



GROUPE ADP

CORPORATE SOCIAL  
RESPONSIBILITY

2015



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1.1

PROFILE  
OUR CSR COMMITMENT



## Declaration by Augustin de Romanet

### Chairman and CEO of Aéroports de Paris ADP Group



Ten years of applying our social responsibility policy has enabled the ADP Group to forge a new identity. We can no longer imagine operating the Group in the absence of this committed and responsible approach which involves ongoing dialogue with all our stakeholders. Infrastructures like ours cannot be developed and managed without this type of approach, which is both an opportunity and a competitive advantage.

Our societal responsibility policy is ambitious. It steers us towards harnessing all of the Group's collective energy. This new force, mobilised around cross-cutting challenges, contributes to our strength and our sustainability.

We have gradually developed a means of measuring the performance of our activities which today have taken a worldwide dimension at the level of the Group. We have asked to be assessed by a non-financial rating agency every two years in order to measure our CSR performance. In 2014, this assessment focused on Aéroports de Paris SA and its four main subsidiaries. The approach is comprehensive and is applied and then submitted for assessment by third parties.

Our results, which have improved significantly, have led to the ADP Group being rated as excellent. This external recognition enables us to take pride in the work that we have put in and proves what a difference collective awareness and individual contributions, within the Group, can make to overall performance. It shows that we have achieved the first of our objectives: ensuring that a CSR culture permeates our entire organisation. The Group is set to achieve a requested extra-financial rating of 83/100 in 2020, up 5 points compared to 2014.

We all now know that reducing our environmental impacts, abiding by codes of ethics, identifying and managing risks and improving the quality of our relations with our employees, our customers, our suppliers and the communities in which we operate, have a positive effect on our economic performance.

Our sustainable development policy focuses on developing what is deservedly deemed to be our most important resource: trust. The trust of our investors, our 9,000 employees, our customers, our suppliers, civil society at large and all the social components of our ecosystem. This trust cannot be won solely by means of share price. It is won by our conduct, our choices, our accountability in all the areas in which we are observed and where we are required to meet the expectations of others.

## Our four values

In 2014, 2,200 employees helped to select our four core values, alongside members of the executive committee. These values reflect what we are, what we want to be and what sets us apart from others.

- 1 – Trust:** service and responsibility on a daily basis in order to win trust.
- 2 – Commitment:** collective commitment to guarantee reliability and competitiveness.
- 3 – Boldness:** boldness and innovation in order to be the preferred choice for our customers.
- 4 – Openness:** openness to the outside world to foster and share in our success

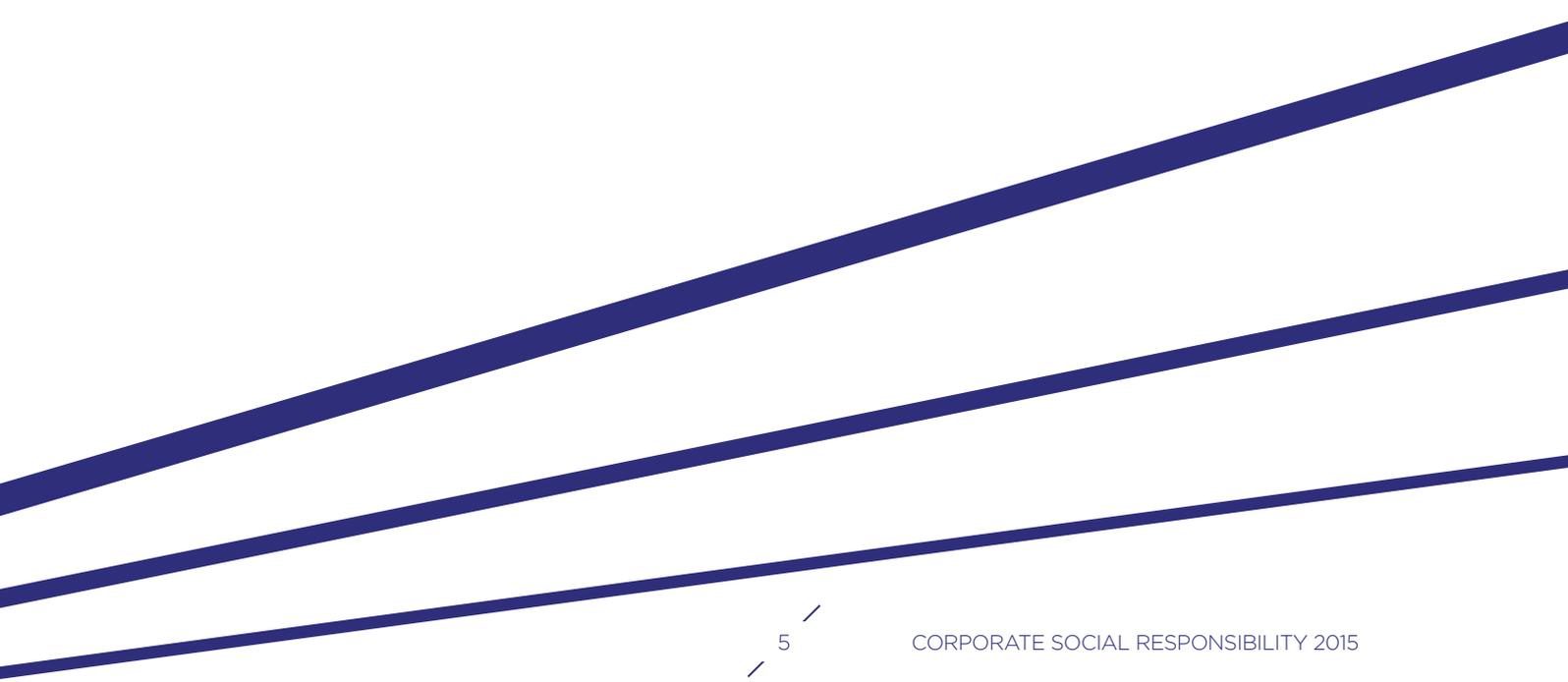
### Find out more about our values

- “CSR approach” section, page 8
- [Responsible lobbying](#)
- [Global Compact](#)



# 1.2

## PROFILE OUR ECONOMIC CHALLENGES





## ID card

Aéroports de Paris SA owns and operates the three main airports of the Paris region (Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget), 10 general aviation airfields and the Issy-les-Moulineaux heliport. In the three main airports, it provides facilities to accommodate airlines, passengers and cargo and postal service operators, and offers an adapted range of services.

## Five types of activity

Aéroports de Paris SA operates in five [activity segments](#). Since 2006, some activities have been regulated by a multi-annual contract known as the “Economic Regulation Agreement” ([contrat de régulation économique](#) - CRE).

- 1 - Airport activities
- 2 - Retail and services
- 3 - Real estate
- 4 - International and airport developments
- 5 - Other activities

Since 2006, some activities have been regulated by a multi-annual contract known as the “Economic Regulation Agreement” ([contrat de régulation économique](#) - CRE).

## 2015 profile

The ADP Group in figures (Appendix 1).

## Connect 2020, our strategic plan

On the occasion of our third economic regulation agreement, we redefined our priorities and aims for the new five-year 2016-2020 period. This new plan, known as [“Connect 2020”](#), describes **three priorities** broken down into **nine commitments** with respect to our stakeholders.

### 3 priorities

- 1 - Optimise
- 2 - Attract
- 3 - Expand

### 9 commitments

- 1 - *Optimise* - Guarantee operational performance
- 2 - *Optimise* - Strengthen organisational performance
- 3 - *Optimise* - Increase financial performance
- 4 - *Attract* - Become the preferred choice for our customers
- 5 - *Attract* - Encourage employee development
- 6 - *Attract* - Promote the Group's brand
- 7 - *Expand* - Integrate solutions
- 8 - *Expand* - Grow with the regions
- 9 - *Expand* - Win new markets

## Airport city players

### ADP Group

- Organising and operating the airport.
- Retail and services.
- Property (leasing, construction).
- Airport services to airlines and professionals (industrial services).

## Airport companies

- Airline and ground handling service suppliers.
- Security companies.
- Cleaning and maintenance companies.
- Air cargo and mail suppliers.
- Retail, catering, hotels, banks, car hire, etc.

## Government services and agencies

- Air traffic management and security: French civil aviation authority.
- Security of individuals: Department of the border police (DPAF) and air transport police (GTA).
- Customs services.

## Our main subsidiaries and major equity investments

### Our four fully-owned subsidiaries

(Appendix 2)

- 1 - [ADP Ingénierie](#)
- 2 - [ADP Management](#)
- 3 - [Hub One](#)
- 4 - [HUB SAFE](#)

### Our major equity investments

(Appendix 2)

- 1 - TAV Construction (Turkey)
- 2 - TAV Airports (Turkey)

### Cross-shareholdings

We also have an 8% capital interest, via a cross-shareholding system, in our Dutch counterpart and manager of Amsterdam airport, Schiphol Group (Netherlands). In 2014, Aéroports de Paris and Schiphol Group renewed their cooperation agreement with Incheon International Airport Corporation for another four years.

## For more information

- [2016-2020 Economic Regulation Agreement](#)
- [2015 Registration Document](#)
- [Financial information](#)
- [Responsible lobbying](#)
- [Global Compact](#)



# 2.

## CSR APPROACH

Ensuring our corporate social responsibility means making a joint effort across the Group. Our approach is based on transparent and robust governance, and uncompromising ethics on how we control our impact and our risks. Boosted by our continuous improvement objectives, this approach is assessed every two years by an extra-financial rating agency.

**Group policy**  
**Our priorities**  
**Governance**  
**Code of conduct**  
**Risk management**  
**Steering programmes**  
**Transparency and extra-financial rating**

2.1

# CSR APPROACH GROUP POLICY



**Our business model** has always sought to balance economic growth, societal expectations and environmental protection, in line with the three principles of sustainable development. Corporate social responsibility culture is in line with our historical public service values.

## Two Group charters

We have laid the foundations for a Group CSR policy. In line with our corporate strategy based on internal cohesion, in 2014, we drew up a [Group CSR Charter](#) and a [Group Ethics Charter](#) in consultation with our subsidiaries and a dozen or so departments of our parent company, Aéroports de Paris SA. These charters were signed in January 2015 by our four main subsidiaries. The texts raise the profile of our guidelines with our stakeholders, among whom they are disseminated.

**The CSR Charter** sets out the main strategic areas in terms of corporate social responsibility.

**The Ethics Charter** reaffirms the guiding principles of workplace behaviour. It offers all Group employees the option to consult our ethical guidelines. This was sent out to all of them with a voluntary commitment certificate in electronic format. Since the second half of 2015, it has also been issued to all newly promoted staff and new employees. The Ethics Charter can be consulted by all our suppliers and sub-contractors.

## Our CSR networks

**We have organised into networks** (see appendix 3) to ensure cross-cutting exchanges between departments of our parent company, Aéroports de Paris SA, and our subsidiaries. We intend to strengthen our CSR reporting even further at Group level.

## A structured approach

To structure our approach and take into consideration **our stakeholders' expectations** (see Appendix 4), we apply **the guidelines of ISO 26000** on corporate social responsibility as a performance benchmark.

## Public positions

### 1 - Fight against climate change

We have signed up to the [ACI Europe position](#) on aviation and climate change. Our climate commitments, including in our environmental policy, have been declared publicly on several occasions, for example the [Air France-KLM, Gifas, ADP Group joint manifesto of 2015](#).

### 2 - Global Compact

We have supported the United Nations Global Compact since 2003 (see our declaration of support for the Global Compact, Appendix 00) and defend its positions relating to human rights.

### 3 - Responsible lobbying

Members of **Transparency International France**, we support its work to combat corruption. In 2014, we signed the NGO Transparency International France's [joint declaration on responsible lobbying](#). A responsible lobbying charter is currently being drafted. (See chapter on code of conduct.)

### 4 - Fight against racism

In 2015, alongside 42 other organisations, we answered a call by the French ombudsman (*Défenseur des droits*)<sup>(1)</sup>, and signed its [anti-racism charter](#).

All our employees were invited by the Chairman and CEO to consult this charter, which promotes individual and collective commitment, and to consult the [anti-racism site](#) to find out about concrete ways to combat racism.

An interview with our Group Secretary General was also uploaded to explain why we made this commitment.

(1) Glossary.



Over to...



## Didier Hamon Group Secretary General

**“Our culture of diversity leaves no place for racist behaviours and speech.”**

“In 2015, we answered a call by the *Défenseur des droits* and signed the anti-racism charter.

The *Défenseur des droits* is a State institution that combines the general Ombudsman, the Children’s Ombudsman, the High Authority to Combat Discrimination and Promote Equality (Halde) and the National Commission on Security Ethics (CNDS).

The proliferation of racist speech in the public arena is worrying. We welcome millions of people from all over the world, of all nationalities, origins and religions. This culture of diversity leaves no place for behaviours that threaten social cohesion through exclusionary attitudes.

There are many initiatives to help combat racism on a day to day basis. We want these to be more well-known, we want to help organise a global response and come together with many partners, associations or companies, to confront discriminatory acts and the violence they bring.

Naturally, neither our Chairman and CEO nor our Group waited for the recent dramatic events to make this commitment to respect others. We set our own Group Ethics Charter to disseminate and reaffirm this commitment. We have signed up to the Diversity Charter. However, even without this formal support, our day-to-day experience has enabled us to appreciate difference and diversity. For many passengers, we are the first point of contact with France and what it represents. We are honoured by this duty and obviously it imposes obligations on us.

At a time when we are mobilising even further to defend equality and combat racism, I am sure of all our employees. I know that they have signed up to and abide by our ethical guidelines. They will inform their entourage of this approach, for which a dedicated website has been set up. The website is available to all to report non-compliant behaviour and defend others and themselves. The movement is set for take-off and we will be part of it.”

## Group CSR Charter

Drawn up in 2014 and signed in January 2015 by the parent company and its four main subsidiaries, [the Group CSR Charter](#) formalises **six generic commitments** that the Group is making to its internal and external stakeholders.

- 1 - Guarantee exemplary governance.
- 2 - Place people at the heart of our strategy.
- 3 - Satisfy all our customers.
- 4 - Control and minimise our impact on the environment.
- 5 - Ensure ethical and responsible purchasing.
- 6 - Promote local community involvement.

## Group Ethics Charter

Created in 2014 and signed by the parent company and its four main subsidiaries in January 2015, the [Group Ethics Charter](#) reaffirms the **nine fundamental principles** on which workplace behaviours of all our employees are to be based.

- 1 - Compliance with laws and regulations.
- 2 - Respect for individual rights.
- 3 - Respect for the principle of anti-discrimination.
- 4 - Compliance with health and safety regulations.
- 5 - Respect for principles of loyalty, fairness and integrity.
- 6 - Respect for the company image.
- 7 - Respect for confidentiality.
- 8 - Respect for competition.
- 9 - Respect for the environment and the Company's societal responsibility.

2.2

# CSR APPROACH OUR PRIORITIES



## A new approach

Up to 2014, our CSR policy was based around four themes broken down into 20 priority challenges, combined with action plans. These challenges were identified by means of regular dialogue with our stakeholders, in accordance with regulatory requirements and national and international good practices.

In 2014, we wished to evaluate the relevance of our approach in terms of company performance, from the perspective of our future 2016-2020 strategic plan. We conducted a “materiality” or “relevance” study on our CSR challenges. The study led to a new stakeholder mapping and a materiality matrix<sup>(1)</sup> which we used to reposition our priorities for the 2016-2020 period.

(1) Glossary.

## Stakeholder mapping

We redistributed our stakeholders (Appendix 4) into **seven categories**.

- 1 - B2C customers and B2B customers.
- 2 - Employees.
- 3 - Public-sector actors.
- 4 - Regional development players.
- 5 - Administrators and financial backers.
- 6 - Airport partners.
- 7 - Societal relays and influencers.

## Our TOP 6 and TOP 20 challenges

**The top 20 CSR challenges have been identified and structured.** These are economic, environmental and social impacts likely to influence our performance and the decision-making of our internal and external stakeholders.

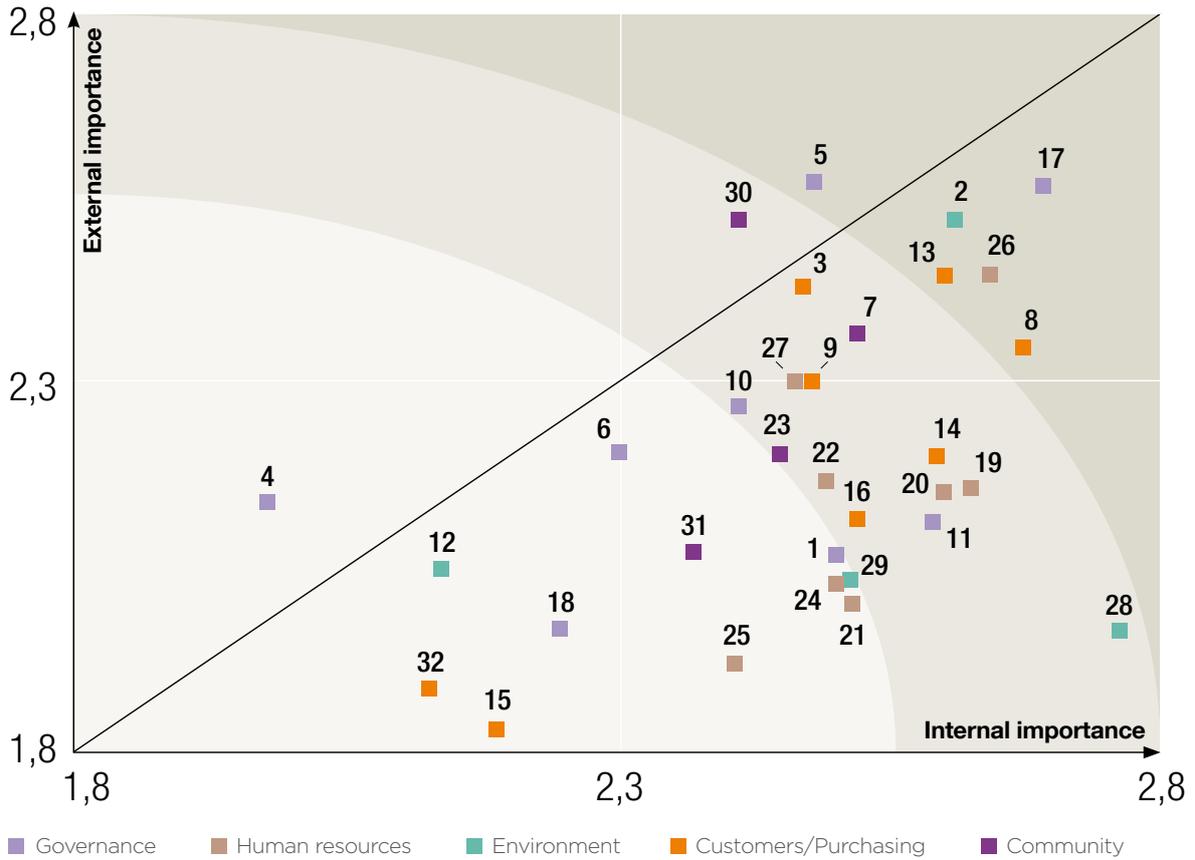
## Method

The materiality analysis was conducted with the help of an external expert. The main challenges were identified through an analysis of our existing publications, a benchmark for CSR airport issues and interviews with relevant Group personnel. We identified and defined the scope of 32 challenges deemed significant in terms of our strategy. Our stakeholders were invited to rate their importance in terms of their own interests. This involved over 200 people in total.

These evaluations were cross-tabulated, consolidated and weighted, resulting in 20 priority CSR challenges for sustainable development in our company.

These results were presented to the Executive Committee in December 2014.

### Materiality matrix



The materiality matrix provides a spatial representation of the relative position of each challenge. We are pushing ahead with our improvement efforts in all areas, either because they stem from our corporate ethics, or to ensure regulatory compliance, or because the issue exceeds the framework of the company (appendix 22).

### Creating value for all

#### Our CSR value chain

Our policy sets out the principles of sustainable development to meet the expectations of all our stakeholders and to contribute to the prosperity of the communities within which we operate. We have designed our action plans so that this policy creates value for all. Our CSR value chain (Appendix 5) integrates *stakeholders' expectations* (Appendix 4) in our decision-making process.

2.3

# CSR APPROACH GOVERNANCE



## Robust governance

### Board of Directors and Executive Committee

Aéroports de Paris SA is a French public limited company governed by a Board of Directors ([limited company with board of directors](#)). Internal regulations set forth the scope of the Board of Director's responsibilities and its operating procedures. The Board of Directors complies with the Afep-Medef Code of Corporate Governance.

[Chaired by](#), the Chairman and Chief Executive Officer, the Executive Committee provides strategic and operational management of the company.

