TAV Airports

"I joined TAV Operations Services, which manages trade shows, reception and loyalty programmes, to track and develop its international services. We already work in eight countries outside Turkey, and we have projects

in four others. This programme is a real opportunity to learn about other ways of thinking and adopt new working methods. I hope that the dialogue will continue."

2

SYLVAIN TANGUY
Senior expert Operations and Systems, ADP Management.

"After my first airport operations job at Air France, I joined Groupe ADP in 2007 in connecting flight assistance, then in terminal and baggage sorting operations. In 2011, ADP Management offered me the opportunity to integrate its team of experts. My assignments included evaluating capacity in Algiers, supporting the opening of terminals in Amman and Mauritius, supervising operations in Jeddah, defining the style of our future terminals, etc.

For the last three years, I was working in Croatia on the construction of the new Zagreb Airport. I am now based in Cuba. International mobility is a great opportunity to enhance your understanding of the sector from within a group that puts priority on versatility and flexibility."

4

STÉPHANE DAUBA
General Manager, ADP Ingénierie Oman Branch

"After three years as a project manager at Orange, I joined Groupe ADP in 2000 to work on flow management and access control systems. After working on a study for a project in Dubai, I joined ADP Ingénierie's team of experts I worked on projects in Bogota, Moscow, Oman, Noumea, Algiers, Doha, and other locations before expatriating with my family to Oman as

IT systems project manager for the new airports in Muscat and Salalah. I am now General Manager of ADP Ingénierie Oman, heading a team of 25 people in charge of opening Muscat Airport in 2017."

MORE THAN 1,000 VALIDATED "DIGITAL PASSPORTS"

Groupe ADP offers the opportunity for all its employees, including those at subsidiaries, to obtain their digital passport. The programme starts with set of short, entertaining videos for them to familiarise themselves with the basic concepts, followed by concrete examples of innovation and the opportunity to learn more through case studies.

New, digital tools are increasingly being used in operations, engineering and real estate, where they contribute to improving passenger flow, reduce project costs and improve preventive maintenance. They are also permeating support services. In human resources, recruiting, performance reviews, mobility and personnel administration have been largely digitalised. Several hundred employees have chosen to receive a paperless payslip, and starting in January 2017 they will all benefit from paperless annual reviews via the new version of the Mob'RH solution.

INCREASED FOCUS ON SAFETY

The mobilisation plan on occupational risk prevention and safety includes three priority focuses: attacks and antisocial behaviour, travel-related risks and psychosocial risks. This plan was enhanced in 2016. ♦ The Executive Committee examines work accidents once a fortnight, and several committee members took part in safety checks in operating locations during Safety Day.

- ♦ All accidents, whether or not they require leave, are analysed and the results are shared on the Gaspar system. The 36 dedicated safety professionals were trained in the use of Gaspar via a MOOC combining tutorials, videos, quizzes and interaction.
- ♦ Prevention training is offered to managers. At the same time, risk evaluation procedures were redefined.

//
More than 200 employees attended the 'quality of life at work' days organised in Paris-Orly and Paris-Charles de Gaulle.
//

Evaluation, follow-up and analysis of accidents and occupational illnesses are all gathered together in an integrated information system that has been operational since 2016. ♦



STRATEGIC PLAN

An exceptional employee shareholder operation

To enable employees to benefit more directly from the results of the Connect 2020 strategic plan, Groupe ADP carried out an exceptional, two-part employee shareholder operation in 2016. ♦ All employees of Aéroports de Paris SA, ADP Ingénierie, ADP Management, Hub One and Hub Safe were granted 12 Aéroports de Paris shares for free. ♦ They could also acquire shares at preferential terms, and 4,996 Groupe ADP employees did so (4,558 ADP SA employees and 438 subsidiary employees). To finance this operation, a supplementary pension plan for executives was cancelled and the funds previously dedicated to it were reallocated.