[Registration Document 2015](#)

### Group General Secretariat

Since 2013, a Group General Secretariat, sitting on the Executive Committee, organises the cross-functional culture of our CSR policy. It brings together the company functions that contribute to risk management, sustainable development and ethics. These functions are carried out by the Environment & Sustainability Division and by the Airport Security, Risk Management and Compliance Division.

2.4

# CSR APPROACH CODE OF CONDUCT



## Adhering to international UN conventions



We are developing our activity in line with the principles of the UN Global Compact, which we signed up to in 2003 (see our declaration of support for the Global Compact, Appendix 23). We strive to ensure compliance with the ten principles that it lays down in relation to human rights, employment standards, environmental protection and the fight against corruption. We confirm **our adherence to the fundamental conventions** (Appendix 6) of the International Labour Organisation (ILO) included in the Global Compact. As such, we publish best practices “recognised” by the UN. We were rated [advanced](#) in 2015.

## Code of conduct and ethics

Our actions and behaviours are framed by **our internal regulations** which notably include our rules of conduct, a code of ethics for trading and a code of ethics for information security (Cobosi) applicable to Aéroports de Paris SA and its wholly-owned subsidiaries (Group-wide).

In 2015, the Group signed its [Group Ethics Charter](#), which reaffirms and extends these commitments. The ethics risk has been incorporated into our Golden Rules.

### A dedicated organisation

Our Group General Secretariat, through our ethics officer, who was appointed in 2014, formalises our ethical rules and guidelines and ensures their dissemination. She is tasked with promoting the Group’s policy on ethics and guaranteeing that ethics are taken into consideration in all major projects and strategic guidelines.

Our Group ethics officer is also **our ethics adviser**. Any employee can consult her in confidence in case of doubt or to obtain advice on the professional behaviour expected.

## Fraud prevention

Our code of conduct and purchasing code of ethics (see Responsible Purchasing chapter, page 31) include our fraud prevention policy. Since being signed in 2015, the Group Ethics Charter offers all Group employees the option, which until now has been limited to Aéroports de Paris SA employees, to consult our ethical guidelines.

**We implement due diligence procedures** and train our technical departments, buyers and some managers in fraud prevention and the fight against corruption. Specific training is given to expatriate employees every three years at the very least. She takes account of the level of exposure to this risk.

**In 2015**, we drew up our **third fraud prevention plan (2015-2017)**. It strengthens measures for preventing, detecting and handling fraud for both the Group and its stakeholders.

### A specific organisation

The Audit Director is responsible for fraud prevention. The Director of Legal Affairs and Insurance is responsible for preventing insider trading and conflicts of interests within the Board of Directors.

[Registration Document 2015](#)

## An ethical ambition for 2016-2020

Our 2016-2020 strategic plan contains two ethics-related objectives:

- employee adherence to and awareness of internal risk issues;
- improving compliance with our Group ethical commitments.

From this standpoint, we further developed, from 2015, with our subsidiaries and partners, ethical matters in the Company and in business conduct at major events, such as: the annual expatriate seminar, our Group’s main international convention and two seminars with our Turkish partners TAV Airports and TAV Construction.

## Responsible lobbying

We are members of [the NGO Transparency International France](#), and subscribe to its principles of transparency. The systems associated with our code of conduct were drawn up in partnership with the NGO.

We take part in its *Forum des entreprises engagées* (Forum of responsible companies).

In 2014, the ADP Group signed [a joint declaration on responsible lobbying](#) put forward by Transparency International.

We have made a commitment, alongside other companies, to represent the interests of our sector in public debates with integrity and transparency and to support the association's initiatives. We comply with legislation concerning the financing of political parties.

The cost of lobbying the French Senate and National Assembly (personnel costs included) amounts to between €50,000 and €100,000.



## Training in responsible lobbying

To drive the joint declaration on responsible lobbying that we signed up to with Transparency International France in December 2014, we invited the NGO to provide dedicated training to relevant departments in our Group in 2015.

We are preparing a responsible lobbying charter.

## Cobosi

Our code of ethics for information security (Cobosi) was updated in **2015** to protect employees and the company in a technical and information environment that is undergoing rapid change. The code was also extended Group-wide (Aéroports de Paris SA and its four fully-owned subsidiaries). Already in force in our subsidiaries Hub One and ADP Ingénierie, it is currently being adopted by ADP Management and HUB SAFE. The Cobosi lists the behaviours expected of each employee when using information resources.

## One group, one ethic

In 2015, we widely discussed the ethical commitment with our subsidiaries and shareholdings in order to draw up a standardised policy across the Group.

We made a presentation on the issues involved in preventing corruption to our expatriate employees followed by a discussion at our annual seminar.

**At our first international convention**, which brought together 90 Group participants from around the world, we invited a specialised lawyer to present anti-corruption legislation, the backdrop to ethics in business conduct.

**With our Turkish partners TAV Airports, a member of the Global Compact, and TAV Construction**, we held two seminars on ethical guidelines, combating corruption and employees' living and working conditions, particularly on Gulf sites.

## Ethical filtering

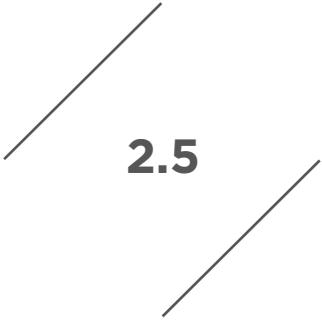
We have set up ethical filtering on our free wifi network in air terminals. We are blocking access to sites and content contrary to our ethics policy. We use classifications drawn up by the French Digital Council on illicit behaviour and content (notably incitement to hatred and violence).

## “Ethics reflex” sheets

In 2015 we finalised our Ethics “reflex sheets” for dissemination in 2016 with the Human Resources Division. These communications tools are aimed at Human Resources Division employees and managers to help them support employees in adopting ethical rules.

These sheets contain a list of good practices distributed across **eight themes**:

- purchasing;
- gifts;
- expenses;
- relations with service providers;
- tools and equipment;
- IT;
- working hours;
- behaviour.



**2.5**

# CSR APPROACH RISK MANAGEMENT



## A comprehensive approach

We apply the provisions of the frame of reference relating to the internal control and risk management mechanisms published by the Financial Markets Authority (AMF) in 2007 and updated in July 2010, supplemented by its application guide.

We have a comprehensive approach to internal control, risk management, and internal audit, which is aimed at boosting our performance and ensuring the proper implementation of our activities and the achievement of our objectives. Our approach is driven by the Security, Risk Management and Compliance Division, reporting to the Group General Secretariat, and by the Audit Division, reporting to the Chairman and CEO. The Audit Division periodically assesses the internal control and risk management systems. **Management systems** (see Environment chapter, page 23) to which some activities are subject partake fully in the framework put in place in terms of internal control.

### Fact

In 2015, the certification issued in 2008 by the French Audit and Internal Control Institute (Ifaci) for internal audit activities, renewed in 2014, was confirmed.

### For more information

[2015 Registration Document](#)

## Risks and risk management

ADP Group risk management policy, which was initiated in 2004, aims to ensure the identification and optimal control of risks which could affect its various areas of activity. It is proposed by the Airport Security, Risk Management and Compliance Division. This division relies on the network of ARC coordinators (see Appendix 7). It is also in charge of the crisis management policies, experience feedback and business continuity.

In 2015 a Group policy on business continuity (PGCA) relating to controlling extreme risks was validated and disseminated throughout the ADP Group.

### For more information

[2015 Registration Document](#)

## Mapping

Major risks are mapped at ADP Group level. In early 2015, risks mapped were reassessed following the Paris attacks in January.

To better document risk assessment, notably during mapping, and thus contribute to strengthening prevention, our divisions and four main subsidiaries (see Appendix 2) list major incidents. The report is sent to the Chairman and CEO and to the Chief Operating Officer every six months.

## At the level of the Group

### Internal control

In November 2015, the Executive Committee decided to roll out internal control procedures across the ADP Group. This project is managed by the Security, Risk Management and Compliance Division. Its purpose is to safeguard Group activities by strengthening cross-cutting exchanges and collaboration between entities, by improving interface management and by simplifying procedures and operational modes.

### Two charters for our system

To regulate our global system, we have an internal audit charter and, since 2015, a risk management and internal control charter.

## General information protection policy

The different roles performed within the ADP Group are reliant on the processing of daily exchanges of information. This constitutes a vital asset which should be protected.

Our general information protection policy and its frameworks were formalised in 2014. Within the Security, Risk Management and Compliance Division, the information protection officer is also the IT and civil liberties correspondent (*correspondant informatique et libertés - CIL*) with the French Data Protection Commission (*Commission Nationale de l'Informatique et des Libertés - CNIL<sup>(1)</sup>*). This person oversees Group compliance with legislation, with the assistance of around 20 IT and data protection officers, appointed within each of the Company's divisions.

The appointment of an IT and civil liberties correspondent simplifies the regulatory formalities while confirming the Company's commitment to ethics and good citizenship.

### For more information

[2015 Registration Document](#)

(1) Glossary.



## Extreme risk management

ADP Group's continuity strategy is part of the Group's risk management procedure and aims to improve how we manage extreme risks with the highest impact.

Our Group policy on business continuity (PGCA), validated in 2015, has been disseminated Group-wide. It is broken down into business continuity plans for Paris-Orly and Paris-Le Bourget. The plan for Paris-Charles de Gaulle and for activities relating to information systems and human resources is currently being drafted.

Our pandemic plan was also updated in 2015.

## Incident simulation at CDGVAL

On the night of 27/28 October 2015, around fifty people took part in a life-size test of the contingency and security plan for CDGVAL: a fire in a train blocked between two stations with casualties. Paris-Charles de Gaulle organises this type of exercise every two years with the company that operates and maintains the line on our behalf (Transdev Aéroports Liaisons since June 2015), the aircraft fire service, the ambulance services, the Paris fire brigade, the department of border police (DPAF) and air transport police (GTA). This regular collaborative work is used not only to verify the relevance and coherence of scenarios but also the smoothness of operations by uniting teams from different actors.

## Security forum

In May 2014, we held our first security awareness-raising forum at Paris-Charles de Gaulle airport on traffic areas and aircrafts. This forum brought together ground handling staff and those working on concurrent activities, trainers, quality service personnel, flight security officers, airline pilots and State services. Over 1,200 participants had the opportunity to talk to each other and exchange experiences. The forum focused on concrete aspects and the effectiveness of safety rules.

## St. Andrew's crosses

In early 2015, we launched an integration test on St. Andrew's crosses on the pavement of runways. These crosses show pilots whether a runway is open or closed. Mobile until now, they have required manoeuvres that will be replaced by remotely controlled integrated crosses on runways.

## Runway security

An integral part of the Paris-Charles de Gaulle airport's two parallel southern runways, runway 4 was refurbished in 2014. The operation aimed to restore the runway's traction and improve its load-bearing capacity. 100,000 tonnes of coating were laid in six weeks, employing the services of 200 people and 100 lorries an hour. The halogen runway lights were replaced with 700 LED lights, reducing the failure rate by three. Equipment now lasts for five, rather than two, years. End of runway safety areas ("Resa") have been improved by extending or reinforcing existing areas. These areas are 150m wide by 300m long. They are located beyond both ends of the runway and are intended to reduce the risk for aircraft landing ahead of the designated landing area or taking off or landing beyond the end of the runway.

2.6

## CSR APPROACH STEERING PROGRAMMES



## Design and implementation

The design and implementation of our CSR programmes are monitored at the highest level by management and involve all Group employees at all levels. Steering is provided by an Environment, Energy and CSR Committee including airport and real estate directors and chaired by the Chief Operating Officer, with the support of the Group Secretary General.

**Forty or so people** are involved in the oversight of the Group CSR.

### A five-stage process

- 1- CSR axis and strategic plan.
- 2- Five-year objectives broken down into annual targets.
- 3- List of objectives for divisions.
- 4- Components of the CSR policy.
- 5- Implementation and roll-out of activities.

### For more information

- Five stages for our CSR programme – Appendix 7
- Our CSR networks – Appendix 3

## Environment & Sustainability Division

The Environment & Sustainability Division (ESD) has five main tasks relating to environmental management, local economic development, solidarity with local communities, consultation with local residents and managing noise reduction subsidies (Appendix 8).



## Our action plans

For the 2011-2015 period, we followed **roadmaps** (Appendix 9) organised according to the sustainable development themes set out in ISO 26000.

For the 2016-2020 period, we are rolling out a new action plan in line with this standard as well as with the ADP Group's [new strategic plan](#).



**2.7**

# CSR APPROACH TRANSPARENCY



## Reporting our CSR actions

We report to our stakeholders on our sustainable development activities. This report is prepared in accordance with Global Reporting Initiative (GRI) guidelines (Appendix 10).

Since 2015, reports accessible in these pages replace the corporate social responsibility report available in print or as a download that we previously published every year. This change does not affect our reporting methodology or the exhaustive nature of the information we provide. It is in line with core level GRI G4 framework.

## Management report verified by a third party

**An independent third party verifies** the corporate, social and environmental information presented in our Group's **management report**. This verification is performed in accordance with **Decree no. 2012-557 of 24 April 2012** on corporate transparency obligations in these areas.

## Extra-financial rating, indices and rankings

Every two years, we ask for a **non-financial rating** to measure **our progress** in terms of corporate governance, human resources, (human capital), the environment, customer relations and community involvement. We feature on several socially responsible investment indices and rankings (SRI). The Group's objective is to reach an extra-financial score of 83/100 in 2020 that is 5 points above the 2014 score. (See page 155).



## 2014 extra-financial rating

Since 2003, we have had our performance assessed by an independent non-financial rating agency. This assessment is carried out every two years. In 2014, it was conducted by Ethifinance. The rating scope included Aéroports de Paris SA and its four main subsidiaries: ADP Ingénierie (ADPI), ADP Management, HUB SAFE (formerly Alyzia sûreté), Hub One SA and its subsidiary Hub One Mobility. The previous rating, in 2012, did not include Hub One Mobility or HUB SAFE.

The ADP Group is the only major European airport group to undergo voluntary extra-financial rating.



**71 78**  
2012 2014 **ADP Group 2014 rating**

ADP Group performances reached the highest level of maturity ("**excellence**") with a total of 78/100 (**up 7 points** on 2012). (See Appendix 11)



**72 80**  
2012 2014 **Aéroports de Paris SA 2014 rating**

The rating for Aéroports de Paris SA, which ranks its performance as "**excellent**", was up **8 points (+10 %)** on 2012 and rose from 72/100 to 80/100. (See Appendix 11)



**55 60**  
2012 2014

### ADP Ingénierie 2014 rating

ADP Ingénierie ([ADPI](#))'s rating was up 5 points on 2012 with two notable advances: customers and purchasing (+26 points) and human capital (+13 points). (See Appendix 11)



**50 60**  
2012 2014

### ADP Management 2014 rating

[ADP Management's](#) rating was up 10 points on 2012 with two remarkable advances: "social" (+15 points) and "customers and purchasing" (+13 points). (See Appendix 11)



**62 67**  
2012 2014

### Hub One 2014 rating

[Hub One](#) gained 5 points, with a remarkable advance in "human capital" (+25 points). (See Appendix 11)



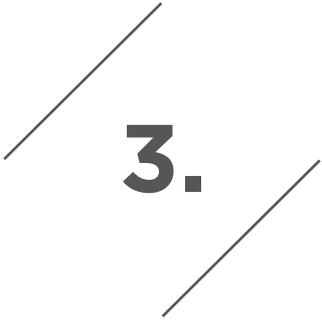
2014

### HUB SAFE 2014 rating

For its **first rating**, [HUB SAFE](#) (formerly Alyzia Sûreté) attained a level **of maturity approaching excellence (71/100)** with a remarkable score for community involvement (**89/100**). (See Appendix 11)

## Review of the management report

The corporate, social and environmental information presented in our 2015 management report is reviewed by an independent third-party auditor. The auditor gave a moderate level of assurance regarding all indicators and a reasonable level of assurance (the highest level possible) to the four most representative indicators of our activities. These indicators are identified the (✓) table of indicators report (Appendix 10).



# 3.

## RESPONSIBLE PURCHASING

Our purchasing policy, updated in 2015 to extend it to our subsidiaries, aims at economic, ethical, environmental and social excellence.



## An ethical, transparent policy

Our purchasing policy, which was formalised in 2012 and updated in 2015 to extend it to subsidiaries, aims for economic, environmental and social excellence. It contributes to improving ADP Group profitability and increasing customer satisfaction. It helps optimise spending while balancing operating constraints, technical standards, quality, deadlines, budget and corporate social responsibility (CSR) targets – see Appendix 5.

The code of conduct for purchasing, annexed to the internal rules of the ADP Group (excluding subsidiaries), collates our ethical rules with regard to our service providers. Each of our employees must sign an agreement to adhere to this code.

At our invitation, **our subsidiaries** drafted their own codes of ethics, in partnership with the NGO Transparency International France.

## A certification-led approach



### The Responsible Supplier Relations Charter

In 2010, we signed the [Responsible Supplier Relations Charter](#), proposed by the Ministry for the Economy and the French purchasers and managers' organisation (*Compagnie des dirigeants et acheteurs de France*).

This charter sets out **10 good practices for major corporations** to build a climate of mutual trust and a long-term and equal relationship which protects suppliers' interests. It thus encourages ethical practice and support for progress and innovation initiatives with SMEs and SMLs.

### Label

In March 2014 we obtained [the Responsible Supplier Relations Label](#), which certifies that we have adhered to the commitments made in the Responsible Supplier Relations Charter.

The label also provides for the appointment of a mediator to help solve disputes. The Director of Audit performs this function within Aéroports de Paris SA.

## Our suppliers' CSR commitment

In line with the recommendations of the Responsible Supplier Relations Charter, our purchasing processes incorporate environmental and social criteria into consultations and signed contracts.

For most consultations, we define an assessment grid including environmental and social criteria and abiding by good practice in the purchasing sector. These criteria influence 5 to 10% of the rating awarded to applicants. We undertake social audits with priority suppliers, particularly for service contracts.

Since 2014, our suppliers must sign up to **our Supplier CSR Charter** when entering into contracts with us.

They undertake to:

- respect human rights;
- adopt good practices in terms of labour-management relations and working conditions;
- fight against corruption;
- protect the environment.

Since 2012, we also have a tool to verify our suppliers' labour and financial information.

## Innovate with SMEs

Since 2012, we have been a member of the association [Pacte PME](#) which oversees and encourages partnerships between major accounts and innovative SMEs. Our [Innovation unit](#) identifies the SMEs with the capacity to develop ground-breaking solutions with us.

### Local development

We regularly organise meetings between our buyers and local SMEs.

## A secure approach

### Our interconnected tools

We have interconnected electronic tools covering the entire purchasing process. This means that we can exchange information in real time with our suppliers and ensure flow traceability. We have three main tools to help us ensure the security of our processes. Spartacus is a collaborative purchasing platform to manage files and contracts. Sardane is a system that helps draw up consultation documents. Siel is our electronic signature platform for contracts and amendments.

## Constructive dialogue

Dialogue with our suppliers is based on three main tools used to inform them and gather their opinions:

- [the "business" section](#) of our website;
- the reverse barometer – we invite our suppliers to answer a barometer survey that measures their appraisal of our purchasing practices (see Appendix 4);
- an [internet page](#) to contact our Supplier Mediator.

## Socially inclusive purchasing

To meet our target for socially inclusive purchasing we act in two directions: we maintain relations with the protected and adapted employment sector and are involved in social integration.

### Partnership with the protected and adapted employment sector

Under our 2013-2015 disability agreement, we undertook to:

- 1 – commit up to €600,000 per year to contracts with the protected and adapted employment sector by end-2015, twice as much as provided for under the previous agreement;
- 2 – increase the amount of services by €100,000 per year for the next three years.

**In 2015**, we largely exceeded our targets (+38%) – see Appendix 13.

For the 2016-2018 period, we set the objective to reach €1 million by end-2018. In order to maintain continual growth of €100,000 each year, as provided for under the agreement, we identify purchasing segments that offer opportunities. Our aim is to test the service and then enter into a contract if it is satisfactory.

**We undertake numerous awareness raising campaigns** among our buyers and technical departments and progressively reinforce these. We intend to increase our visibility in this area by developing external communication.

### Social integration clauses

Since 2013, we have applied social integration clauses in our contracts, requiring our suppliers to reserve 5% of hours worked for those experiencing social and employment-related difficulties.

### A partnership network

We surround ourselves with partners specialised in responsible purchasing. Since 2011, we have supported our work through a partnership with [Gesat](#), a group of adapted companies. Through this organisation, which facilitates relations between the protected and adapted employment sector and purchasing managers, we have access to the national database of organisations in this sector and to a network of purchasing managers.

We are gradually developing our exchanges with a number of stakeholders in the disability sector, such as the Coordination Action Handicap national committee , radio station Vivre FM and dedicated recruitment firms. We are also members of Obsar, the responsible purchasing observatory, and the CSR experts network Agrion.



## Purchasing from the protected and adapted sector

### Increased number of contracts with the protected and adapted employment sector

We doubled the number of active contracts with the protected employment sector between 2014 and 2015, up from 7 in 2014 to a total of 10 in 2015. These contracts mainly relate to the cleaning of vehicles, collection of light waste, care of green spaces, post management, delivery of food trays, small maintenance jobs on buildings or updates to architectural plans.

### Our video testimonial

In 2015, we made [a video](#) for our buyers, technical departments and any stakeholder wishing to commit their company to closer relations with the protected and adapted sector. This video was made following minor renovation work worth €100,000 at Paris-Charles de Gaulle.

## Innovate with SMEs

### Partnership acknowledged by the association Pacte PME

In 2014, our partnership with Alstef won us the Pacte PME Win-Win Partnership Prize for the design of the automatic baggage drop-off systems installed as standard at our terminals since 2013. We designed this system jointly. We came up with the idea, the design, the passenger interface and the IT systems integration. Alstef was responsible for the mechanical and electrical specifications and for the automated components. Alstef was awarded a licence to distribute the product in Europe.

## Social integration clauses in our contracts

Within the context of the connecting building works at Paris-Orly, our works contracts have obliged the winners of ten or so contracts to reserve 5% of hours worked for those experiencing social and employment-related difficulties.



## 2014 extra-financial rating for purchasing

The extra-financial rating of our responsible purchasing approach rose from **73/100** in **2012** to **81/100** in **2014** (2014 rating awarded by Ethifinance), an improvement of **8 points**.

## 2015 responsible purchasing review

See Appendix 12

## 2014 review of purchases from the protected and adapted sector

In 2015, purchases from companies within the protected and adapted sector amounted to **€830,000**.

We exceeded the target set by our 2013-2015 disability agreement by 38%.

This excellent result stems from significant investment on the part of our employees (disability team, Purchasing Division, technical departments) and our service providers, and sustainable relations with stakeholders in the protected and adapted sector (Gesat, suppliers, etc.).

### These excellent results were down to five key factors:

- goals pursued by our Executive Committee;
- extremely active relationships with the protected and adapted sector and with the disability sector in general;
- professional support to staff working on our platforms;
- increasing involvement of our technical departments and buyers;
- our internal communication initiatives.

See Appendix 13

## Supplier barometer

In 2015, our suppliers gave our services an average mark of **59/100, up 4 points** on 2014 (55/100). (Source: Pacte PME)

## CSR criteria and social audits in 2015

In 2015, 70% of contracts signed by Aéroports de Paris incorporated CSR criteria. We conducted 4 social audits on 4 suppliers.



4.

## HUMAN RESOURCES

Our labour relations policy aims to improve collective performance while ensuring respect for diversity, equal opportunities and the quality of life of our employees.

**Our commitments**

**Professional development**

**Diversity**

**Employment conditions**

**Health - Quality of life**

**Dialogue and social climate**



4.1

# HUMAN RESOURCES OUR COMMITMENTS



\* not including commercial joint ventures  
\* Dow Jones Sustainability Index

## A strategic challenge

Faced with air transport changes and increased competition from other airports, we have to innovate continually. Our competitiveness is based on the active involvement of our employees, their drive to take action and the synergy of their [talents](#).

### Improving performance and quality of life at work

Our human resources policy, which drives modernisation and progress, anticipates and supports employment and industry change. It aims to improve individual and collective performance whilst meeting the legitimate need for career advancement and occupational well-being expressed by our employees. It is based on our [four values](#): trust, commitment, boldness and openness to the world and our environment.

### Balancing employment management

We follow a cost, payroll and workforce management plan. We regulate external recruitment and optimise internal mobility.

**A voluntary departure plan implemented in 2014:** in line with our 2011-2015 Economic Regulation Agreement, in 2014, we launched a voluntary departure plan targeting 358 jobs and resulting in 281 actual departures. Approved by the Île-de-France regional directorate for companies, competition, consumption, labour and employment (Direccte), this plan aimed to improve performance and economic competitiveness.

**Growth in recruitment within our core businesses:** in parallel with the voluntary departure plan, we undertook to increase recruitment within our core businesses over a three-year period by recruiting up to 180 people within the hospitality and maintenance sectors. Some staff were recruited under the future sustainable jobs initiative and the generation contract, particularly young people living in the areas surrounding our Paris region airports.

**Graduate Program:** in order to attract the best talent for our businesses, we have a Graduate Program<sup>(1)</sup> aimed at young executives from the top universities or those with master's degrees. This programme consists of three eight-month, tutored, assignments, in different entities, leading to jobs in particular business sectors (operational, technical or support role).

(1) Glossary.

## The corporate social responsibility culture

### Respecting social values

Our human resources policy has always been applied in accordance with respect for corporate social responsibility (CSR) values. We respect the fundamental human rights and principles laid down by the UN and the ILO (see Appendix 6) and, in 2003, made our commitment public by becoming signatories of the **Global Compact**. In 2015, we answered a call by the **Défenseur des droits** and signed the anti-racism charter.

We signed the [Diversity Charter](#) (2013 for Aéroports de Paris SA, 2014 for our four main subsidiaries) as well as the ministry of urban affairs' [Companies and Neighbourhoods Charter](#) (2013 for Aéroports de Paris SA).

We are particularly keen to prevent health and safety risks for our employees.

## Dissemination of the CSR culture within the Company

We promote responsible behaviour for the benefit of our employees. In turn we require them to act responsibly, in accordance with the provisions of our [Group CSR Charter](#), adopted in 2014 by Aéroports de Paris SA and its four main subsidiaries.

The Human Resources Division encourages and promotes this commitment at all hierarchical levels, by rolling out **various incentive schemes**, both financial and non-financial (such as participatory innovation). Wherever possible, the Chairman and Chief Executive Officer asked for a CSR target to be listed as a target for executives.

### From the 2011-2015 progress plan...

We are constantly seeking to make improvements.

For the 2011-2015 period, which corresponds to our second Economic Regulation Agreement, in 2011, we identified five progress objectives (Aéroports de Paris SA scope):

- 1** - professional development and mobility;
- 2** - employment conditions;
- 3** - labour relations;
- 4** - health and quality of life at work;
- 5** - diversity, equal opportunities.

See our 2011-2015 roadmap Appendix 9

### ...to the priorities for 2016-2020

For 2016-2020, over the duration of our 3<sup>rd</sup> Economic Regulation Agreement, our progress objectives will be rolled out in line with the three priorities identified by the Connect 2020 strategic plan drafted by our Group in 2015: "Optimising, attracting, expanding".

#### Optimising

- Managing organisational and employment-related changes.
- Controlling staff costs and recognising performance.
- Modernising labour relations and rules.

#### Attracting

- Encouraging employee development and attracting talented individuals.
- Managing the change in managerial culture.

#### Expanding

- Rooting the Group's identity and developing mobility in France and internationally.
- Supporting regional employment initiatives.

The strategic plan was presented to the Works Committee for consultation on 3 December 2015 and approved by the Board of Directors on 16 December 2015.

## Our organisation

Our central Human Resources Division operates at Group level via the intermediary of the subsidiaries' Human Resources managers' committees. Together they define shared guidelines.

In 2014, an "Inclusion and Diversity Policies" unit was set up in the CSR Development Department.

For areas within its remit, the Human Resources Division is involved in interdepartmental CSR management (see Appendix 3) alongside the Environment & Sustainability Division and takes part in resulting initiatives.



## 2011-2015 roadmap and review

See Appendix 9

### An excellent employer image

For the second year running, we received the *Happy Trainees* label awarded to companies where interns are “happiest”. The survey was conducted by the internet platform *meilleures-entreprises.com* and *Figaro Étudiant*. We were ranked in the “Over 100 internships/work-study programmes per year” category. Our ranking went up from 3.97/5 in 2014 to 4/5 in 2015 with a rate of recommendation of 81.7%, up from 80.4% in 2014. The 144 intern students questioned were given 6 criteria on which to assess their experience with us: professional progression, stimulating environment, management, motivation, pride, pleasure.

### Recruitments

Aéroports de Paris SA will have carried out 110 new hires under open-ended contracts in 2015. A multi-year plan to recruit 180 people in hospitality, technical and maintenance areas was launched in 2013. Between 2013 and 2015 65 employees will have been hired in passenger handling positions, including 20 future sustainable jobs (*emplois d'avenir*), and 81 in technical roles. The remaining 34 jobs will be filled in early 2016.



## 2014 extra-financial rating of the field of Human Resources

See Appendix 11

### 2015 indicators

See Appendix 10

### Voluntary departure plan

The voluntary departure plan, approved by the Île-de-France Direccte<sup>(1)</sup>, was launched with a call for voluntary departures between March 2014 and September 2014 and closed on 31 December 2014. Individualised support and ongoing information about the voluntary departure plan was provided on our intranet site. This information was supplemented by a brochure explaining the system, eligibility criteria and conditions. By the end of 2014, 281 employees had already left.

(1) Glossary.



4.2

# HUMAN RESOURCES PROFESSIONAL DEVELOPMENT



\* human resource and skills management planning agreement

The objective of bringing to life the four company values defined in 2014 – commitment, trust, boldness and openness – has led us to:

- optimise our resources, our organisations and [our jobs](#), notably by developing our employees' skills;
- attract and retain talented individuals by implementing innovative schemes, working methods and management initiatives;
- expanding our influence and our scope, notably by increasing mobility within the group.

## Mobility charter and policy

Voluntary mobility is a factor of career change and enhancement and is a driver of economic performance. We developed a mobility charter, to encourage our employees to have full confidence in opting for mobility. This charter was signed in June 2015 with our subsidiaries and partners. It supports our new internal and external professional mobility policy which was presented to the Works Committee. A brochure outlining our mobility principles was distributed to all employees in June 2015.

Mobility may take the form of mobility between jobs, geographical mobility or mobility within the Group (within subsidiaries operating in France or overseas), or with our airport partners.

Since 2011, we have been conducting staff exchanges as part of the HubLink alliance with the manager of Amsterdam airport, Schiphol Group. We have extended this policy to our Turkish partner, TAV Airports.

## Mobility tools

We are rolling out our mobility policy as part of the "My Mob" programme, via our dedicated teams, events and spaces and our intranet site.

**Mobility ambassadors are responsible** for local employee communications as well as for communicating with members of the HR function and managers regarding the mobility principles and tools available.

**In our two Jobs spaces**, introduced in 2015, one at Paris-Orly and the other at Paris-Charles de Gaulle, our employees can access information and documentation on a self-service basis. These venues can also accommodate events throughout the year.

**An intranet site** invites our employees to access information and let us know about their aspirations right the way through the year.

## GPEC (human resource and skills management planning)

Our forward-looking jobs and skills management plan (GPEC) is our main tool for monitoring mobility and career paths. This is how we ensure the relevance of the resources harnessed so that employees can adapt their skills to company developments and gain a clear and motivating view of how their careers are likely to evolve.

At the end of January 2015, following the triennial collective agreement negotiations held in 2015, Management and the unions signed an agreement on GPEC, vocational training and the generations contract for the three-year period between 2016-2018 (see Initiatives, page 44).

## GPEC tools

### Performance evaluation and work meeting

Mobility is a choice that is developed by the employee and his or her manager. Their main tool is the performance evaluation and work meeting (EAP) held once a year. On the basis of this meeting, we adjust the employees' training and career paths, or mobility aspirations, to company requirements. In 2015, the process was reviewed and simplified. These guidelines are based on our jobs framework and on an updated skills framework, deployed since 2015 alongside a new computerised GPEC tool.

## Training

Training supports our employment policy, mobility and projects arising from GPEC. Its role is to help employees adapt to developments in the organisation of work, technological changes and changes in culture and managerial practice and to develop new skills to assist with professional re-training.

### New employees and internal mobility

We have formalised a support system for new recruits and employees who have been promoted, which notably includes an induction day. For some roles, a six-month progress plan may be drawn up, overseen by managers.

### Individual training programmes

In addition to regulatory training programmes which help to keep skills up-to-date, our employees receive training programmes that are specially designed to meet our needs and their career development aspirations. Individual professional training may be accompanied by work placements, as part of a mobility project.

### CSR training

Training in corporate social responsibility (CSR), rolled out since 2013, is part of our collective training programme focusing on the Company's strategic guidelines.

### Work-study training programmes

Every year we welcome a number of work-study trainees under apprenticeship contracts or vocational training contracts.

### APEL

We encourage and support employees who wish to embark upon accreditation of prior and experiential learning (APEL) gained earlier on in their career.

### Subsidiaries

Our subsidiaries develop training programmes corresponding to their activities.

## Managerial development

Within divisions, managers relay human resources policies. They are involved in company-wide agreements and their implementation. They contribute to risk prevention. They are made aware of the human values contained in the Company's corporate policy. We involve them in designing training plans for their teams and train them in relaying Human Resources Division information.

**In 2015**, we developed a managerial development initiative based on our four values.

This initiative aims to clarify how the managerial role is to be performed and to share a common framework to guarantee working relationships based on trust and encouraging cooperation and personal responsibility.

The entire project places people at the heart of our corporate strategy.



## GPEC - A historic agreement

On 29 January 2016, Management and the unions signed an agreement on human resource and skills management planning (GPEC), vocational training and the generations contract for the 2016-2018 three-year period.

This first agreement on employment, training and skills management planning, is a mark of the signatories' desire to focus more closely on these three issues. Their aim is to:

- enable every employee to play a role in their professional development by showing them how jobs are likely to change over the next three years;
- boost internal mobility and support skills development through training;
- focus, in particular, on youth integration, safeguarding jobs for older workers and sharing know-how between the generations.

## Managerial development

In 2015, together with our top 100 managers, we constructed a managerial development project based on their experiences. The four company values – trust, commitment, boldness and openness – were translated into managerial roles.

Together, we attempted to find the answers to questions such as:

“How to delegate in order to build trust?” or “How to encourage initiative and risk-taking in order to increase boldness and openness?”

We thus formulated four roles relating to these values:

- 1** - mobilise and inspire;
- 2** - lead and guide;
- 3** - take decisions and actions;
- 4** - develop and be developed.

We outlined these roles in a 30-page brochure. Practical and easy to read: “Attitude manager – our values in action” was distributed to all our managers in October.

At the same time, in late 2015, we launched our “Attitude manager” training programme so that all our managers could make these roles their own, which form the basis of a shared culture and collective adherence to the Company's strategic guidelines.

## Two mobility forums

In March 2015, we organised two mobility forums open to all our employees, one at Paris-Charles de Gaulle and the other at Paris-Orly. A round table meeting, attended by over one hundred visitors, opened the event. Representatives from major groups (La Poste, Air France, Schneider Electric) and mobility experts spoke on the subject, alongside ADP Group employees already experienced in this field.

We wanted these forums to be as practical as possible. We set up stands to show our visitors the jobs to which our mobility offers apply: hospitality, maintenance, purchasing, real estate and international mobility via Group subsidiaries. Individual coaching workshops also offered tailor-made advice on how to prepare for mobility.

## Group mobility charter

Published in June 2015, our Group mobility charter requires managers and human resources teams to apply and promote mobility principles in an open and transparent way, whilst ensuring employees' professional development. It also formalises dialogue with our subsidiaries as well as the terms and conditions of international mobility.

## A brochure to understand mobility

A 16-page brochure – “Mobility policy” – was distributed to all our employees in 2015. It addresses:

- mobility principles;
- principles specific to Group and international mobility;
- stakeholder involvement (employees and managers, Human Resources Division and HR function).

In the brochure we explain the benefits of mobility for a professional career, the Group’s objectives, the different types of mobility, the conditions required to make the most of mobility, the decision-making process and the terms of compensation.

## Jobs spaces

In 2015, at Paris-Charles de Gaulle and Paris-Orly, we opened jobs spaces overseen by our managers Career paths. Spaces where information and documentation can be accessed on a self-service basis and where our employees can consult jobs listings and training offers, access a CV database, register their aspirations in terms of mobility or find out about jobs sectors and forums on specific themes. These spaces supplement the pages of our website that are dedicated to these issues.

## APEL

In spring 2015, we organised two APEL promotion mornings for our employees, at the end of which 27 people had signed up to the initiative.



## 2015 indicators in the field of Human Resources

See Appendix 10

### Vocational training

In 2015, €21.9 million was allocated to continuing vocational training, or approximately 6% of payroll.

### Managerial training

Between October 2015 and the start of 2017 nearly 1,700 managers will have followed the “Attitude manager” managerial development programme. 222 employees had already been trained in 2015; 62 executives and 171 high-level employees also participated in the “Executives’ Trajectory” and “High-level Employees’ Trajectory” schemes.

### 2015 work-study training programmes.

In December 2015, we had 61 new apprenticeship and vocational training contracts, for a total of 120.

### 2015 mobility support

In 2015, we reserved 22,500 hours of training for mobility and redeployment.

### Employee mobility

**32** expatriates working for our subsidiaries abroad,

**8** employees took part in an exchange programme with our partners Schiphol Group and TAV Airports,

**149** volunteers for expatriation.



**4.3**

# HUMAN RESOURCES DIVERSITY



\* 2015

## Diversity - a long-standing commitment

For several years now we have had a voluntary policy of commitment to diversity and equal opportunities.

We reconfirmed our commitment at Group level, by signing the [Corporate Diversity Charter](#), in 2013 for Aéroports de Paris SA, and in 2014 for its four main subsidiaries – ADP Management, ADP Ingénierie, Hub One and HUB SAFE.

This charter is a reflection of our commitment, along with other French companies, to cultural, ethnic and social diversity within our organisation.

In 2015, we updated our diversity assessment to reflect changes in legislation and the progress we had already made. We launched an action plan to further this initiative. We also began to formalise our diversity policy and its action plan.

Together with our subsidiaries, we convene a diversity working group on a regular basis. Within this context, we launched the concept of a common recruitment guide focusing on diversity and non-discrimination.

We also take part in the roll-out of measures resulting from the [Companies and Neighbourhoods Charter](#) that we signed in 2013, to promote access to employment for young people living the areas surrounding our Paris Region platforms.

## Company-wide agreements

Our non-discrimination policy is put into practice via three company-wide agreements and an action plan.

1 – **The triennial gender equality agreement** (EPHF). The fourth agreement was signed in 2014 for the 2014-2016 period. First agreement in 2003.

2 – **Agreement on the integration of people with disabilities**. The 8<sup>th</sup> agreement was signed on 17 January 2013 for the 2013-2015 period. First collective agreement in 1991.

3 – **The 2016-2018 GPEC agreement**, signed in 2016 at the end of the triennial negotiation process, includes provisions relating to the **generations contract** which, from 2016, will replace the **2013-2015 unilateral action plan** covering this system.

## Gender equality in the workplace

Since 2015, we have been part of the gender equality business network created in June 2015 and led by the State secretariat for women's rights. We are partners of the "Elles bougent" association, which aims to attract and encourage young female students to take up jobs in the fields of technology and engineering.

### Gender equality agreement

Our fourth gender equality agreement, covering 2014-2016, provides for raising the percentage of women executives in the Company to 40% in 2016 and, in the same proportions, the percentage of women on executive committees. It also aims to achieve a gender-balanced workforce.

This agreement was the subject of an action plan to develop a corresponding culture and behaviours.

Between 2011 and 2013, we analysed and compensated wage disparities for 225 executive and non-executive employees. Since 2014, situations are examined on a case-by-case basis.

### **Increasing the number of women on the Board of Directors**

For several years now, 40% of our Board members have been women. We take part in the “Board Women Partners” programme which aims to promote increases in the number of women on Boards of Directors.

### **Equal employment opportunities**

The Company opted to set a mandatory target linked to gender professional equality for the variable component of directors’ pay. These targets will be reviewed in the first part of 2016.

## **Generations contract**

We work to combat youth unemployment, safeguard job security for older members of staff, pass on skills and fight against employment discrimination.

Under the terms of our new human resource and skills management planning agreement (GPEC) signed for the 2016-2018 period, we made a series of commitments regarding young people under the age of 29 and older members of staff. This can be broken down into four points.

### **Young people**

1 - **Sustained** commitment to the professional integration (work-study, subsidised contracts, internships) and recruitment of young people.

2 - **Supporting** young people through specific schemes enabling them to access training, housing and transport.

### **Older members of staff**

3 - **Providing** job security for older members of staff and supporting them in their professional development via training.

4 - **Offering** older members of staff a comprehensive end-of-career management scheme (part-time hours at the end of career, flexible work stations and working hours, aid for the purchase of pension contribution quarters).

## **Disability**

Our 9<sup>th</sup> triennial agreement (2016-2018) promoting the employment of people with disabilities was signed on 25 January 2016. Just like the previous agreement, it aims to facilitate and encourage the employment of people with disabilities and to strengthen our support for the sheltered sector and for companies employing protected workers. It applies to anyone caring for a child or a spouse with a disability (see Appendix 14 - “10 years of disability initiatives”).

### **The four key components of the 2016-2018 agreement**

The 2016/2018 agreement focuses on four main topics:

- initiatives to keep disabled people in employment;
- prospects for professional integration and vocational training, including recruitment into the mainstream work environment;
- recourse to companies employing protected workers and establishments and services promoting assistance through work;
- raising awareness amongst Company stakeholders.