DIGITAL

The HR solution challenge for start-ups

To step up its digital transformation, the Group launched its first HR innovation challenge for French start-ups on four topics: recruitment, training, mobility and talent management, employer brand and HR communication. 150 applications were received, 12 start-ups were short-listed and four were selected as winners: ♦ Jobbers, a digital concierge that simplifies the life of people at work; ♦ Speechme, a simple web solution for recording, transmitting and disseminating the user's knowledge by video; ♦ Sparted, a microinformation platform in the form of smartphone games; ♦ Zest Me Up, an application that measures employee satisfaction in real-time.



64%
OF POSITIONS FILLED THROUGH INTERNAL MOBILITY



173
EMPLOYEES PROMOTED AS PART OF THEIR MOBILITY



32
19 EXPATRIATES AND 8 EMPLOYEES IN EXCHANGE PROGRAMMES AT SCHIPHOL GROUP AND 5 AT TAV AIRPORTS

MINIMISING OUR FOOTPRINT



ENERGY
Groupe ADP is implementing its energy transition

[P. 16](#)



CLIMATE
Groupe ADP is helping airlines to reduce their emissions

[P. 18](#)



BIODIVERSITY
Groupe ADP is cataloguing all species and adapting its management

[P. 19](#)

To grow in synergy with our host regions, Groupe ADP is committed to reducing the impact of airport activities on the environment and applies the very highest standards. We incorporate this ambition into our investment decisions and operating practices alike. Our partners and customers are also included in our approach.



Six priority areas

Groupe ADP's energy and environment policy focuses on six factors: energy, water, waste, air and emissions, biodiversity, and sustainable construction and development. Objectives have been set for each area, consistent with the French law on energy transition for green growth and with other French and EU legislation. A set of key environmental performance indicators enables the Executive Committee to track performance.



Certified for the environment...

Our environmental management system, used by the three major Paris-region airports, is ISO 14001 certified: Paris-Charles de Gaulle since 2001, Paris-Orly since 2002 and Paris-Le Bourget since 2005. The Issy-les-Moulineaux heliport and the Toussus-le-Noble aerodrome have also been certified. Paris-Charles de Gaulle and Paris-Orly are implementing an integrated management system covering quality, the environment, airport security, and health, safety and security at work.

Groupe ADP is the first major airport manager in the world to be ISO 50001 certified.



... and energy management

Committed to achieving certification for its energy management system since 2013, Groupe ADP received ISO 50001 certification in 2015 for all of its Paris-region sites. This recognition is testimony to Groupe ADP's commitment to systematically seeking energy savings and preferring the use of renewable energy sources, either directly or through its electricity purchase contracts.



Committed to combating climate change

The Airport Carbon Accreditation status for Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget was renewed at level 3, in recognition of their initiatives to reduce CO₂ emissions. This accreditation programme has four levels: mapping, reduction, optimisation and carbon neutrality. The Level 3 rating places the three Paris-region airports among the best-rated airports in the world.

involved in the European Sustainable Development Week. In 2016, a community of eco-sensitive employees from the three Paris-region airports was formed and launched several initiatives. The Environment and Sustainable Development division has revamped the training programme for employees working in the energy sector.

The Airport Carbon Accreditation status for Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget was renewed at level 3, in recognition of their initiatives to reduce CO₂ emissions.



Sustainable construction and renovation

Groupe ADP is also using high energy and environmental performance buildings to reduce consumption, emissions and environmental impact. All new buildings will be HQE™ or BREEAM™ certified. Energy audits are carried out in parallel to identify potential energy savings.

Groupe ADP organises environment partner clubs to foster dialogue between airport companies about the environment and sustainable development. Their members share solutions for raising awareness and present their experiences and best practices during meetings on specific topics and on a dedicated extranet site.