## **Our Disability team**

The Disability team serves as the special, dedicated point of contact for disabled workers. Employee volunteers act as “integration coaches” for new hires with disabilities. As a result of this agreement, the employment rate has improved.

## **With local neighbourhoods**

As part of the Companies and Neighbourhoods Charter, we are implementing several initiatives aimed at secondary school pupils and undergraduates aged between 18 and 26.

In 2015, on the initiative of the Human Resources Division, we became partners in the “*Ma caméra chez les pros*” association, with the support of the ADP Foundation.

Since 2015, we have also been partners in the [Nos Quartiers ont des Talents \(our neighbourhoods have talent\)](#) association which works, in particular, to promote the integration of young graduates from priority neighbourhoods. In 2015, we supported five young graduates (“bac+4”) in Paris-Le Bourget by offering them careers advice.



## Disability Tuesdays

In 2015, our Disability team scheduled a series of web videos entitled “I can’t believe my eyes” to be shown every Tuesday for eight weeks. Each episode gives a humorous account of team life, which everyone can relate to, and of the blunders that punctuate relations between disabled and able-bodied people. Each episode was broadcast on the intranet together with accounts from Aéroports de Paris employees, advice on appropriate behaviours, and reminders of the law and of the policy adopted by the ADP Group. This series, made by a PR company founded and chaired by a blind person, was followed avidly.

## Employment and disability in 2025

Alongside seven other companies, the ADP Group took part in a study carried out by Adapt<sup>(1)</sup> and Société Générale, on the outlook for the employment of disabled people from now until 2025. This study, the first of its size to be conducted in France, gave rise to six scenarios – a catastrophic scenario, four intermediate scenarios and an ideal scenario – which may guide future action plans.

The study, which was presented on 8 October 2015 at the Société Générale head office, was based on scientific advice from the forward-looking and sustainable development chair at the *Conservatoire national des arts et métiers*. When put to the vote, scenario number 2 appeared to be the most desirable: “The age of diversity” assumes that society moves towards greater recognition and appreciation of diversity, thus benefiting people with disabilities

(1) Glossary.

## Gender equality

### Elles bougent

We promote gender balance in the workforce. In November 2015, we became partners in the “Elles bougent” association. This association aims to encourage women to take up technical and engineering jobs within the industrial sector.

Twenty or so of our female employees, active women and women working in the field, became mentors of young students and secondary school pupils. They will also recount their experiences across the “Elles bougent” network and will take part in events on this topic, organised by our Human Resources Division.

We took part in the “*Sciences de l’ingénieur au féminin*” (engineering for women) event.

### Stereotypes

In 2014, we presented employee representatives with the results of a survey on the relationship between gender and working conditions. Launched in 2013 by our medical and technical commission, the study highlighted the power of gender stereotyping. We take every opportunity – dedicated forums or days – to enable our female employees and girls of school age to find out about jobs traditionally deemed to be just for men.

### Our good practices

In 2014, we published a gender equality guide for our employees.

### Gender equality and the apprenticeship tax

Distribution of the flexible portion of the apprenticeship tax recognises our diversity guidelines. We make payments to educational institutions which promote or encourage gender equality, organisations which contribute to training disadvantaged young people such as the ‘schools for a second chance’ or even specialist training centres for people with disabilities.

## Work experience

For pupils finishing secondary school, who opt to have work experience, the [Ma Caméra chez les Pros](#) association offers innovative work experience: business reporting using a hand held camera. Once all the reports are filed, a prize is awarded to the best secondary school/company/media trio.

In 2015, we became partners in this initiative and have committed to allowing secondary school children to report from our Paris-Charles de Gaulle and Paris-Orly platforms for a three-year period.

## In our subsidiaries

### HUB SAFE

In 2014, our subsidiary, HUB SAFE, together with IMS Entreprendre pour la Cité, devised a diversity training programme for its managers and human resources employees.

[HUB SAFE](#)



## 2015 Human Resources roadmap

See Appendix 9

## 2014 extra-financial rating in the field of Human Resources

See Appendix 11

## 2015 table of indicators

See Appendix 10

## Over 6% of jobs for the disabled

With our first disability agreement signed in 1991, we have had a disability policy for the last 25 years. In 2005, the law on “*equal rights and equal opportunities and the inclusion and citizenship of persons with disabilities*” made it a requirement to fill 6% of the workforce with disabled workers. We achieved and exceeded this threshold in 2015. This success was due to the collaborative commitment of all: corporate officers, employees, stakeholders. See “10 years of disability initiatives” – Appendix 14.

## Gender equality ranking

In 2015, we rose from 51<sup>st</sup> to 24<sup>th</sup> place in the rankings for the number of female employees in SBF 120 companies. This ranking was decided by Ethics and Boards and the Challenges magazine. In particular, it is based on the percentage of women on the Board of Directors, the percentage of women in the Top 100, the inclusion of a gender equality target in the calculation of variable pay. Our strengths: for the last three years, over 40% of Board members have been women; a company-wide gender equality agreement containing detailed targets.

## Gender equality indicators

**The percentage of women** has remained unchanged for several years now at 38%.

**The percentage of women in managerial roles** (Aéroports de Paris SA scope) has not stopped growing since 2011: 34.4% in 2011, 34.9% in 2012 and 2013, 35.6% in 2014 and 36.3% in 2015.

In 2015, 43% of managers hired were women.

The percentage of women receiving promotion across all categories was 54% in 2015

## Equal pay

Between 2011 and 2013, we analysed and compensated wage disparities for 225 executive and non-executive employees. Since 2014, situations are examined on a case-by-case basis.

### The gap in pay between men and women between 2010 and 2015

2010	2011	2012	2013	2014	2015
10,8%	10,1%	10%	10,4%	9,0%	8,7%

(scope: Aéroports de Paris SA)

### Feminisation of governance

	2013	2014	2015
Executive Committee	1 woman out of 13 members	2 women out of 12 members	2 women out of 12 members
Board of Directors	42%	42%	42%

(scope: Aéroports de Paris SA)

## Disability and recruitment

By introducing our 8<sup>th</sup> agreement (2013-2015), we exceeded the 6% target set by employment legislation.

### Growth in the employment of people with disabilities between 2011 and 2015

	2011	2012	2013	2014	2015
Direct employment (recruitment, new/ revised declarations)	4,96%	5,20%	5,65%	6,06%	6,14%
Direct employment (sheltered and protected employment sector)	0,25%	0,25%	0,26%	0,40%	0,60%
Employment rate	5,21%	5,45%	5,91%	6,46%	6,74%

4.4

# HUMAN RESOURCES EMPLOYMENT CONDITIONS



## Performance-based management

Our wage policy is based on fair compensation in line with the employees' contribution to the Group's performance. This compensation also includes attractive compensation packages with good health insurance and retirement benefits.

## CSR within the compensation structure

### CSR objectives

Financial incentives for executives are linked to meeting CSR objectives. This is particularly true for the compensation of the Purchasing Director and buyers whose variable compensation is partly based on achieving such objectives. Generally speaking, managers are invited to set their teams a CSR objective, selected from amongst the strategic objectives defined by the Environment & Sustainability Division.

### Profit sharing agreement

Our 9<sup>th</sup> profit sharing agreement (2012-2014) took three criteria into consideration: economic performance, quality of service and the lost-time work accident rate.

Our 10<sup>th</sup> profit sharing agreement (2015-2017), signed in 2015, takes five criteria into consideration:

- 3 are economic (Group EBITDA, the expense/passenger ratio, the revenue/passenger ratio);
- 1 relates to customer satisfaction (measured via an *ACI* survey <sup>(1)</sup>);
- 1 CSR criterion: the lost-time work accident rate.

(1) Glossary.

## Employee savings and investment funds

### Allowances

Employee savings are made up of a group savings plan (*plan d'épargne groupe* - PEG) and a collective group pension plan (*plan d'épargne retraite collectif groupe* - Percog): 83% of Aéroports de Paris SA employees are shareholders via the *fond de placement entreprise Aéroports* (corporate mutual fund).

We match the payments made into this investment fund under the PEG and the Percog. In 2015, we signed new agreements for PEG and Percog allowances for 2016 to 2019. Employees who have invested in Percog since 2010 are guaranteed to benefit from ten years of allowances.

A study carried out by the employee savings club, of which we are members, shows that 81% of employees whose companies match their contributions believe that the company is taking good care of them, versus 61% of employees whose companies don't match their contributions. This is a 20 percentage point impact.

### Socially responsible funds

The socially responsible investments proposed to employee shareholders indirectly contribute to a responsible corporate culture as with the FCPE Amundi Label<sup>(1)</sup> Actions Solidaire. The socially supportive part of the fund is invested in the investment company France Active that finances projects for the environment, social integration and fighting social exclusion. This fund has been certified as a socially responsible investment.

(1) Glossary.



## Roadmap

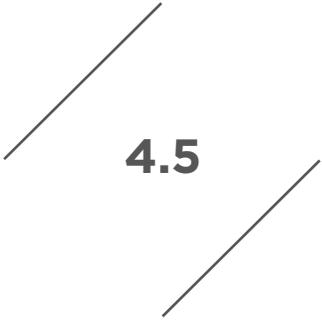
See Appendix 9

## Extra-financial rating 2014

See Appendix 11

## Table of indicators 2015

See Appendix 10



**4.5**

# HUMAN RESOURCES HEALTH



\* between 2014 and 2015

## Health policy

The **Aéroports de Paris SA workplace health and safety policy** prioritises prevention and the notion that work should be adapted to the worker. Employees are provided with information about our policy on a regular basis.

## Our prevention programme

**Our annual occupational risk prevention plan** is drawn up and monitored by the Occupational Risk Prevention unit which ensures interdepartmental consistency of preventive measures.

For 2011-2015, the Company based its annual prevention plan on the French Ministry of Work's 2010-2014 health at work plan and on regulatory provisions in relation to difficult working conditions. For 2016-2020 the plan will follow the [third health at work plan](#) adopted by the government in December 2015.

**In April 2015** the Executive Committee decided to implement **a prevention and safety mobilisation plan**. (See page 59)

## For expatriates

Group expatriates and French staff working abroad are covered by a special protection scheme that permanently monitors security conditions in the countries in question. This alert system operates in real time. Expatriates and French staff working overseas have access to an intranet site and are given safety awareness training.

## Organisation

**Several different bodies** operate at our Paris sites.

**8** Committees for Health, Safety and Working conditions - CHSCT<sup>(1)</sup> and **1** interdepartmental CHSCT.

**25** site safety officers assigned to operational and functional divisions give employees advice and support.

**1** multidisciplinary medical and technical commission, chaired by the Human Resources Director: it identifies additional areas of study and research in the annual prevention plan.

**2** emergency medical services.

**1** occupational health service.

**1** prevention of occupational risks service.

**1** dispensary.

(1) Glossary.

## Our monitoring and management tools

### An integrated IT system

In 2015, as part of a major project to redesign our risk prevention tools, we reviewed all our **occupational risk assessment and prevention** procedures. These assessments, as well as **work hardship factors**, were incorporated into our integrated IT system which will be brought into service in 2016. With the help of this integrated IT system, we will also monitor and analyse accidents at work and occupational illnesses.

## Regulatory oversight tool

Our regulatory oversight tool for health, safety, working conditions and the environment, deployed across all operational units, has been supplemented, since 2014, with a compliance analysis tool for the implementation of corrective measures.

## Management tool

Since 2014, we have been using a computerised tool to manage safety notices and we conduct regular measurement campaigns.

## Certified management

Our Paris-Charles de Gaulle and Paris-Orly platforms are OHSAS 18001<sup>(1)</sup> certified for management of health and safety at work.

**In addition, our Occupational Health Department has joined the national** oversight board on occupational health (Évolution et relations en santé au travail - Evrest).

(1) Glossary.

## Quality of life at work

### Work-life balance

A number of systems are in place for Aéroports de Paris SA employees to promote work-life balance, including parental leave, part-time work and nurseries, as well as financial and housing support.

**Parental leave, part-time work** - We have introduced paid paternity leave, option to work part-time and neutralisation of parental leave for promotion.

**2** inter-company nurseries have been open for over five years now at Paris-Charles de Gaulle and Paris-Orly.

**Cesu** - We offer our permanent employees financial support under company-wide agreements. This support is paid in the form of the universal employment-service cheque (Cesu), up to the limit of the allocated budget.

**Housing** - We have launched a website specially designed to provide support with housing. We pool our resources with those of our subsidiaries, other major companies and the [Comité Habitat](#), a Planèt'Airport structure.

### Well-being at work

Since 2014, we have rolled out initiatives to implement the 2013-2016 **company-wide agreement "Well-being at work"** relating to psychosocial risks and quality of life. This agreement is based on an attention mechanism constituted by our interdisciplinary alert networks, a coordination and support group and a joint commission of experts. A "prevention of psychosocial risks and reorganisations" specialist leads the communications and awareness raising campaigns. Our method of assessing psychosocial risks is documented in the single Document<sup>(1)</sup>. We have introduced a procedure for handling individual and collective situations of discontent.

**Our prevention and safety mobilisation plan**, approved in 2015, will support this initiative. In particular, it provides for the inclusion of psychosocial risk prevention in professional training programmes for managers and for greater focus on psychosocial risk prevention, notably prior to reorganisations.

(1) Glossary.



## The "Improve your workspace" challenge, one year on

On 8 June, **BurO<sub>2</sub>** was launched at the Paris-Orly South terminal. This collaborative space was designed collectively in 2014 as part of the "Innovate to improve your workspace" challenge. Aimed at the community of *Airport Helpers*, platform employees who volunteer to provide assistance to passengers and their travelling companions, BurO<sub>2</sub> puts into practice the concept of well-being at work that we wish to promote. This rest area, open from 6 am to 9 pm, is also a place for dialogue where meetings can be organised by the different business lines and companies which make up our airport community.

Four other projects resulting from the challenge were implemented successfully.

**BuROP** Sud, aimed at operational management staff (ROP) is an office that has been redesigned and optimised to accommodate three people instead of one according to the Japanese method of lean management: dispose of non-essentials, tidy, clean, maintain order, be rigorous.

**The BULLE** (which stands for local equipped office) from the Oxygenius team, is a small enclosed space resembling a space capsule; it is comfortable and is set up as an office work station where people can work in isolation on complex or confidential documents.

**ADP or Aire de détente potager** is an open-air space which offers, on the one hand, a shared garden facing south at Orly Parc, as well as an area equipped with seats and tables. The team that conceived the **Green Patio** installed plants in two unused outside areas which now provide somewhere to get a breath of fresh air.

A budget of €200,000 was allocated to these projects.

## Safety Day

On 17 November, the Human Resources Division organised a Safety Day. During this day, managers gave on-the-job briefings to their teams. They talked about prevention, commitment from management and our new mobilisation plan for the prevention of occupational risks (read the plan under our initiatives section). Employees were, therefore, invited to go “hazard hunting”. They had to identify situations where they felt that on-site equipment could pose a risk to their safety or that of their colleagues.

Our occupational risk prevention mobilisation plan is included in a leaflet distributed to staff. Forums will be organised at the ADP Group’s Service University with contributions from partner Paris airport companies.

## Road safety

During the European road safety day on 13 October 2015, a campaign aimed at drivers in restricted areas was organised at Paris-Charles de Gaulle.

Accident prevention and speed calming operations were conducted by the Prefect for airport safety and security at the Paris-Charles de Gaulle and Paris-Le Bourget platforms in conjunction with government agencies and the ADP Group.

The road safety education and information office of the Paris police department raised awareness amongst Paris taxi drivers operating at the airport’s taxi ranks. For our part, we installed signs, produced by our communications department, for users of motorway security check points, designed to raise awareness of the rules of the highway code applicable airside.

This operation was part of our prevention and safety mobilisation plan. Our objective was to limit, as far as possible, the risk of accidents landside but also airside, where the slightest accident constitutes an aviation safety risk that it is vital that we cover on behalf of the airlines.

## 2015 safety mobilisation plan

The Executive Committee decided to implement the 2015 prevention and safety mobilisation plan in April 2015.

It aims to significantly reduce the number of accidents and to prevent the occurrence of serious accidents, whether this involves protecting our own employees or users of the installations that we make available to companies operating on our platforms: airlines, service providers, subcontractors, partners, etc. With regard to the latter, the plan reinforces the measures that we already employ in respect of our partners’ employees via specific instructions and prevention plans applicable to concurrent activities.

This plan identifies three cross-functional priority fields of action:

- 1 - the prevention of aggressive and rude behaviour;
- 2 - prevention of travel-related risks;
- 3 - prevention of psychosocial risks.

The Chairman and Chief Executive Officer informed every employee of these priorities on an individual basis. A communications plan, developed in 2015, will be implemented in 2016.

## 2011-2015 prevention programme

**Our multi-year** occupational risk prevention programme covers, in particular, the following risks (for Aéroports de Paris SA companies):

- risks of pedestrian and road traffic accidents, which account for 50% of workplace accidents within our Company;
- asbestos-related risks;
- noise-related risks;
- ionising radiation-related risk;
- vibration-related risks;
- chemical risk;
- electrical risk;
- handling-associated risks and musculo-skeletal disorders;
- carcinogenic, mutagenic and reprotoxic (**CMR**) risks. **A plan to replace CMR products** and corresponding instructions was drawn up in 2013.

We are looking to improve the prevention of risks relating to concurrent activities and to raise employee awareness, on a regular basis, of the importance of wearing personal protective equipment. A presentation on the subject of “the prevention of risks relating to chemical products”, notably CMR, was made on 23 June 2015 to the interdepartmental CHSCT.

## Difficult working conditions

Since 2006, the “work hardship” factor has been included in our integrated IT system. As of 2013, we conducted an audit of the jobs that might be exposed to risk and our work continued in 2014. On 9 October 2014, decrees implementing the law on pensions were published; they introduce personal work hardship prevention accounts. We introduced systematic automated monitoring of work hardship factors covered by the regulations: night work and shift work.

We have rolled out an assessment mechanism since January 2015 in order to feed these work hardship accounts.

## Unprecedented signage training

Since January 2015, the taxi turnaround area at the Paris-Charles de Gaulle platform has served as a temporary site signage practical training module. This installation is part of an original training process thought up by the Paris-Charles de Gaulle operational car parks unit. This training programme could cover 500 employees.

In 2014 this unit conceived of temporary emergency signage training to protect patrol staff from serious accidents associated with their work. They learnt to position beacons, to check subcontractors’ beacons and to draw up beacon plans to satisfy prefectural order requirements. As a continuation of the original operation, the Paris-Charles de Gaulle operational car parks unit offered this training to two other airports and expanded its scope to site risk signage for works inspectors.



## Table of indicators 2015

See Appendix 10

## 2014 extra-financial rating of the field of Human Resources

See Appendix 11

### Health

#### Accidents at work

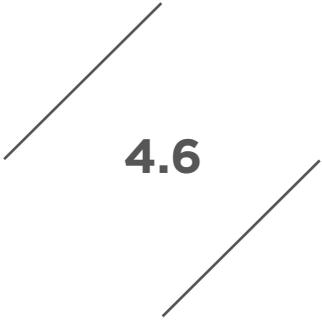
See Appendix 10

#### Absenteeism

See Appendix 11

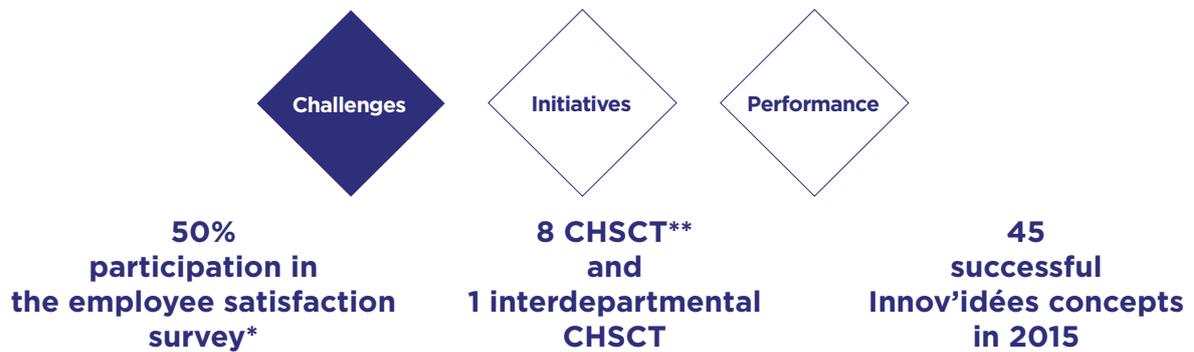
#### Cesu

970 employees where Cesu beneficiaries in 2015.



**4.6**

# HUMAN RESOURCES LABOUR RELATIONS



\* 2015

\*\* Committees for Health, Safety and Working Conditions

## Organisation of labour relations

We conduct high quality labour dialogue which helps to create a social climate that is conducive to collective and individual efficacy.

In accordance with International Labour Organisation (ILO) principles, (Appendix 6) we organised this dialogue around our Group committee, the Works Council<sup>(1)</sup>, eight departmental and one interdepartmental Health, Safety and Working Conditions committees (CHSCT)<sup>(1)</sup>, the interdepartmental CHSCT having been created in 2013, a central body of employee representatives and over 50 union delegates<sup>(1)</sup>, in application of a trade union agreement.

Union bodies meet with the Human Resources Division once a month.

Dialogue is only organised around the Works Council and the CHSCTs for Aéroports de Paris SA.

Specific commissions monitor the application of company-wide agreements. Employees are notified of each company-wide agreement via the intranet and in-house newsletters.

(1) Glossary.

## Employee satisfaction survey

Our employee satisfaction survey is conducted every two years via an anonymous survey of Aéroports de Paris SA employees. Conducted by an external consultancy firm, the survey invites them to rank the Company by responding to topical questions. The satisfaction survey helps our managers to design action plans to support commitment, motivation and quality of life at work.

For the 2015 employee satisfaction survey, we combined the survey with a socially responsible initiative: for every participant agreeing to take part in the survey, €2 were paid to the Luciol'envol association. The participation rate rose from 44% in 2013 to 50% in 2015.

## Participatory innovation

Several schemes invite our employees to propose innovative solutions in relation to corporate social responsibility issues, from environmental protection, to passenger services, including quality of life at work and health or security.

### Innov'ID

Our participatory innovation scheme, Innov'idées, fed by employees' innovative ideas, recognises their ingeniousness and increases their commitment and motivation. Their proposals make our processes more efficient, improve customer service and lead to benefits in terms of CSR and safety in the workplace. The best ideas are presented to managers and members of the Executive Committee during the "Initiative Day".

### Challenge

In 2014, our first challenge, organised jointly by the Human Resources Division and the Innovation unit, was launched on the subject of "Innovate to improve your workspace". Five projects were successful and were implemented in 2015, as part of our quality of life at work policy.

### Workshops

Our [Innovation unit](#) organises creativity workshops on a regular basis.



## 2015 employee satisfaction survey and Luciol'envol

In 2015, the employee survey was organised by the Great Place to Work® Institute, a working environments expert which, in particular, helps companies to interpret their cultures and drive changes. We combined this survey, which we conduct every two years, with a socially responsible initiative: for every survey response, €2 were paid to the Aéroports de Paris Foundation. We collected €6,556 which the foundation forwarded to the [Luciol'envol association](#). Luciol'envol was founded by one of our employees, Tchibara Aletcheredji, who led the “Organisational change” project within the Aéroports de Paris Human Resources Division. The association works to educate some 150 women in the commune of Tchamba and its surrounding areas in Togo. The funds received from the 2015 employee satisfaction survey will be used to finance Alphabus, a mobile library.

## 2015 participatory innovation

In 2015, 45 Innov'idées concepts were successful, 14 of which will be implemented in our terminals. These proposals will lead to on-the-ground improvements for customers and employees and will help to increase productivity.

**At Paris-Charles de Gaulle** one team proposed the creation of testing stands, not currently available in shops, to check the reliability certain pieces of electrical equipment, and another proposed that the “CB” logo be displayed at car park exits to prevent airport customers from having to call commercial services from the payment terminal.

A real estate management team suggested that bare plots of land around airports should be cultivated to prevent caravans setting up camp therein, with all the damage that these would be likely to entail.

**At Paris-Orly**, the thoughts were focused on passenger bridges. Three employees proposed several ideas to facilitate the repair of passenger bridges and improve safety when work is being carried out or in the event of power cuts. Costs are cut, the amount of time that the passenger bridges are out of action is reduced and safety is improved for workers and users, to the great advantage of the airlines and their service providers. Not to mention, for one of the solutions proposed, compliance with French border police (DPAF) requirements.

## Workspace - a creative challenge

At the end of the “Innovate to improve your workspace” challenge, launched in 2014, 10 finalists were selected from the 36 entries by means of an employee vote and five winners were chosen by our Executive Committee. The five projects were implemented in 2015. (See page 58)



## 2015 Human Resources roadmap

See Appendix 9

## 2014 Extra-financial rating

See Appendix 11

## 2015 Table of indicators

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# 5.

## ENVIRONMENT OUR COMMITMENT TO CLIMATE AND THE ENVIRONMENT

We have made a firm commitment to climate and the environment. We develop renewable energies at our sites and seek to implement energy efficiency. We protect natural resources. We closely monitor water and air quality at our platforms. We strive to protect biodiversity. We share good practices within the airport community.

### **Our policy, our commitments**

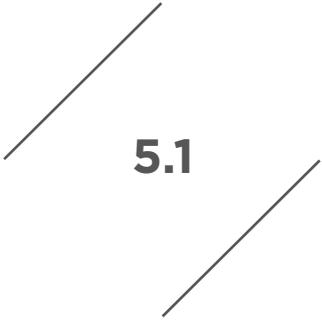
**Energy**

**Air, emissions, climate**

**Water**

**Waste**

**Biodiversity**



**5.1**

# ENVIRONMENT POLICY AND COMMITMENTS



**€44 million  
for sustainable  
development**

**Extra-financial rating  
2014  
+5 points**

**100% of our new  
buildings will be HQE  
(high environmental  
quality)\***

\* In 2020

## Our goal

Our goal is to become the leading European airports in the field of sustainable development and corporate social responsibility. We support the French objective of making our country the home of environmental excellence.

Against a more robust legislative, regulatory and political backdrop, we have voluntarily been committed to an environmental and energy policy for over 20 years in order to prevent climate disturbance and promote air quality.

Our environmental policy is continually reviewed as part of our five-year strategic plans.

## Three principles for 2020

Our new environmental and energy package, which was signed by our Chairman and CEO in December 2015, forms part of the 2020 Climate and Energy Package to fight against climate change, and complies with the principles of the Law of 18 August 2015 on energy transition.

It complies with the three objectives of our 2016-2020 strategic plan, and extends our collaboration with all of our stakeholders.

### 1 - Optimise

by surpassing regulatory requirements.

### 2 - Attract

by boosting current systems and involving all professions, employees, suppliers and the airport community as a whole, as well as our other stakeholders.

### 3 - Expand

so that our leadership can serve as a basis, as regards sustainable development and CSR, for the Group's development and growth both in France and internationally, as well as promoting it and ensuring that it is competitive.

## Progress plan

We have set out a six-point progress plan for the 2016-2020 period.

### 1 - Energy

- Improve our energy performance by reducing our consumption by 1.5% per year, representing a 7% reduction for the 2016-2020 period.
- Produce the equivalent of 15% of our final consumption through renewable energies by 2020.
- Reduce CO<sub>2</sub> emissions by 50% per passenger between 2009 and 2020, while increasing traffic.

### 2 - Air and emissions

- Reach a rate of 25% of clean vehicles in our light vehicles fleet, and continue to roll out public charging points for electric vehicles.
- Renew Airport Carbon Accreditations, at level 3, for our three main airports.
- Offer employees new solutions as part of the company travel plan (PDE) to limit emissions linked

to commuting and business travel, and make an active contribution to inter-company travel plans (PDIE) for the three airports.

- Limit and reduce the emissions of aircrafts on the ground and of ground handling support vehicles (GSE).

### 3 - Water

- Optimise rainwater management by encouraging infiltration, and by considering the adaptation to climate change.
- Reduce our internal drinking water consumption by 5% per passenger between 2014 and 2020.
- Continue to improve winter pollution management.

### 4 - Waste

- Recycle 45% of non-hazardous waste materials by 2020.
- Recycle 70% of building waste by 2020, and re-use demolition materials.
- Offer the collection of bio-waste to all our clients by 2020, and reduce the production of food waste in our company restaurants.

### 5 - Biodiversity

- Conduct a strategic study on “development, landscape and biodiversity”.
- Maintain the 50% reduction in pesticide use compared with 2008.

### 6 - Development and sustainable buildings

- Obtain environmental certification for all of our new real estate projects (both airport and diversification).
- Encourage customers based on our premises to obtain environmental certification for buildings or an energy label.

## Management

**Our three main  
Platforms  
ISO 14001-certified**

**827 employees  
have signed  
our Eco Charter**

**€44 million  
for sustainable  
development\***

\*2016-2020

### Certified and integrated systems

Our goal is to implement risk control for all risks, while complying with the legal and regulatory requirements for our activities. All of our management systems form an integral part of the internal control system, and play an important role in risk control.

**Paris-Charles de Gaulle** and **Paris-Orly** use **certified** and **integrated** management systems (IMS) (May 2008 for Paris-Charles de Gaulle and October 2013 pour Paris-Orly). The IMS incorporates the requirements of international quality management standards (**ISO 9001**), environmental management standards (**ISO 14001**) and occupational health and safety management systems (**OHSAS 18001**). It takes account of the airport safety and security regulations set forth by European Regulation and the French civil aviation authority (DGAC).

**Paris-Le Bourget** (2005), **the Issy-les-Moulineaux heliport** (2009) and **the Toussus-le-Noble airfield (2015)** use an ISO 14001-certified environmental management system (EMS).

Since June 2015, **our energy management system** (SME) has been **ISO 14001-certified**.

### Deployment

- The Environment & Sustainability Division (DDD) provides interdepartmental management of our environmental and energy policy. It submits an annual performance review and a quarterly multi-indicator dashboard to the Executive Committee.
- The Environment, Energy and CSR Steering Committee, chaired by the Chief Operating Officer, brings together the Group Secretary General and the real estate and airport heads, and makes decisions about deployment.

Over the 2016-2020 period, **€44 million** have been set aside for purchases for sustainable development.

## Training and involvement of employees

Paris-Charles de Gaulle and Paris-Orly each have a **network** of around 20 environmental officers (Appendix 3). These officers meet every three months. They keep our certified management systems up to date. They promote our environmental policy locally and conduct awareness raising initiatives.

Everyone involved in environmental roles is given technical training. Managers and newly-hired employees are made aware of environmental issues.

Since 2015, employees have committed to our Eco Charter, which provides a means of reconciling individual commitments and the company's strategic guidelines.

## Our laboratory

The French State has entrusted us with the environmental monitoring of Paris Region airports. Monitoring is performed by our accredited laboratory Cofrac. Since 2014, the laboratory's new website, [Labo.fr](http://Labo.fr), provides access to noise, atmospheric pollutants and water quality measurements in real time.

### Air measurements

We monitor ambient air quality at the Paris airports through our network of fixed and temporary measuring stations. The laboratory compiles inventories of emissions from aircraft, from road traffic caused by our airport activities and from our thermal power plants. It conducts studies on the interior air quality of the terminals, car parks and technical buildings.

### Water measurements

We monitor the quality of water discharged into the natural environment, and ensure that we comply with the decrees on the authorisation of water discharge. We also monitor water tables.

### Noise measurements

The laboratory takes 24/7 noise measurements of aircraft in and around the Parisian airports. We provide the authorities with the sound measurements and analyses that they require in order to make decisions on controlling airborne noise.

## Promoting our good practices

### Environmental Partner Clubs

Our Environmental Partner Clubs were created in 2003 for the companies based at our three Île-de-France platforms. The clubs provide a forum for discussion and the sharing of good practices. They organise events and participate with us in both national and European joint initiatives. **Around 100 companies** have joined the Environmental [Partner Clubs](#).

### Joint initiatives

- European Sustainable Development Week.
- European Mobility Week.
- European Week for Waste Reduction.
- Half-yearly topical information sessions as part of the EPCs.
- Promotion of the Eco Charter to employees.



## Environmental and energy policy

In 2015 we prepared our new environmental and energy policy for the 2016-2020 period. It was signed by our Chairman and CEO in December 2015. It has been integrated into the Company's 2016-2020 strategic plan. It prioritises the fight against climate change and energy transition.

### A new performance monitoring tool for 2016

We have started to develop an environmental and energy management computing tool to be rolled out in 2016. This analytical tool will be used for predictive analytics. It will help us to create scenarios enabling us to reduce our consumption and impact, harmonise our reporting processes and simplify our audit and certification procedures.

## 2015 environmental training plan

- 1 - Managers and the environment.
- 2 - Energy control.
- 3 - Waste management.
- 4 - Air.
- 5 - Classified facilities for environmental protection.
- 6 - Contaminated soil.
- 7 - Water management.
- 8 - Building sites and the environment.

## Eco Charter and good practices

827 employees signed up online to our Eco Charter in 2015. The most motivated attended two half-day training sessions to create a community of “eco-employees”, acting as true ambassadors for good environmental practices within the company.

## Joint initiatives

### European Sustainable Development Week 2015

We lead a large number of building programmes which comply with high environmental quality requirements. This is the case for the link building at Paris-Orly, the “Cœur d’Orly” business district, and for our future head office at Paris-Charles de Gaulle. The sustainable construction, or “eco-construction”, theme was naturally chosen for the 2015 Week.

### European Mobility Week

At the European Mobility and Road Safety Week (16 to 22 September 2015), and during the Car-Free Day held on 22 September, we offered employees various solutions to reduce the environmental footprint of their travel, including: collaborative tools (Lync technology<sup>(1)</sup> and video conferencing), website and apps for carpooling, and a workshop to find out more about cycling. In addition to rolling out charging points, employees were able to test electric cars provided by three major car manufacturers.

(1) Glossary



## Extra-financial rating for the environment sector

The extra-financial rating agency Ethifinance awarded a rating of 85/100 for Aéroports de Paris SA’s environmental performance, representing a 5-point increase compared with the 2012 rating of 80/100. The agency highlighted:

- strong and costed goals;
- policy support at every level;
- environmentally-friendly construction and asset management;
- an ISO 50001-compliant energy management system;
- the quality of waste management;
- the reduction of emissions;
- use of phyto-purification in water treatment before discharging into the natural environment.

See Appendix 11

## 2015 roadmap

See Appendix 9

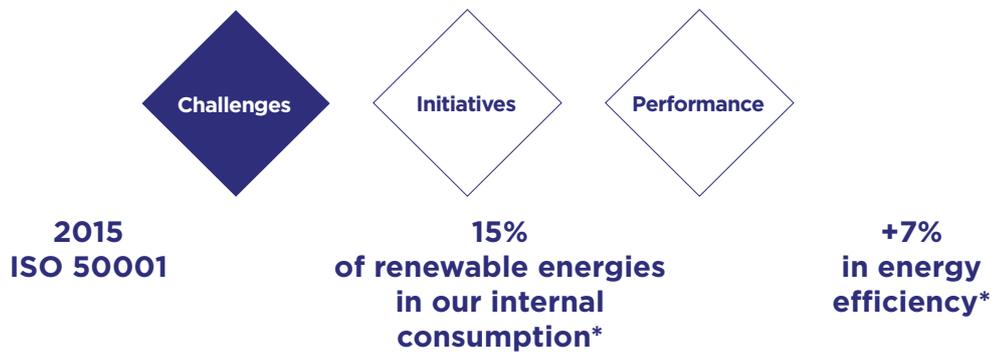
## 2015 table of environmental indicators

See Appendix 10



**5.2**

ENVIRONMENT  
ENERGY



\* 2020

## Our 2020 targets

We aim to improve our energy efficiency by 1.5% per year on average between 2016 and 2020.

To achieve this, we are reducing our energy consumption (electricity, heat and cooling), we are increasing the share of renewable energies in our energy mix and we are improving the energy efficiency of our buildings.

Thus, in 2020, our plants using renewable energies will produce enough to cover 15% of our final energy consumption. Although traffic volumes are rising, we will reduce CO<sub>2</sub> emissions per passenger by half between 2009 and 2020.

This target is more ambitious than that set by the [French law on energy transition](#) for green growth adopted in August 2015.

## An energy management system

Our energy management system (SMÉ) was certified ISO 50001 compliant in June 2015. We are the first European airport management group of this size (95.4 million passengers in 2015) to obtain this certification.

In rolling out this approach, we identified significant energy usage in buildings, i.e. the most energy-intensive processes. We are focusing on the energy performance of our processes and equipment and renewable energy use.

An energy manager is in charge of steering the energy management system in each of our three main airports in the greater Paris region and within our Real Estate Division.

## Energy efficiency\*

### Our energy progress plan

This plan is organised in terms of three priorities (Appendix 19).

- 1 - Making our facilities more robust with energy management.
- 2 - Optimising operations (operation and maintenance) in terms of energy.
- 3 - Improving buildings and equipment.

### Employee participation

Through internal messaging, our Eco Charter reminds all employees what they can do on a daily basis to reconcile quality of life at work and reducing consumption. An awareness raising tool, it encourages employees to suggest energy friendly good practices.

### Renewable energies

Our renewable energy production met more than 12% of internal requirements in cumulative energy on our three platforms in 2015. Our 2020 target is to bring the proportion of renewable energy use to 15% of our energy mix while increasing our activity.

### Solar, geothermal and biomass energy

A number of renewable energy production systems are now operational on our airports in the greater Paris region. They use solar, geothermal and biomass energy. This approach was supplemented in 2015 by the inauguration at Paris-Le-Bourget of an original system combining photovoltaics on roofing and heat pumps.

## Green electricity

In addition, to reduce our carbon footprint, our supplier undertook to deliver a certain proportion of electricity in French renewable energy. This rate rose from 30% in 2014 to 50% in 2015 for Paris-Charles de Gaulle and Paris-Orly and will reach 60% in 2016 and 2017. We have entered into an agreement for the provision of 100% green electricity by 2016 for the Paris-Le Bourget airport. To guarantee the renewable provenance of electricity, our supplier issues us green certificates certified by an expert third party.

## Sustainable planning and construction

### The sustainable airport city

The development, construction and refurbishment of buildings on our own account or on behalf of companies set up on our platforms is an important part of our real estate activity. We are also investing in the development of the “airport city”, a concept which identifies the type of urban development that a large airport generates on its site, such as Roissypole or the future Cœur d’Orly business district. We also contribute to the development of eco-districts and abide by eco-building rules.

### Certified eco-building quality

In all our real estate projects, we promote compliance with France’s High Environmental Quality (*haute qualité environnementale* – HQE) and Low Energy Buildings (*bâtiment basse consommation* – BBC) guidelines.

We will have all future buildings HQE™ (French certification) and BREEAM (British certification with international reach) certified. We will systematically look into the option of having our airport projects certified. We will encourage our partners and customers to build in line with these principles.



## Pairing solar and geothermal energy at Paris-Le Bourget

Replacing fossil fuels with renewable energies is one of the main conclusions of the COP 21 that was held at Paris-Le Bourget from 30 November to 11 December 2015. We have been anticipating this recommendation for several years now, setting up a deep geothermal plant in Paris-Orly and a biomass power plant at Paris-Charles de Gaulle. In 2015, we designed, built and implemented a system at Paris-Le Bourget that pairs solar and geothermal energy. This pairing allows us to use less natural gas to heat the platform. A geothermal plant recovers heat (in winter) and cold (in summer) from the ground using two 140kW heat pumps. These two heat pumps are supplied with electricity by 600 sqm of photovoltaic panels installed on the roofs of parking shelters. This system provides heating and air conditioning to an office building and a warehouse with a total surface area of 13,000 sqm. This solar-geothermal plant was commissioned in late 2015 and will reduce CO<sub>2</sub> emissions by 120 tonnes a year.

## Smart and energy-efficient lighting

Accounting for 25% of our energy consumption, lighting is a major priority in improving our energy efficiency. We have set up lighting guidelines (SDAL). These promote the use of low-consumption bulbs while standardising lighting to increase customer comfort. We have started gradually replacing our lighting systems with energy-efficient systems combined with smart lighting management. Our aim is to provide the right amount of light when and where needed while using the latest environmentally friendly technologies.

### LED lighting

We are implementing light-emitting-diode (LED)<sup>(1)</sup> systems with a life cycle that is 5 to 10 times higher than fluorescent tubes and consume about 50% less energy. As these systems are electronic, they can be easily managed and configured. We can vary lighting according to how areas are used. We expect to improve energy consumption by about 50% and significantly reduce maintenance costs.

## On runways

We are gradually replacing the traditional lights used on runways with LED lighting. At Paris-Le Bourget, we have installed LEDs on 12 kilometres of runways and aircraft taxiways, improving our energy efficiency by 8 points. At Paris-Charles de Gaulle, we are gradually replacing runway and taxiway lights with LED systems.

## In car parks and terminals

We are gradually installing LED lighting in the most used car parks at our platforms.

## Smart lighting

At Paris-Charles de Gaulle, machines modulate the intensity of lighting in halls L and M of terminal 2G according to operational requirements. A presence detection system lights up pedestrian walkways linking gates L and M with gate K at terminal 2E only when the walkways are used. Similar systems have been installed on the walkways in hall L. We have installed LED lighting in the P3 car park and hall 3 at Paris-Orly and trials are being carried out in different areas in terminal 2E at Paris-Charles de Gaulle.