Contributing to soundproofing

Groupe ADP contributes to soundproofing the zones delimited by the French government. Its contribution is financed by the tax on aircraft noise pollution paid by the airlines and pays the cost of diagnostic studies on acoustics and soundproofing. Please visit entrevoisins.org for more information on this contribution.



Employees are trained and committed

During their initiation period, newly-hired employees are made aware of environmental and CSR issues. Employees are regularly informed and actively

ENVIRONMENTAL MANAGEMENT: TARGETING EXCELLENCE

A MAJOR OPERATOR, GROUPE ADP WANTS TO BE EXEMPLARY IN ENVIRONMENTAL PROTECTION, ENERGY EFFICIENCY, AND COMBATING CLIMATE CHANGE. ITS COMMITMENTS FOR 2016-20 ILLUSTRATE THE PROGRESS IT AIMS TO MAKE.



40%

ENERGY SAVINGS AND 30% SAVINGS IN MAINTENANCE OWING TO THE 1,800 LEDS ORDERING RUNWAY 2 OF PARIS-CHARLES DE GAULLE, RENOVATED IN 2016

21,500

METRIC TONNES OF CO₂ EMISSIONS AVOIDED, THANKS TO RENEWABLE ENERGY IN 2016



REDUCE ENERGY CONSUMPTION AND GREENHOUSE GAS EMISSIONS

THREE COMMITMENTS FOR 2020

Having reduced internal CO₂ emissions at its Paris airports by 34.3% between 2009 and 2015, Groupe ADP has set new targets for 2016-20. By 2020, Paris-Charles de Gaulle and Paris-Orly might welcome more than 105 million passengers per year⁽¹⁾. Groupe ADP has therefore committed to:

- cutting CO₂ emissions per passenger at its Paris-region airports by 65% in 2020 compared with 2009⁽²⁾;
- improving energy performance by 7% between 2015 and 2020 (ca. 1.5% per year on average);
- deriving 15% of its final energy consumption from renewable sources in 2020.

GREENER ENERGY

In 2016, renewable energy sources accounted for 14.5% of the energy mix at the three Paris-region airports, owing principally to geothermal energy and biomass.

To go even further, Groupe ADP signed contracts with its suppliers in 2016

ensuring that 60% of the electricity used at Paris-Charles de Gaulle and Paris-Orly - vs 30% in 2014 and 50% in 2015 - and 100% of the electricity used at Paris-Le Bourget will be generated from renewable sources.

MORE ECONOMICAL EQUIPMENT

Runways, terminals and car parks are now equipped with LED lighting, resulting in energy savings of 30-60%. Gradually, lighting in aircraft parking areas is being replaced with LED technology adapted to tall masts. They consume less energy and provide better lighting for pilots. Baggage sorting motors, air treatment plants and air-conditioning radiators are being replaced by energy-saving equipment. At Paris-Charles de Gaulle and Paris-Orly, 4,400 information screens are getting low-energy replacements. Using centralised technologies, heating and lighting can be adapted everywhere so as to save considerable energy. +++

(1) With average annual passenger traffic growth of 2.5%, as assumed in the 2016-20 Economic Regulation Agreement (ERA).
(2) This objective was increased from 50% to 65% in December 2016.

Energy transition in practice



PARIS-ORLY IS INVESTING IN GEOTHERMAL ENERGY

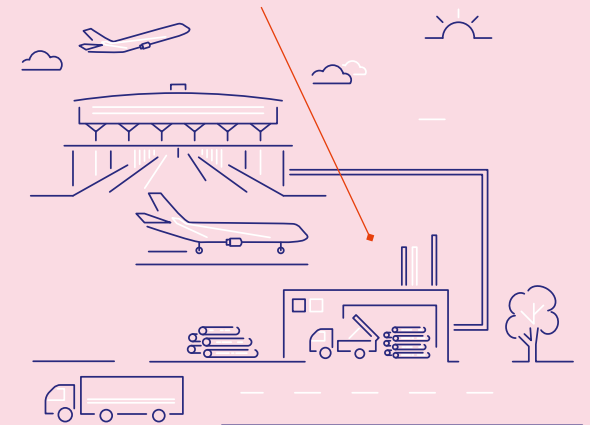
Since 2011, a 10 MW geothermal plant generated nearly a third of the heating for Paris-Orly and Cœur d'Orly. The temperature of the water, drawn at a depth of 1,800 metres, is 74°C. Paris-Orly also uses water heated by the Rungis market incinerator. These resources limit recourse to the airport's natural gas-fired thermal plant.

9,000 metric tonnes of CO₂ emissions avoided per year when fully operational



PARIS-CHARLES DE GAULLE PREFERS WOOD

Since 2012, a wood-fired, 14 MW boiler feeds into the Paris-Charles de Gaulle heating network. This boiler burns wood chips collected within a radius of less than 50 km and ensures 25% of the airport's heating needs. And heating and air conditioning in Hall M is driven by four, high-performance heat/refrigeration pumps.



PARIS-LE BOURGET IS UNLOCKING SYNERGIES

Since the end of 2015, 40 low-depth geothermal probes and two 140 kW heat pumps heat and air condition 13,000 sq m of offices and warehouses. 600 sq m of photovoltaic car park awnings supply electricity to the heat pumps. This installation supplies 30% of internal energy needs at Paris-Le Bourget.

120 metric tonnes of CO₂ emissions avoided per year.



THE SUN SHINES EVERYWHERE

At Paris-Orly, a solar/wind system lights the pedestrian path between Orlytech and the RER station, while the 5,000 litres of hot water used each day in the inter-company restaurant are largely heated by the solar panels installed on the roof. At Paris-Le Bourget, a solar water heater supplies the firehouse. At Paris-Charles de Gaulle, a ground-based 190 kWp system supplies enough electricity to meet the needs of the Environment and Sustainable Development Centre.





53

TELECONFERENCING ROOMS AND SHARED OFFICE SPACE TO LIMIT TRAVEL



96%

OF GREENHOUSE GAS EMISSIONS⁽⁴⁾ AT PARIS-REGION AIRPORTS DERIVE FROM EXTERNAL SOURCES:

- 60% from aircraft
- 5% from APUs
- 2% from ground handling vehicles
- 16% from passenger access
- 12% from employee access
- 1% from waste treatment and other

(1) ATM Research, an initiative to optimise aeronautical acoustics.
 (2) Single European Sky.
 (3) Conseil pour la recherche aéronautique civile (Civil aviation research council).
 (4) 2015 data.

2

REDUCING CO₂ EMISSIONS

NEW HQE™ BUILDINGS

At Paris-Orly, the international pier commissioned in 2016 is HQE™ “Excellent” certified. CO₂ emissions from that 12,000 sq m boarding lounge are 60% less than the average for an airport terminal, owing to the technical and architectural choices that were made. The connecting building between the South and West terminals was also designed in accordance with HQE™ standards and is a candidate for certification.

At Paris-Charles de Gaulle, the new Groupe ADP head office is seeking HQE™ “Excellent” and BREEAM™ “Very good” certification.

RESPONSIBLE TRAVEL PLANNING

Groupe ADP aims to have 25% of its vehicle fleet composed of electric, hybrid or very low CO₂ emitting vehicles in 2020. We continue to replace the most polluting equipment and to deploy charging stations available to all users. A new company travel plan has been set for the 2016-18 period. It includes initiatives for carpooling, teleworking, teleconferencing and shared office space so as to limit travel. Following Paris-Charles de Gaulle and Paris-Orly, which implemented inter-company travel plans in 2011 and 2012, respectively, Paris-Le Bourget implemented its plan in 2014, and 11 companies now participate in it.