## Certified energy management

Our energy management system, certified ISO 50001 compliant in June 2015, shows our commitment to improving our energy performance and reducing our carbon footprint. Geothermal energy at Paris-Orly airport, biomass and the solar farm at Paris-Charles de Gaulle airport mean that the equivalent of 15% of our internal energy consumption is provided by renewable energies. This proactive development, combined with the 8.7% gain in our energy efficiency since 2009, led to a 34.3% reduction in CO<sub>2</sub> emissions at the three airport platforms between 2009 and 2015. Since January 2014, this energy management system has enhanced our certified integrated management and environmental management systems. The certification audit confirmed that we had a “*long-standing energy culture*”. This certification crowns 30 months of ongoing efforts to develop it and set it up.

(1) Glossary.

## Our renewable energy production

**15.9%** of the energy consumed in 2014 was renewable and [produced on site](#). In 2015, due to large-scale maintenance work on the biomass boilers, this figure dropped temporarily to 12.2%.

### 1 – Solar

#### • Paris-Charles de Gaulle

**Solar plant:** close to the Environment and Sustainable Development Centre, this plant, which has 792 solar panels, has produced 157MWh on average per year since the summer of 2013. It provides the equivalent of the Centre's electricity consumption with no greenhouse gas emissions. This avoids emissions of over 7 tonnes of CO<sub>2</sub> a year.

**Autonomous wind and solar-powered lighting** at the staff car park for the Environment and Sustainable Development Centre.

#### • Paris-Orly

**Inter-company restaurant:** roof fitted with 72 sqm of thermal solar panels to heat up to 4,000 litres of domestic hot water. This reduces electricity consumption by 30,000kWh annually. 4 tonnes of CO<sub>2</sub> emissions avoided each year.

#### • Paris-Le Bourget

Thermo-dynamic water heater for the firehouse.

### 2 – Geothermal power

#### • Paris-Orly

Since 2011, the [geothermal plant](#) at Paris-Orly has heated a section of the platform. The pipework captures hot water (74 C) from the Dogger aquifer<sup>(1)</sup> located under the Paris-Orly platform. The fluid is directed to exchangers where it heats up the heating network. It is then reinjected back into the aquifer via an injection well. The 10MWth geothermal plant uses the calories from the natural hot water located 1,800 meters underground below the platform. It can produce up to 40,000MWh annually. It will eventually provide 100% of the energy required to heat the terminals and will avoid 9,000 tonnes of CO<sub>2</sub> emissions. The plant has received funding from the Ademe. Total investment amounted to €12.7 million (including €3million in subsidies from the Ademe and the greater Paris region).

#### • Paris-Le Bourget

In 2015, we implemented a system combining geothermal and solar energy to produce heat and cooling in offices at Paris-Le Bourget.

(1) Glossary.

### 3 - Biomass

In autumn 2012 we commissioned a [biomass power plant](#) at the site of the electrical thermal-cooling plant at Paris-Charles de Gaulle. With combined power of 7MWth, its two boilers consume on average 80 tonnes of wood pellets sourced from forests in the greater Paris region. Since 2014, the boiler has provided about 25% of the heat required by the platform. It has replaced a gas heating system and avoids the emission of 18,000 tonnes of CO<sub>2</sub> from fossil fuels. The CO<sub>2</sub> produced by burning wood is "green carbon": discharged into the atmosphere, it is absorbed by growing trees. The operation is considered carbon-neutral.

The plant was designed under a partnership with the French National Forests Office. Total investment amounted to €8.65 million, €3 million of which in funding from the Ademe heat fund. We created a management position to oversee the supply of wood.

## 2014 energy seminar

In November 2014, the Environment & Sustainability Division's Energy unit brought together several of the largest energy management players from airports all over the world. This first seminar highlighted the concerns shared by all international airports and showed that energy management is a key performance driver.

## Gédéon: training for professional efficiency

Gédéon is a software interface between our energy meters, our servers and the internet. By centralising all consumption data, Gédéon makes it easy to monitor energy demand and detect any deviation. Depending on the output of our electricity production plants, the software also enhances invoicing reliability for electricity we sell on. Using simulations obtained via this system we were able to significantly optimise electricity consumption at CDGVAL. The IT application is also available to our customers and enables them to monitor their consumption in 10-minute segments. This facilitates reporting and demand control.

## Secure supply

Supplying electricity and air conditioning to aircraft on the ground, charging electric vehicles, an increasing number of users are likely to simultaneously consume large volumes of electricity at Paris-Charles de Gaulle. To secure supply to the platform we are reinforcing the electricity transmission network. In partnership with the Electricity Transmission Network (RTE), we are building two 225,000-volt underground lines between a transformer station located to the south of the airport and our two power plants. These two facilities will enable the transfer of 100MW in both directions. The estimated cost is €40 million.

## Heat/refrigeration pump

A heat/refrigeration pump is used to provide air-conditioning to hall M. This system simultaneously produces heat and cold using electricity. Its thermodynamic yield has generated energy savings compared to a conventional regulation system. **In 2015**, heat/refrigeration pumps provided 3,800MWh in heat and 2,400MWh of cold. They consumed 1200MWh electricity. This meant we avoided over 700 tonnes of CO<sub>2</sub> emissions.

## Reducing IT consumption

We are gradually optimising the air-conditioning systems in IT server and network equipment rooms. We are progressively upgrading our PC base and systematically implementing auto sleep functions and server virtualisation. We are currently testing remote shutdown of display screens in terminals after closing.

## Cooling is free

Why not use winter temperatures to cool down water in the cold water distribution networks in the terminals? At Paris-Charles de Gaulle, during cold periods, the water circulating in the refrigeration towers is cooled by outdoor air. The water is sent to a plate exchanger where it cools down the cold water distribution network that is used to provide air-conditioning to the buildings. This process has replaced the conventional system using electrical compressors.

Its designers received an award for eco-friendly design at the 2012 Sustainable Development Week.

## Eco-building

Construction of the new headquarters of Aéroports de Paris at Paris-Charles de Gaulle, completion of the extension to the East pier and the VIP pavilion at Paris-Orly, the **2015 Sustainable Development Week** focused on eco-building. From 30 May to 5 June, conferences, exhibitions and seminars were organised by Aéroports de Paris and its partners on the three airport platforms and at the Issy-les-Moulineaux heliport. The week was marked by Aéroports de Paris, Ademe, the agency Qualité Construction and Air France awarding sustainable development label trophies. Of the 17 teams nominated, three were honoured: Air France for the use of biofuel on its Paris-Orly-Toulouse flight, the Aéroports de Paris Energy operational unit at Paris-Charles de Gaulle for the installation of LED lighting in underground tunnels, and Coulommiers flying club for implementing an eco-friendly winch to tow gliders.

## High environmental quality

### 1 – In our airports

- **At Paris-Charles de Gaulle**, our future headquarters, with a surface area of 12,000 sqm, has been designed to obtain HQE™ “excellent” and BREEAM “very good” labels.

Three buildings are HQE™-certified at this airport:

**2011 – The Works Committee building**, the first services building with full HQE certification™ built by Aéroports de Paris.

**2012 – GB3 freight station**. The GB2 station was used to establish the HQE® **framework** for the logistics sector.

**2013 – Hall M**, terminal 2E boarding lounge, HQE™-certified service buildings, a first for an airport.

- **At Paris-Orly**

**2017** – The new **VIP pavilion** will be the first building at Paris-Orly to receive double HQE™ and BREEAM certification\*.

**2018** – **The building linking Orly Sud and Orly Ouest** and the extension to the East pier will obtain HQE certification™.

### 2 – In the Airport City

- **At Roissypole**

**2012 – The Altaï office building**, delivered in 2012, is awarded the double label HQE™ and BBC-Effinergie®; a joint investment by Aéroports de Paris and the Schiphol Group. Annual consumption: 65kWh/sqm.

- **Aéroville at Paris-Charles de Gaulle**

**2013 – The Aéroville shopping centre**, opened in 2013 by Unibail-Rodamco, receives BREEAM certification. It is heated by very low-energy geothermal power above shallow groundwater using 174 heat pumps. Aéroports de Paris is a planner.

- **Cœur d’Orly business district**

**2013 – Launch** of the construction of the first building of the **Cœur d’Orly business district**. All buildings will be HQE-certified™. Roofs will be green, high insulation façades will be treated according to orientation. The first of these, the Askia building, was delivered in 2015.

- **Improving operational performance**

In 2015 we began to look at setting up operational certification like **HQE Exploitation™** or **BREEAM In Use**. Two studies are currently being finalised to assess the potential of the Altaï and Continental Square complexes.



## 2014 extra-financial rating for the environment sector

The extra-financial rating of our environmental performance requested in 2014 was carried out by Ethifinance. Our rating rose 5 points, from 80 (2012 rating) to 85 (2014 rating).

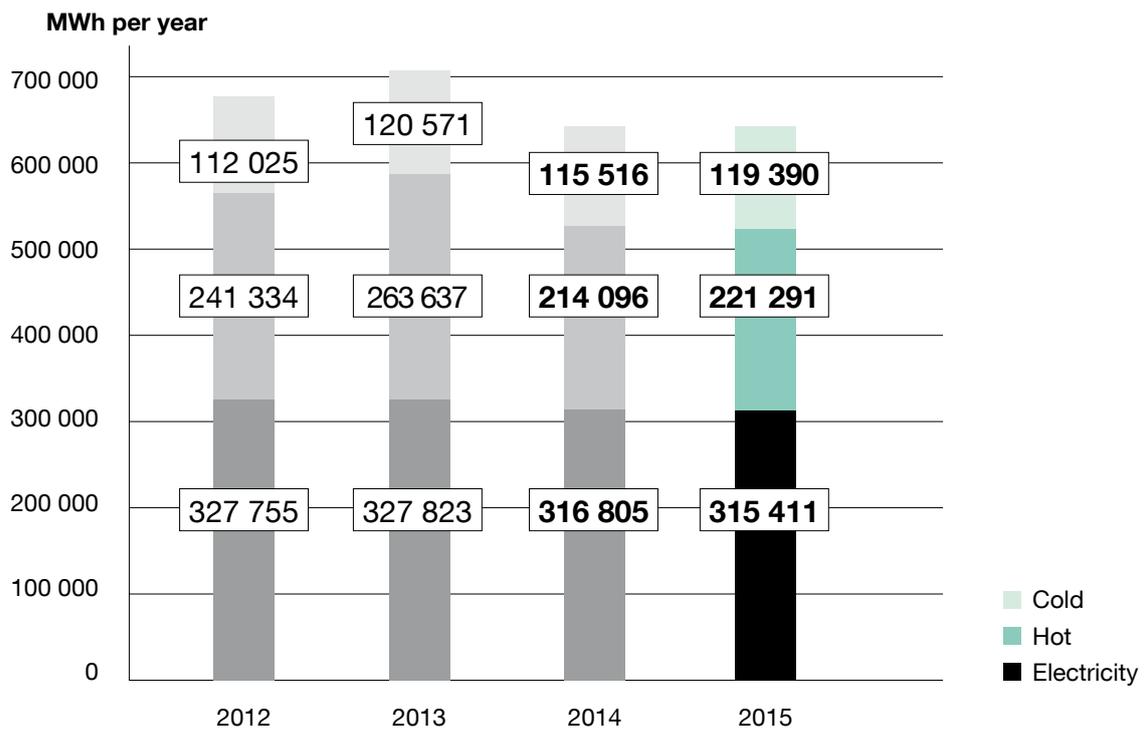
See Appendix 11

## Changes in our energy performance

See Appendix 10

### 8.7% drop in our energy consumption

Between 2009 and 2015, our energy consumption per square metre fell 8.7%. This positive performance is due to us improving the energy efficiency of our buildings. Consumption of renewable energy stood at **12.2%** of the energy consumed by Aéroports de Paris, with a target of 15% by 2015. In 2014, we achieved 15.9% but large-scale maintenance work on the biomass boilers in 2015 temporarily downgraded our results.



### Internal energy consumption, overall and by use, of Aéroports de Paris – 2012-2015.

Since 2009, we have saved about €1 million per year on our energy supplies and reduced our CO<sub>2</sub> emissions by 34.3%.

## Profitable audits

Since 2012, our Real Estate Division has audited and inspected around 110,000 square metres. We were able to take direct measures to reduce our energy bill by 5-10% for the hundred buildings inspected. The return on investment of these measures is less than one year. Total savings delivered in 2013 and 2014 for the buildings in question approached €900,00, taking into account climate variations.

## Sustainable investment: €39 million

The €39 million we reserved for sustainable development investments over the 2011-2015 period led to the completion of our geothermal power plant at Paris-Orly and the biomass power plant at Paris-Charles de Gaulle. Production from these two facilities saves us 27,000 tonnes of CO<sub>2</sub> equivalent per year.



**5.3**

ENVIRONMENT  
AIR, EMISSIONS, CLIMATE



## Our climate commitment

From 30 November to 11 December 2015, our Paris-Le Bourget airport hosted some 40,000 attendees at «COP21», the 21<sup>st</sup> Conference of the Parties to the United Nations Framework Convention on Climate Change.

Hosting this great event was of major symbolic importance for our company.

We are committed to the fight against climate change, and reducing our carbon footprint is one of the cornerstones of our environmental policy. On the basis of the message conveyed by the Intergovernmental Panel on Climate Change (IPCC), we believe in the need to act in order to help “*stabilise global warming at non-hazardous levels*”, which is the main objective of the United Nations Framework Convention on Climate Change.

## Surpassing our targets

**We have greatly surpassed our CO<sub>2</sub> emissions reduction targets set for 2015 with a fall of 34.3% in our CO<sub>2</sub> emissions in 2015 compared with 2009. The 2015 target was -25%.**

We have set new and ambitious targets for the 2016-2020 period, in line with new French guidelines: halving our per passenger emissions between 2009 and 2020 while developing traffic, improving energy performance by 1.5% per year, and producing the equivalent of 15% of our final internal energy consumption from renewable sources.

## Joint manifesto by stakeholders from the air industry

We have set new and ambitious targets for the 2016-2020 period, in line with new French guidelines. These targets were published in June 2015 as part of the [joint manifesto](#) which we signed with Air France-KLM and the French Aerospace Industries Association (Gifas).

In the manifesto we reiterate our shared desire to maintain and strengthen our involvement in the long-term fight against climate disturbance.

**We have committed to three points in particular:**

- 1** - Reduce per passenger airport infrastructure CO<sub>2</sub> emissions by **50%** between 2009 and 2020, while developing traffic.
- 2** - Improve energy performance by 1.5% per year over the 2016-2020 period, representing a reduction of approximately 15% between 2009 and 2020.
- 3** - Set the renewable energies share in our airports' final consumption **at 15%**.

## The Airport Carbon Accreditation



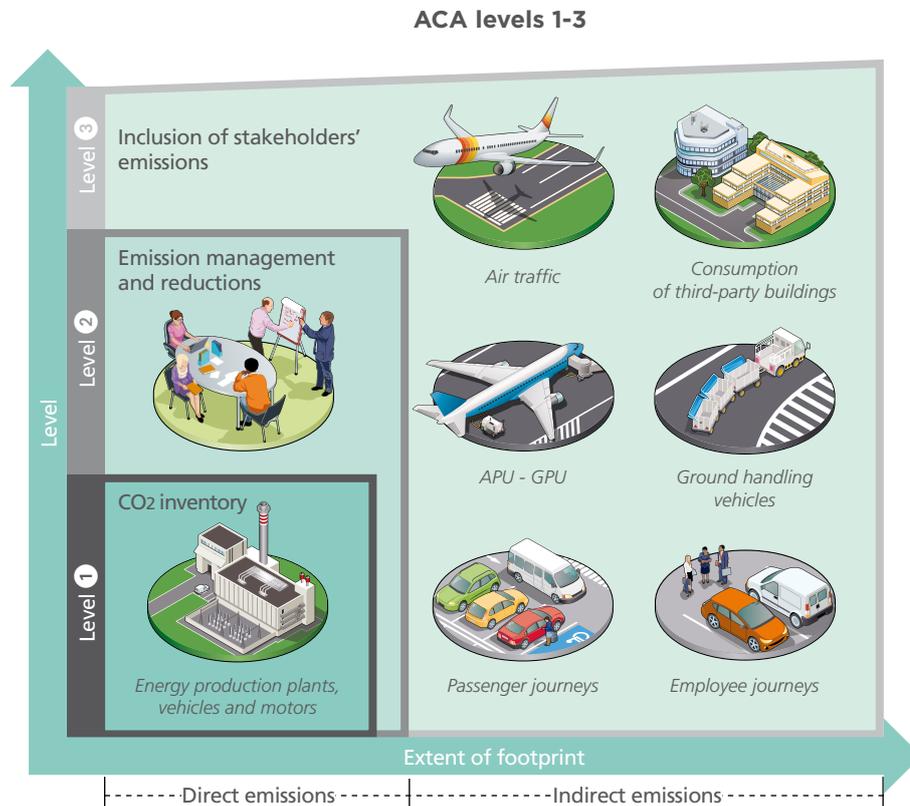
Since 2009 we have been following the [Airport Carbon Accreditation](#), carbon management programme set up by ACI-Europe, the European branch of the World Airport Association. The Airport Carbon Accreditation (ACA) assesses and recognises the efforts made by airports to reduce their greenhouse gas emissions.

## Four performance levels

The performances presented have been verified by an independent third party.

The ACA comprises four accreditation levels:

- 1 – Emissions mapping (*scope 1*);
- 2 – Reduction of emissions (*scope 2*);
- 3 – Optimisation (*scope 3*);
- 3+ – Carbon neutrality (*for scopes 1 and 2*).



## Our accreditation

### Paris-Charles de Gaulle and Paris-Orly

Levels 1 and 2 in 2010 and 2011.

Level 3 in 2012, 2013, 2014 and 2015.

### Paris-Le Bourget

Levels 1 and 2 in 2013 and 2014.

Level 3 in 2015.

## Our climate solutions

### Reducing our impact (scopes 1 and 2)

To reduce our internal emissions, we are acting on the three main sources: our thermal power plants, our electricity and heat consumption and our service vehicles.

**Examples include:** the commissioning of geothermal power plants at Paris-Orly and biomass and photovoltaic power plants at Paris-Charles de Gaulle, which reduced our carbon emissions by over 27,000 tonnes a year;

The refurbishment or construction of low-energy buildings has reduced emissions resulting from our heat and electricity consumption by nearly 4,000 tonnes a year. The replacement of our service vehicles with electric or low-emission cars has reduced the carbon impact of our fleet by 10%.

## Reducing the impacts of the air industry (scope 3)

In partnership with the airlines, Eurocontrol (European Organisation for the safety of air navigation) and the French civil aviation authority, we are applying the Airport Collaborative Decision Making (Airport-CDM) approach, as a result of which we are optimising the traffic flow of aircraft on the ground.

We are committed to the single European Sky mechanism which aims to improve air traffic flow and reduce aircraft fuel consumption by 10% per flight by 2020.

We are installing 400 Hz power points to provide electrical power to aircraft through power sockets. This equipment is a non-polluting alternative to thermal power sources (APU, GPU)<sup>(1)</sup>.

(1) Glossary

## Reduce the impacts of airport activity (excluding aircraft) (scope 3)

We are optimising the travel and mobility of our employees and employees of the companies based at our airports. We promote group transportation which we help to deploy, and we also encourage "active" travel methods such as walking and cycling.

## Controlled mobility

### PDE - PDIE

Almost 90% of our airport employees commute to work by car. Beginning in 2005, we adopted a corporate travel plan (*plan de déplacements entreprise* - [PDE](#)) to reduce the environmental footprint of commuting to work and business travel. Over the years, an increasing number of solutions have been offered to employees to optimise their travel. Our new 2016-2018 action plan was adopted in January 2016. We have also implemented inter-company travel plans (PDIE) with companies based at the airports. Joint initiatives taken within this framework help to improve airport services.

### CDG Express

We are actively working with the SNCF on the CDG Express link project which will provide a 20 minute transport link between Paris-Charles de Gaulle and the capital.

### CDGVAL

Since 2007, 10 million people use the CDGVAL automatic shuttle service every year. The service links the Paris-Charles de Gaulle terminals to the RER B and TGV stations. It prevents yearly emissions of 750 tonnes of diesel and 15 tonnes of nitrogen dioxide (NO<sub>2</sub>), as well as 2,000 tonnes of CO<sub>2</sub> per year.

### Carpooling and active methods

We are a partner of [iDVROOM](#), a commuting carpooling specialist which offers new carpooling services to airport employees. [OuiHop](#)<sup>®</sup>, an innovative instant personal carpooling app, has also been offered to employees. We also promote active travel methods such as walking and cycling. Since 2014, we have mapped soft transportation routes at Paris-Charles de Gaulle and Paris-Orly, which we take into account in our development projects. We also use video conferencing to reduce our employees' travel requirements.