HELPING AIRLINES REDUCE THEIR EMISSIONS

The aircraft contact stands at the terminals are fitted with 400 Hz electrical outlets and remote stands have 50 Hz outlets. Airlines can thus scale back the use of auxiliary power units (APUs) and diesel generators, whose emissions are high. Another source of progress: aircraft departures are now better synchronised, reducing their taxiing and waiting times before take-off. Collaborative decision-making with the airlines and air traffic control has given rise to a system called “Local Departures Management”, which saves nearly 15,000 metric tonnes of CO₂ per year. Local Departures Management has been in effect at Paris-Charles de Gaulle since 2010. Paris-Orly, where taxiing times are already among the shortest in Europe for an airport of its size, has gradually been implementing Local Departures Management since 2016. Groupe ADP is also taking part in Iroqua⁽¹⁾, the European research programme that aims to cut perceived noise in half, and in Sesar⁽²⁾, a European project to reduce greenhouse gas emissions per flight by 10% between now and 2025. Groupe ADP is an active member of Corac⁽³⁾, which federates all participants in French civil aviation in an effort to improve the environmental performance and competitiveness of French aviation.



IN BEEHIVES SET UP AT PARIS-CHARLES DE GAULLE AND PARIS-ORLY, THE BEES SERVE AS BIO-INDICATORS.

3

PROTECTING WATER, SOIL AND BIODIVERSITY

LIMIT AND RECYCLE WASTE

Waste sorting has been introduced into the airports and terminals. The service provider retained in 2016 has committed to recycling up to 50% of waste collected, depending on the site. In this regard, organic waste is now sorted and collected. The clean worksite approach eliminates waste at the source. Contractors’ waste sorting, transport and processing obligations are contractually defined. During road network renovations, some raw materials are recycled on site and reused.

SAVE AND RECYCLE WATER

Three airport stations treat rainwater: two at Paris-Charles de Gaulle, and one at Paris-Orly. In addition, the Paris-Orly station has a wetland filtration system with reeds, bulrushes and irises so as to improve the treatment of run-off that contains de-icing fluids in the winter. Treated rainwater is partly reused for watering outdoor green areas – limited by reuse of organic waste as a mulch – as well as in air-conditioners and in the lavatories. Certain Orly West lavatories have been connected to this network, and nearly 70,000 cu m of drinking water is saved every year at Paris-Orly. The 2020 objective is to reduce drinking water consumption per passenger by 5% compared with 2014. Drinking water networks and consumption are remotely monitored, and anomalies corrected rapidly. The lavatories have tap flow regulators and water-saving flush systems, and cleaning practices have been optimised.

CATALOGUING AND PRESERVING BIODIVERSITY

With more than 6,000 hectares in the Paris region, of which 70% are airport plains and green areas, Groupe ADP is directly involved in protecting biodiversity. The current situation at each of the three airports has been analysed and zones created so as to tailor management to the land. In 2016, Paris-Charles de Gaulle launched a development, biodiversity and landscape master plan. In 2016, it joined Paris-Orly as a member of Hop! Biodiversité.

Hop! Biodiversité was founded in 2015 by the airline Hop! and soon attracted Air France and Air Corsica. Members now include a dozen airports, the French civil aviation authority (DGAC), and the National Museum of Natural History. Its objective is to better understand, protect and maintain biodiversity on airport sites. Hop! Biodiversité uses a methodology validated by an advisory committee and volunteer observers to ensure that all species are catalogued and monitored.

//
 Organic waste is composted, and alternative practices limit the use of chemical fertilisers and pesticides.
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DIDIER HAMON
Secretary General

“GROUPE ADP HAS POSITIONED ITSELF AS A CSR LEADER AMONG EUROPEAN AIRPORT GROUPS. WE AIM TO REDUCE OUR INTERNAL CARBON FOOTPRINT THROUGH THE USE OF RENEWABLE ENERGY SOURCES AND BY CONSTANTLY IMPROVING OUR ENERGY EFFICIENCY. WATER AND WASTE MANAGEMENT AND SUSTAINABLE CONSTRUCTION ARE PART AND PARCEL OF OUR EFFORTS TO PROMOTE THE CIRCULAR ECONOMY.”