## Air quality monitoring

### Measuring air pollutants

Our accredited [laboratory](#) Cofrac monitors the quality of ambient air at the Parisian airports through its network of fixed and temporary measuring stations. We primarily measure the nitrogen dioxide (NO<sub>2</sub>) and nitrogen monoxide (NO) rates, and the particle (PM 2.5) and ozone (O<sub>3</sub>) levels. We publish the measurement results in real time on our laboratory website.

### Our involvement in public policy

We are involved in the review of the atmosphere protection plans (PPA) and the regional air quality plans (PRQA) for the Île-de-France region. When the last Île-de-France PPA review was approved in March 2013, we signed a [shared commitment](#) by those involved in the air industry as an extension of the 2008 air industry Agreement. This commitment includes initiatives to limit airport emissions.

#### Facts

- **3** Parisian airports and **92** European airports are ACA-certified.
- **34.3% reduction in our 2015 CO<sub>2</sub>** emissions compared with 2009.
- **153** electric vehicles (company fleet) at the end of 2015.
- **177** electric vehicle charging points for our company fleet at the end of 2015.
- **52** video conferencing rooms.
- CDGVAL: **10 million** passengers per year, **2,000 tonnes** of CO<sub>2</sub> **avoided** per year.



## Paris-Le Bourget gains ACA level 3

We did it! Just a few weeks before the opening of [COP21](#), the UN's 21<sup>st</sup> annual climate summit, Paris-Le Bourget airport achieved its own climate-related success. Since 2003 it has been working on a major modernisation plan, which amongst other things has involved setting up a solar and geothermal power plant. It has now been awarded level 3 of the Airport Carbon Accreditation programme, joining Paris-Charles de Gaulle and Paris-Orly which have already been level 3-accredited since 2012.

## Commitment with Paris Action Climat

In October 2015 we signed the Paris Action Climat [partnership agreement charter](#). In it we reiterate our climate-related targets. We also committed to leading initiatives relating to our buildings, activities, waste production, consumption patterns, transportation and renewable energy.

### “Bougez Autrement” Challenge

During the 2015 European Mobility and Road Safety Week, we provided information to our employees on the ways in which they could avoid using their own vehicles for commuting or business travel, including: public transport, video conferencing, Lync communications platform<sup>(1)</sup> and carpooling. These are all ways of limiting mobility requirements and therefore CO<sub>2</sub> emissions, as well as reducing road safety risks. A photo and video competition was held to demonstrate good low-carbon mobility practices. Of the 150 entrants in the “Bougez Autrement” challenge, 22 winners received portable chargers, safety packs and electric scooters, with an electric bicycle awarded to the overall winner.

(1) Glossary.

## 2015 environment roadmap

See Appendix 9

## Reduced CO<sub>2</sub> emissions for aircraft on the ground

During ground handling, aircraft need electricity to operate their air conditioning units and restart their engines. Three types of technology are used for this supply: auxiliary power units (APU)<sup>(1)</sup> aircraft ground power units (GPU) or 400Hz power sockets on the ground. The 400Hz power sockets are the only locally non-polluting devices. At Paris-Charles de Gaulle, the CO<sub>2</sub> emissions from APUs represented up to 5% of the airport's emissions in 2014. This is why we are continuing to roll out 400 Hz power sockets and are strongly urging airlines to use them: all Paris-Orly and Paris-Charles de Gaulle contact stations are equipped with these power sockets. For air conditioning, we have installed aircraft air conditioning supply systems at all contact stations in Hall M.

(1) Glossary.

## Eurocontrol study

We have participated in the study [on adapting the aviation industry to a changing climate](#). This study follows another study by Eurocontrol which was published in November 2014. It was lead by the French civil aviation technical service (Stac), in order to assess French airports' exposure to heat waves, higher sea levels, extreme weather and changes in wind conditions. After the work was completed, Stac created a matrix to assess airports' climate exposure, which we used in our risk mapping.

## Electric or low CO<sub>2</sub> emission vehicles

As at the end of 2015, we have 153 electric or low-CO<sub>2</sub> emission vehicles (compared with 80 in 2014). A network of more than 177 charging points was rolled out in 2014 and 2015, and 34 charging points are now available to passengers at Paris-Charles de Gaulle and Paris-Orly.

## 2005-2015: 10 years of the PDE

In 2005 we launched a company travel plan (PDE) to reduce the environmental footprint of the company's employees. The purpose of the plan was to coordinate employee mobility and to promote the take-up of soft and shared transportation methods. In 2015, ten years after it was launched, the PDE has produced great results. Around 20 initiatives have been launched, including the provision of temporary offices, the deployment of video conferencing, the launch of our "Sustainable Mobility" website and the granting of loans to purchase low-emissions vehicles.

Our new 2016-2018 PDE action plan strengthens existing systems and proposes new initiatives which aim to optimise work structures, develop e-mobility and active methods, and raise awareness amongst employees on sustainable mobility: collaborative tools, transit offices on every site, electric charging points and multi-modal access plans. We have also updated our carpooling solutions. The plan also links the Group's subsidiaries with some of these initiatives.

## R'Pro'Mobilité to support the PDIE

Our PDE has provided a springboard for the inter-company travel plan (PDIE) for our three main Paris region airports. The PDIE links 26 companies representing a total of 59,000 employees.

[Our inter-company travel plans](#) (PDIE) were implemented at Paris-Charles de Gaulle in 2011, at Paris-Orly in 2012 and at Paris-Le Bourget in 2013. We are also involved in the Versailles Grand Parc urban area PDIE.

In 2014, to support the PDIE at Paris-Charles de Gaulle, we set up the [R'Pro'Mobilité](#) association with Aéroville, Air France, CIF Keolis, FedEx Express, La Poste and ICTS. These seven companies, which alone employ 50% of the airport workforce, have committed to promoting green mobility. R'Pro'Mobilité will launch its first initiatives in 2016.

## Our "Sustainable Mobility" website

We launched our "Sustainable Mobility" website during the European Mobility and Road Safety Week in September 2015. The website provides an overview of all of the solutions offered to employees to reduce their mobility requirements or limit the carbon footprint of their commuting to work and their business travel.

## Simple carpooling

In 2015 we became a partner of [iDVROOM](#), a specialist in commuting carpooling services, and launched the "Parisian Airport Carpooling" community. This community of "carpoolers" offers employees working at Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget the opportunity to contact other employees working for different companies based at these airports. [OuiHop](#)<sup>®</sup>, an innovative instant personal carpooling app, is also available to employees. It provides real-time matches of motorists and pedestrians taking the same journey. The app eliminates usual carpooling constraints such as organisation and planning.

## Video conferencing

Our employees have been using video conferencing for several years. We upgraded this solution in 2015 by installing Lync technology on employees' computers. Users of this communication platform can interact with several participants at once, or connect to video conferencing rooms.

## Accessibility

### CDG Express

Planned for 2023, [CDG Express](#) will provide a 20 minute, direct link between Gare de l'Est and Paris-Charles de Gaulle. A dedicated, high quality public transport link with the airport, comparable with those serving international airports of a similar size, is an essential attribute. Currently, the airport can be accessed from the capital either via the RER B or via the A1 and A3 motorways. CDG Express will also increase the economic appeal of the Île-de-France region, while boosting our country's image overseas. This project represents a total investment valued at €1.7 billion, and meets one of the State's 2013 pledges made during announcements on the extension and modernisation of Paris's transport links under the "Nouveau Grand Paris" initiative. The research firm, CDG Express études SAS, in which the State, Aéroports de Paris and SNCF Réseau are shareholders, was set up in June 2014 to conduct all the research needed for the successful completion of this link project. CDG Express will also contribute to lowering CO<sub>2</sub> emissions as part of the fight against climate disturbances.

### The metro is coming to Paris-Orly

The arrival of metro lines 14 and 18 at Paris-Orly has been brought forward from 2027 to 2024. Line 14 will be extended to the South, from Olympiades station to the airport. Line 18 will go from the Versailles-Chantiers station to Paris-Orly, via Massy. Users will be able to reach Paris city centre in 17 minutes, with trains every two minutes during busy periods. The construction of Paris-Orly underground station will begin in 2018.

## Survol study on air quality

The Île-de-France regional health and environment plan (PRSE) will study the impact of air traffic around Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget. As part of the [Survol study](#) carried out by the regional prefecture, we have been involved in producing a data model for air quality around our airports. This important task was performed by Airparif, the Paris region network for air quality monitoring.



## 2011-2015 roadmap and review

See Appendix 9

## 2015 table of environmental indicators

See Appendix 10

## Airport Carbon Accreditation (ACA)

### Review of CO<sub>2</sub> emissions from Paris region airport activities

**Internal, direct and indirect Aéroports de Paris emissions** for Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget fell by 34.3% in 2015 compared with 2009. These positive results are due to a fall in the fossil fuel consumption of our thermal power plants, and to the operation of our renewable energy production plants.

See ACA review – Appendix 15

### Reducing the impacts of the air industry

At Paris-Charles de Gaulle, the average aircraft taxiing time has fallen by 10% compared with 2007, following the implementation of Airport Collaborative Decision Making (Airport CDM).

## Air quality information provided by the laboratory

Indicators on changes to air pollutant emissions (excluding CO<sub>2</sub>) are available on the [laboratory](#) website.



**5.4**

ENVIRONMENT  
WATER



\* invested

## Reducing consumption

### Target and review

We have set ourselves the target of reducing our internal drinking water consumption by 5% per passenger between 2014 and 2020.

We have set up a number of systems in order to achieve this goal. Across all our terminals, water consumption is monitored by supervision and the water is automatically cut off if an unusually amount of water is drawn. Metering helps us to quickly identify leaks and act fast. We collect and recycle rainwater for various uses. We have also rolled out water-saving equipment in our airports' toilet facilities.

### A new policy with new targets

As part of our "Water" master plans we plan to promote the infiltration of rainwater. This initiative will enable us to limit flood risks in the event of extreme weather conditions.

### Managing the water cycle

At our airports, we manage the entire water cycle from the drinking water supply to the treatment of runoff water. We are responsible for this management both for our own activities and for those of our partners.

#### Waste water and rainwater

Collected waste water is discharged into regional networks which route it to treatment stations in the Paris region. We use "Water" master plans to control the management of this process.

**Offsetting** - Paris-Charles de Gaulle and Paris-Orly together comprise 1,500 hectares of sealed surface area. We are committed to limiting and offsetting new sealed areas during airport planning work by creating storage ponds with a capacity of 500 m<sup>3</sup> per hectare.

**Monitoring** - We have implemented a [monitoring](#) procedure for discharged waste water and rainwater from various activities and industries within the airport area. We also monitor water tables.

**Treatment** - Paris-Charles de Gaulle and Paris-Orly have rainwater treatment plants (known as STEPs). These plans meet the requirements for discharging water into the natural environment as set out by the prefectural decree specific to each airport. At Paris-Orly we have put in place wetland filtration planted with reeds to assist the decontamination of winter runoff water. At Paris-Charles de Gaulle we have opened a test plant treatment site (phyto-purification) as well as implementing the separation of runoff water during the winter period.

### Soil

Our procedures to prevent and manage the risk of soil pollution were rolled out in 2014. Our laboratory monitors soil quality. It therefore checks whether our sites' environmental statuses are compatible with their use and/or with development projects, in order to treat any identified pollution where required.



## Saving drinking water

### Recycling rainwater

In the interest of using our natural resources sparingly, we have set up rainwater recycling systems in several buildings within our terminals. We re-use over 70,000 m<sup>3</sup> of runoff water every year: it supplies our cooling towers at Paris-Orly, and our toilet facilities in the A/C link building at Paris-Charles de Gaulle. Our Orly South terminal toilets have been fitted with water-saving flushes, which should **reduce** the terminal's drinking water consumption by **12%** per year. At Paris-Charles de Gaulle, we are looking into the option of collecting rainwater from the T3 terminal and fire station roof. This water could be used to test fire hoses.

### Dry urinals

Since 2014, we have been testing dry urinals for passengers at Paris-Charles de Gaulle terminal 2A. On a generalised basis, each urinal **will save 200 m<sup>3</sup>** of water per year.

## Managing runoff water

### Wetland filtration at Paris-Orly

In the winter, the airport's [runoff water](#) is full of aircraft and runway de-icing products. This water is sent to a buffer pond, where it undergoes bacteriological and oxygenation treatment before being discharged into the natural environment (see Appendix 20). The Paris-Orly buffer pond has a capacity of 13,000 m<sup>3</sup>. Since 2013, the final stage of decontamination is completed in 6,500 sqm of wetland filtration planted with reeds. It is the largest wetland filtration area in a French airport, and required a **€4** million investment, 20% of which has been provided through grants from the Seine-Normandy Water Agency.

### Plant treatment

In April 2014 we opened a test plant treatment site at Paris-Charles de Gaulle (phyto-purification). This particular 2,000 sqm piece of grassland area absorbs melted ice water from the T2G terminal runways at Paris-Charles de Gaulle. Rhizomes from the plants have the capacity to break down the glycol used to de-ice aircraft.

### Water separation

At Paris-Charles de Gaulle, we have signed an agreement with the Interdepartmental Federation for the Paris urban area (*Syndicat interdépartemental pour l'agglomération parisienne* - SIAAP), which enables to send our most concentrated effluents to one of its treatment plants. We have therefore implemented a system to separate these effluents, which are held in buffer ponds before being routed to the SIAAP facility. This water is saturated with winter products, and therefore provides the SIAAP facility with the carbon and nitrogen that it needs to decontaminate urban waste water as well as our waste water. We have also built a new 6.5 km pipe between the Renardières pond and the Seine-Saint-Denis departmental council network. This pipe delivers water saturated with melted ice water for treatment by the departmental authorities.



## 2011-2015 roadmap

See Appendix 9

## 2015 table of environmental indicators

See Appendix 10

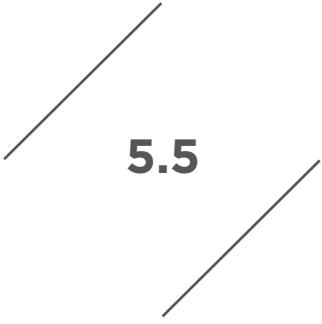
### Saving drinking water

#### Re-using rainwater

We collect and recycle 72,600 m<sup>3</sup> of rainwater for all three Paris region airports, reducing our overall drinking water consumption per passenger by 4% per year, which represents a saving of approximately €150,000 per year.

#### Water-saving equipment

The fitting of water-saving toilet flushes at the Orly South terminal reduced the terminal's annual drinking water consumption by 12% in 2014.



**5.5**

# ENVIRONMENT WASTE



## Our responsibility

As the owner and operator of our airport hubs, we manage the waste produced by our operations as well as that of our partners.

**Non-hazardous waste:** we manage the collection of non-hazardous waste and define the rules for sorting it and the placement of containers. We also provide instructions on how to transport non-hazardous waste.

**Hazardous waste:** we provide joint management of hazardous waste to our partners. Hazardous waste is either recycled or processed in accordance with the regulations which apply to each waste type.

## Our waste recycling targets

Our environmental policy for the 2016-2020 period aims to:

- **achieve 45%** recycling of non-hazardous internal waste materials;
- **achieve 70%** recycling of building waste with re-use of demolition materials;
- **develop** the bio-waste network.

Our policy complies with the provisions of the Grenelle 1 and 2 laws and the law on energy transition for green growth (LTECV) enacted in August 2015.

We encourage our partners to adopt best practices for waste reduction at source and the recycling of waste materials.

## Selective recycling

We have set up selective recycling in terminals, at our offices and at Paris-Charles de Gaulle terminals 1 and 2. [Recycling bins](#) are available to passengers in all of our terminals. All of our offices have collection boxes for paper, printer cartridges and cups. In some terminals we have created the role of waste management assistant, to help waste producers to sort it properly.

## Circular economy

We promote the circular economy. We organise regular collections of second-hand uniforms. As part of our sponsorship projects we collect and distribute Aéroports de Paris property to integration charities: furniture, computers, farming equipment and emergency vehicles. Our Environment and Sustainable Development Centres maintain regular contact with recycling plants. We used the 11<sup>th</sup> Sustainable Development Week in 2014 to focus on recycling and re-use. Together with the public development establishment (EPA) of Plaine de France, we ordered a study into the feasibility of implementing a circular economy system in the Grand Roissy region.



## Recycling of materials

### Paper

Paprec will be performing our selective waste recycling services at Paris-Charles de Gaulle and Paris-Orly from 2016. Its contract covers the recycling of paper used by our company. We are also members of Ecofolio, an eco-organisation tasked by the French State with increasing paper recycling rates. We have committed to a 5% fall in our paper consumption between 2010 and 2015.

### A meal in your motor

Since 2014, we have been collecting used oil from the four company restaurants at Paris-Orly. This waste is converted into biofuels. We have experimented with recycling food waste from our employee restaurants at Orly South and at Parc Central. 20 tonnes of waste were transported to a methanisation plant near to Paris-Orly, and generated nearly 2,000 m<sup>3</sup> of recoverable biogas. Food waste collections will also be extended to companies in the Orly West terminal.

### Haute couture

In 2015, environmental responsibility was implemented for the festive period. As well as re-using our decorations from Christmas 2014, a troupe of actors and dancers clothed in haute couture outfits made entirely from recycled materials distributed gifts to passengers.

### Scrap metal

Operation White Tornado: Between 26 October and 9 November 2015, we removed 200 pieces of equipment and machines which were obstructing traffic areas at Paris-Charles de Gaulle. Reconnaissance work identified the waste resources and the relevant facilities to process this waste. A total of 61 tonnes of scrap metal was collected and sent to recycling facilities.

## Circular economy

### Facility

Together with the Plaine de France EPA, we also ordered a study into the feasibility of setting up a circular economy in the Grand Roissy region. Conducted across six business segments by students at the Paris Sciences Po University, this study believes that it would be possible to set up a closed system for building and construction waste, bio-waste and textiles.

### Recycling plants

During the 2014 Sustainable Development Week, the Paris-Orly Environment and Sustainable Development Centre, in partnership with the Portes de l'Essonne recycling plant, suggested that airport employees should put any old items that were still in good condition into a recycling bin, made available throughout the month.

## Good sorting habits

### Waste management assistants

Since 2013, our [waste management assistants](#), hired from an organisation that assists the long-term unemployed to find work, help waste producers\*\* at terminals 1 and 2E at Paris-Charles de Gaulle to properly sort waste. With their help, the waste recycling rate increased by five points in just a few months.

### Soft toys

In 2012 we released a [video clip](#) showing the new bins available in the terminal for the separated collection of drinks cans and plastic bottles. The film, which was shown in terminals and online, uses off-the-wall humour to promote waste sorting. It features soft toys made from recycled plastic bottles, using our terminal's services and raising awareness amongst other users. In 2013 the film received a Green Awards prize at the Deauville International Film Festival for best ecology and sustainable development corporate film, as well as the Silver prize at the Cannes Corporate Media and TV Awards.

### Trophy

First Stade was awarded a trophy during European Sustainable Development Week for its contribution to improving waste management. This organisation, which assists the long-term unemployed to find work, collects recyclable waste sorted by our companies, and routes it to approved facilities for recycling. Assigning all of our collections to a central service provider keeps costs down and lowers environmental pollution for our producers.

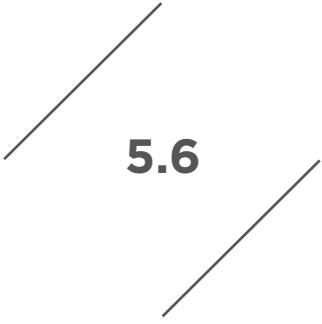


### 2011-2015 roadmap

See Appendix 9

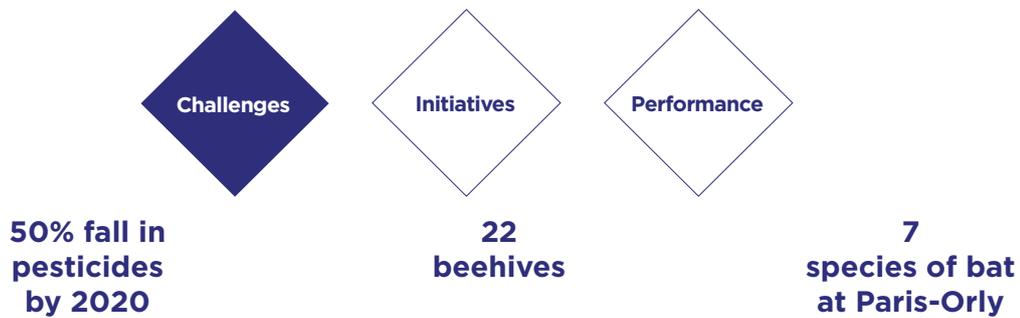
### 2015 table of environmental indicators

See Appendix 10



**5.6**

# ENVIRONNEMENT BIODIVERSITY



### Three areas for action

The protection of biodiversity forms an integral part of the company’s strategy, and is based around three areas:

- improving internal knowledge;
- restoring or preserving habitats and notable species;
- strengthening communication and interaction.