2020 OBJECTIVES

- 45% of ordinary waste and 70% of worksite waste recycled
- 5% less drinking water consumed per passenger, compared with 2014
- 50% less pesticides used than in 2008.



GREEN IT

The future Paris-Charles de Gaulle data centre will use geocooling and free-cooling systems for climate control of the IT systems it hosts.

GROUPE ADP FOUNDATION



CREATED IN 2015, THE GROUPE ADP FOUNDATION PROMOTES EDUCATION, COMBATS ILLITERACY AND CHILDREN LEAVING SCHOOL EARLY IN FRANCE, IN THE AREAS AROUND THE PARIS-REGION AIRPORTS, AND ABROAD IN COUNTRIES WHERE THE GROUP HAS A PRESENCE. THE FOUNDATION ENCOURAGES GROUP EMPLOYEES TO DEVOTE THEIR TIME AND ENERGY TO THE NON-PROFIT ASSOCIATIONS IT SUPPORTS BY SHARING THEIR EXPERIENCE THROUGH SEVERAL SKILLS SPONSORSHIP PROGRAMMES. IN 2016, THE FOUNDATION SUPPORTED 54 ASSOCIATION PROJECTS, CONTRIBUTING €965,000.

1 Local initiatives

41 projects supported in 2016

The Groupe ADP Foundation supports local non-profit associations acting in the public interest, principally in the areas of education and preventing children leaving school early.

It supported innovative learning projects for middle-school and high-school students in high-priority districts, such as *"Un orchestre dans mon bahut"*, created by Paris Mozart Orchestra, a non-profit association that combats academic failure by performing concerts in schools that are created by students, musicians and teachers working together. It also supported Le Bal, an association that trains high-school students in photography through a programme that teaches them how to read and decipher images.

2 Combating illiteracy

11 projects supported in 2016

This topic is of national importance and is the common theme running through the foundation's CSR engagement, which aims to promote projects fostering access to knowledge. The Groupe ADP Foundation partners with Coup de pouce which works together with cities and towns and

the Ministry of Education to give every child, regardless of social or family environment, a shot at succeeding in school.

In the correctional system, the foundation supports Issue de Secours which enables prisoners at the Villepinte (93) correctional facility near Paris to take part in reading/writing workshops and to meet authors.

3 International

Two projects supported in 2016

The Groupe ADP Foundation's activities extend beyond France to the countries where the Group's expertise is recognised. In Morocco, the foundation is supporting the Béatrice Schönberg foundation for the second year as part of the construction of a boarding school in the Haut Atlas town of Asni. The school will enable 40 middle-school and high-school girls to get an education.

In Togo, the foundation has financed LucioI'envol's "Bibliobus", which distributes books supplied by Biblionef, a non-profit association that is also supported by the foundation and fosters literacy and education for girls.

4 Employee involvement

166 employees involved in 2016

To encourage employees to devote their time and effort to projects the foundation supports, four skills sponsorship programmes have been developed such that each employee can find a project that suits him or her, be it during or outside the work day: non-profit sponsorship, skills sponsorship, tutoring-coaching of young people from the Group's host regions through programmes run by *"Alliance pour l'éducation"* and the Institut Télémaque.

FOUNDATION PRIZES

Two prizes awarded

- ♦ **The Employees' Prize**, launched in 2015 to involve employees in the choice of projects supported by the foundation, was awarded to Les Apprentis d'Auteuil in the amount of €2,000.
- ♦ **The Foundation's Coup de cœur** (heartfelt tribute) prize recognises personal commitment on the part of employees in a non-profit project. It was awarded to Handi'Chiens, Apaerk and Solidarités nouvelles pour le logement in the amount of €9,000.



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