### Our programmes

In 2014 we conducted a biodiversity assessment of the regions in which our three main airports are based. In 2015 Paris-Orly joined forces with the association “Hop Biodiversity”. We are integrating the results of this work in our development policy and in our projects. Our planning guides already contain specific recommendations.

### Pesticides and alternative practices

As part of the Ministry of Agriculture’s eco-friendly plant programme, Écophyto, to reduce the use of pesticides, in 2010, we signed a framework agreement on the professional use of pesticides in non-agricultural areas. This agreement committed us to respecting alternative practices to maintain green spaces, and to halve our use of pesticides between 2008 and 2015.



### Green waste

We have large grass areas and produce vast quantities of green waste which we recycle (in 2015 approximately 700 tonnes of green waste was recycled). At Paris-Charles de Gaulle and Paris-Orly, grass cuttings are composted and then re-used in our green spaces. In summertime, farmers from the Paris region collect up to 350 tonnes of hay from the grass strips surrounding the restricted area.

### Smart weed management

Since 2012, we have been using a weeding system at Paris-Orly which uses an infra-red laser to identify weeds on aircraft taxiways, and only applies the weed killer to the areas in which it is needed. The system also uses GPS positioning to memorise (within one metre) the sections which have already been treated. This has provided an 85% increase in the amount of healthy vegetation saved. A new spreading rail has also provided time savings of close to 60%.

### Green grazing

At Paris-Charles de Gaulle, nine Solognote sheep graze in 4,000 sqm of enclosed green space, located between the runways and terminal 2F.

## Hop'Biodiversité

The association [Hop'Biodiversité](#) was founded in the spring of 2015 and studies the biodiversity of aeronautical grasslands. Working in restricted areas, scientists and volunteers selected from our employees have created an inventory of ordinary biodiversity, as well as unusual species of plants, insects, amphibians, birds and mammals living at Paris-Orly airport. This process has been recognised by the ministry responsible for ecology as an integral part of the national biodiversity strategy.

## Tree inventory

In 2012 we created an inventory of our trees at Paris-Charles de Gaulle. The airport boasts a total of 800,000 trees and bushes, including some unusual species such as Lebanon cedars which are over 250 years old, a ginkgo biloba which may be as much as a thousand years old, and a sequoia with yew leaves, one of the largest trees in the world!

## A special flower

The (*Damasonium alisma*) starfruit is an extremely rare flower which is on the International Union for the Conservation of Nature's European red list. One of its main homes in the Paris region, the Plateau de Saclay, was threatened by a site opening. Under an agreement signed with the Paris-Saclay public institution and in collaboration with the Ecosphère consultancy firm, we have rebuilt the small ponds in which the starfruits flourish on the land of the Toussus-le-Noble airfield. Several hundred cubic metres of land were amply planted with the flower's seeds. By the summer of 2013 the starfruit flowers had adapted to their new wet habitat, confirming the success of this special project.

## Our gardens

A team from Paris-Orly's Environment and Sustainable Development Centre has designed a [biodiversity garden](#), which is open to all.

At Paris-Charles de Gaulle's Environment and Sustainable Development Centre, six gardens are vying to maintain biodiversity: [the French garden](#), the Japanese garden, the Land Art garden, the grassland, the orchard and the market garden.

## Our bees

We keep [beehives](#) at our three main Paris region airports, and at the general aviation airport in Toussus-le-Noble. We have a total of 22 producing honey which has been declared safe for consumption. We have also signed an agreement with the French national beekeepers union.



## Biodiversity roadmap

See Appendix 9

## 2015 table of environmental indicators

See Appendix 10

## Alternative practices

Since 2010, we have applied alternative practices to maintain our green spaces in non-agricultural areas. We reduced our pesticide consumption by 50% between 2008 and 2015.



# 6.

## ADP GROUP COMMUNITY INVOLVEMENT

We invest €2.2 million each year in our partnerships with local authorities, socio-economic players in the areas surrounding the airports, not-for-profit organisations, elected officials and State representatives. Active participation in the development of the surrounding regions is what drives our economic and social cooperation policy.

**Policy and commitments**  
**Social cooperation and employment**  
**Life on the platforms**  
**Regional development**  
**Dialogue with local residents and communities**  
**Help with soundproofing**  
**Solidarity**

6.1

# COMMUNITY INVOLVEMENT POLICY



\* 2014

\*\* BIPE Survey

## Our commitments

Among the priorities of our development strategy, which promotes competitiveness in air transport and the attractiveness of our country, is to share growth with the regions where we operate.

To meet some of these priorities, we invest €2.2 million each year in our partnerships with local authorities, socio-economic players in the areas surrounding the airports, not-for-profit organisations and State representatives (see our roadmap – Appendix 9).

## Our responsibility

Our business activities and those of the airport stakeholders as a whole directly shape the local economic development and living environment in our host communities.

Our three main platforms generate more than 8% of paid employment in the Paris region. More than 120,000 people work for nearly 1,000 companies located in the airport hubs. Over 340,000 direct, indirect, induced or catalytic jobs<sup>(1)</sup> are generated by our activities (2011 figures).

(1) Glossary.

## Our policy

A major developer and economic stakeholder in the Paris region, we work with the regions in which we are based to increase their appeal and competitiveness. We want to ensure that the wealth created by the airport business benefits local populations as well.

Our ambition is to become the European benchmark for corporate social responsibility. Our economic and social cooperation policy is structured around three main objectives.

- 1** – Support of employment policies to provide opportunities to the local residents of the regions in which our three airports are located.
- 2** – Economic development and promotion, at the regional, national and international scale, of the regions of greater Roissy-Le Bourget and greater Orly.
- 3** – A reciprocal relationship based on trust with local elected officials, not-for-profit organisations and local residents.

## Our organisation

### Environment & Sustainability Division

Our economic and social cooperation policy, is led by the Environment & Sustainability Division (ESD). Its work is rolled out through local authority delegations – one for Paris-Orly and the other for Paris-Charles de Gaulle and Paris-Le Bourget. Around 10 divisions are constantly mobilised to implement our commitments (Appendix 8 and Appendix 3).

### Partnerships

We mainly act through **partnership** programmes to boost **access to employment** for local residents, to support **local businesses**, and to support regional development.

## Building with the regions

We contribute to the collective construction of regional attractiveness and dynamism within dedicated organisations and alliances, such as [Hubstart Paris Région](#)<sup>®</sup> and Orly International (see page 114 and 116). Our partners include local and regional authorities, the French State, development agencies, chambers of commerce and industry (CCI), competitiveness clusters, public planning agencies and companies.

In our areas of expertise, we contribute to **regional development projects**. We are highly committed to improving access to our airports in the framework of the Grand Paris (greater Paris) project.

## An NGO at the core of our corporate social actions

One of the linchpins in these partnerships is [Planèt'AIRport](#). An NGO with special consultative status at the UN Economic and Social Council since 2015, Planèt'AIRport is also accredited since 2014 by the French National Assembly and the Senate and can support projects eligible for public funding (see page 101).

The NGO has six autonomous association structures (see Appendix 17). In 2015, [the association AIR](#), owner of the Planèt'AIRport brand, changed its corporate name and adopted its brand name. AIR specialises in training.

The brand is driven by 30 volunteer employees, including 15 permanent staff.

## Relaying city policies

We support public policies, notably by signing up to conventions proposed by the State.

In employment, we signed the Plan Espoir Banlieues (in 2008), and the [business and districts \(Entreprises et Quartiers\) charter of the ministry of urban affairs](#) (in 2013), as well as the implementation agreement for this charter. We are members of the permanent committee for this charter. In 2014, we worked with the ministry of urban affairs' on its plan to develop entrepreneurship in inner city areas and with the ministry of the social and solidarity economy.

Since 2015, we have contributed to roll out the business and districts charter by signing implementation agreements with local authorities or entering into partnerships with companies in the regions who desire it. We are committed to ensuring that local residents and SMEs benefit from the services of [Planèt'AIRport](#).

The economic and social actions conducted regularly by our regional delegations also focus more specifically on districts and businesses affected by the State city policies.

## Business, employment and training observatories

The business, employment and training observatories are available to decision-makers and those involved in the areas surrounding the airports.

Through their work, companies, local councils and employment assistance bodies have good visibility regarding changes in the employment at airports in the greater Paris region.

### Two main tasks

- 1** - Carrying out an annual employment survey in companies and public services working on the three airport platforms (see page 101).
- 2** - Conducting and publishing prospective studies of future employment trends in the airports' main activity sectors (see page 101).



## Planèt'AIRport

### International consultative status

The [Planèt'AIRport](#) brand was set up in 2008 and became an association in 2015. Since July 2015, it is recognised as an NGO with a special consultative status by the United Nations' Economic and Social Council. The NGO can be consulted on questions relating to UN policies and programmes in its areas of expertise.

This change of scale also allows it access more resources, conduct its work in the framework of larger campaigns, and promote its own services and skills.

Planèt'AIRport today has six autonomous structures: Planèt'Airport, Adife (endowment fund), Papa Charlie, First Stade, Teach'AIR, *AERO* Compétences and Comité Habitat.

### The Planèt'AIRport charter

In 2015, Planèt'AIRport drew up a charter to underlie any new partnership with organisations, companies and other towns wishing to avail of its services. This charter allows partners to take a clear stand on their reciprocal socially responsible commitments.

### Regional weaknesses

In October 2015, Planèt'AIRport relayed the work of the national partnerships observatory by presenting the Phare-entreprises study on regional weaknesses. This study gives an overview of companies' capabilities and willingness to engage with general interest associations to overcome these difficulties together.

## Business, employment and training observatories

### 2014 survey

	Total	of which	Companies
<b>Paris-Charles de Gaulle</b>	88,600	85,100	700
<b>Paris-Orly</b>	27,000	25,800	250
<b>Paris-Le Bourget</b>	3,750	3,460	80

### 2013 survey

[Paris-Charles de Gaulle](#)

[Paris-Orly](#)

[Paris-Le Bourget](#)

### Studies

- 1 - [The socio-economic impact](#) of Paris-Orly, Paris-Charles de Gaulle and Paris-Le Bourget airports
- 2 - [Recruitment procedures](#) at Paris-Charles de Gaulle airport companies
- 3 - [Airport employment and activity](#) in Europe
- 4 - [Professional integration of young people](#) living near the Paris airports

In 2012, we heard from 35 young job seekers living close to the Paris-Charles de Gaulle and Paris-Orly airports. They gave us their view of the world of work, in airports in particular, and their feelings about their training, their professional future, their geographical proximity to the airport and their job-hunting experience. Airports constitute an opportunity for these young people from neighbouring communities. And they represent an opportunity for us because they meet our needs.

See also: [Entrevoisins.org](#)



## 2014 extra-financial rating for community involvement

See Appendix 11

## 2015 roadmap for community involvement

See Appendix 9

## 2015 table of community involvement indicators

See Appendix 10

6.2

# COMMUNITY INVOLVEMENT SOCIAL COOPERATION



**2,298**  
**beneficiaries**  
**of Planèt'AIRport training**  
**in 2015**

**4,457**  
**Appointments**  
**in 18 years**  
**thanks to Papa Charlie**

**200**  
**visitors to**  
**the Caravane de**  
**l'entrepreneuriat\* (mobile**  
**entrepreneurship unit)**

\* mobile entrepreneurship unit

## City policies

For the past 20 years, we have been investing in employment programmes tailored to the requirements of the airport industry.

Signatories of the [Companies and Neighbourhoods \(Entreprises et Quartiers\) Charter of the ministry of urban affairs](#) since 2013, we are now rolling out the charter on a regional level, in accordance with State guidelines. All our employment initiatives now target the cities covered by city policies. Implementing agreements were signed in 2015 with Essonne, Seine-et-Marne and Seine-Saint-Denis.

These roll-outs are based on Planèt'AIRport branded services and on the employment initiatives of our regional teams.

Three Group's divisions in particular have been involved in this roll-out – the Environment & Sustainability Division, the Human Resources Division and the Purchasing Division – as well as our subsidiary, HUB SAFE, which specialises in security and safety.

## Planèt'AIRport, a complete programme

Under the Planèt'AIRport brand, a complete programme of general interest and social responsibility initiatives is being rolled out (see Appendix 17). Since 1990, 2,000 local residents have benefited every year from socio-professional education, advice and support services.

Planèt'AIRport includes [vocational training](#), integration strategies via economic activity (First Stade), mobility assistance (Papa Charlie) and housing (Comité Habitat). This programme also offers companies employment-related services.

### Future recruitment

As part of future recruitment with the national 'Emplois d'avenir' label, our Human Resources Division is committed to favouring Planèt'AIRport interns as of 2013. In 2014, we recruited people to reception and maintenance posts (12 people in 2014 to customer reception posts).

## AERO Skills, qualifying training

We are partners in the regional community grouping [AERO Compétences](#). Since 2011, this grouping has rolled out a qualifying programme funded by the Île-de-France region. Training is adapted to meet the needs of airport companies. Training courses are free of charge and last between four months and one year. Jobseekers have the status of paid interns. Since 2014, we have had 600 sqm of equipped premises at Paris-Charles de Gaulle and Paris-Orly.

## Papa Charlie mobility assistance

Since 1997, the [Papa Charlie](#) association (Planèt'AIRport mobility), has been running a low cost car rental service for jobseekers and new employees in the Paris region. On average, **over 200 people** benefit from this rental offer every year to travel to work or attend job interviews at our airport. Papa Charlie is recognised as good practice by the UN's Global Compact. Papa Charlie has a versatile fleet of between **80** and **160** vehicles.

## Job discovery seminars

Our [“Discovering airport jobs” seminars](#), organised by our Environment and Sustainable Development Centres, are open to jobseekers who want to work in our sector. They are held twice a year for four days at Paris-Charles de Gaulle and three times a year for three days at Paris-Orly. They serve to present our jobs. We offer educational workshops. Interns receive personalised advice and meet companies and training bodies which can support them in their career plans.

## “Job meetings”

Together with employment players in the Grand Roissy-Le Bourget and Orly regions, around the Paris-Charles de Gaulle and Paris-Orly platforms, we take part in the organisation of “Job meetings”.

## Priority areas of the city

### Around Paris-Charles de Gaulle

Since 2009, we have supported priority education networks (Éclair, RAR, RRS) set up for pupils and students of primary and secondary schools in the priority areas of the city or communities impacted by our airports.

In 2015, we devised the “Careers guidance” initiative, due to be rolled out in 2016, which aims to guide students towards skills that are of use in the region’s priority sectors (see page 108).

We organise visits for pupils who are finishing high school and who are taking up the work experience option, and for lower and higher secondary students, with the help of companies and secondary school teaching staff. We are co-founders of the Schools for a second chance in Courneuve (93), Cergy-Pontoise, Argenteuil and Sarcelles (95). The aim of these schools is the professional integration of young people who left the school system more than a year previously.

### Around Paris-Orly

In 2010, we signed an agreement with the School for a second chance in Val-del-Marne (in Orly and Créteil). We organise visits for pupils who are finishing high school and who are taking up the work experience option, with the help of companies and secondary school teaching staff.

## Integration by economic activity

### First Stade

A structure for integration via economic activity, in May 2015 [First Stade](#) became an independent, self-funding association. Being part of the social and solidarity economy, it can also sell new services, in addition to its traditional role of providing local courses. First Stade (Planèt’AIRport IAE) takes on 6 employees every 6 months.

### Sheltered sector

We support integration companies through our community-minded purchases or our donations to the sheltered and protected employment sector. (See “Responsible purchasing” page 31 and “ADP Foundation”, page 128)

### Integration clauses in our contracts

Since 2013, we have made provision for [integration clauses](#) in our contracts. This is notably the case of contracts for the extension of the East pier (see page 107) and for the construction of the connecting building at Paris-Orly.

## Roissy CDG public interest group for employment

### Specific services

We have been partners of the Roissy CDG public interest group for employment since it was established. The public interest group implements and supports joint actions to offer local residents a range of educational services adapted to the jobs and needs of local companies. It delivers training in airport English leading to certification.

### Employment centre and campus

To create a true centre of excellence in the Grand Roissy-Le Bourget region and to boost employment initiatives, we are lending our support to two major CDG public interest group for employment projects: the creation of a business, employment and training centre and of a jobs and qualifications campus.

## Governance of the Roissy CDG public interest group for employment

Governance of the Roissy CDG public interest group for employment involves support from five financial backers: the State, the Region, the departmental councils of Seine-Saint-Denis and Seine-et-Marne and Aéroports de Paris. Its employment and training strategic orientation committee (Cosef) brings together stakeholders in Grand Roissy with expertise in this field.



## An employment centre for Grand Roissy

Plans for a future business, employment and training centre in Grand Roissy, which we are supporting via the Roissy CDG public interest group for employment, reached consensus in 2015, upon completion of an advisability study. The feasibility study was launched in January 2016.

### A flagship centre

This project aims to create a federating flagship centre, where:

- inhabitants (students, jobseekers, employees), employers and stakeholders in Grand Roissy, will find shared careers, employment, business and training services;
- regional stakeholders (companies, public and private sector employment and training services in particular) will have a pooled resources centre and a forum for discussion and coordination.

### Four components

This project is structured around four key components:

- a business centre labelled using Univercience criteria ([epic<sup>\(1\)</sup>](#) overseen by the ministry of research and the ministry for culture, charged with promoting the culture of science and technology);
- public and private sector employment and training services grouped together (such as the Roissy CDG public interest group for employment, the employment agency (Pôle Emploi) at CDG, temporary employment agencies, Planèt'AIRport, etc.);
- a "training hotel", a specific training space for their implementation;
- the pooling of resources, means and services.

### A consensus

The advisability study, completed in 2015, showed a consensus, in particular, with regard to the cohesion that this collective project is likely to generate between regional employment sector operators and the transparency that it is likely to offer with regard to the needs of companies and jobseekers.

(1) Glossary.

## Integration - First Stade is growing

Since 2009, [First Stade](#), a Planèt'AIRport integration organisation, has had the status of autonomous association. Now capable of self-funding, the company is in receipt of an €84,000 grant over three years from Aéroports de Paris, under an agreement signed for 2016-2018. Its governance comprises Papa Charlie, Aéroports de Paris and Savi, an association of companies from the Villiers-Sarcelles business park, in the urban free zone.

First Stade (Planèt'AIRport IAE) is now expanding the scope of its business. In addition to providing regional courses, since January 2015, it has been operating a low-cost vehicle rental service for employees experiencing financial hardship. This is in addition to the [Papa Charlie](#) service. It also makes e-commerce deliveries. By providing all these different services, First Stade integration employees re-engage with working life and move forward with their career plans.

In 2015, it also developed a business collecting recyclable waste, in particular, bottle tops. The proceeds of their resale for recovery are used to purchase guide dogs for the blind, thereby facilitating visually-impaired workers' access to employment. This initiative was awarded the Sustainable development label by Ademe, Air France and Aéroports de Paris during the 2015 Sustainable Development Week.

First Stade takes on 6 employees every 6 months. It has 46 member companies. It operates a fleet of 80 rental vehicles.

## Integration clauses for the East pier

In 2013, as part of the plan to extend the East pier of the South terminal at Paris-Orly, our South terminal economic and social cooperation unit made a proposal to our Purchasing Division to include social integration clauses in some of the contracts for the project. We therefore agreed to devote 5% of working hours to social integration.

In 2015, the pilot scheme operated at this site proved a success. The target of awarding 25,000 working hours to social integration companies across 11 construction contracts was met three months prior to the completion of the works, due in March 2016. The 26 employees on integration schemes are welfare beneficiaries, long-term jobseekers, workers with disabilities or young apprentices. 92% of them are from Val-de-Marne and Essonne. The contract terms range from less than one month to 16 months and span thirteen trades: labourer, electrician's assistant, carpenter's assistant, plumber's assistant, administrative assistant, cleaner, assistant form worker, machine operator, traffic operator, lift operator, site logistics worker, draughtsman, mason for external works.

Integration clauses are foreseen for all our contracts worth more than €10 million and managed by our Purchasing Division as part of the Company's responsible purchasing policy.

## Companies and Neighbourhoods Charter

The implementing agreements for the Companies and Neighbourhoods Charter, of which we are signatories, were signed in 2015 in Essonne, Seine-et-Marne and Seine-Saint-Denis. These agreements, overseen by our partnership teams, are binding on our Human Resources Division, the managers of the Paris-Orly and Paris-Charles de Gaulle platforms and our subsidiary, [HUB SAFE](#), which specialises in airport security and safety.

## Planèt'AIRport

### 2015 mobile recruitment unit

In September 2015, modelled on the mobile recruitment initiative organised in 2014 in the residential areas around Paris-Charles de Gaulle, together with Planèt'AIRport, we went to meet jobseekers in areas adjacent to the Paris-Orly airport. The [Mobile recruitment and entrepreneurship unit](#) stopped in Athis-Mons (91), in front of the Aéroports de Paris Environment and Sustainable Development Centre, then in Grigny (91) and Villeneuve-Saint-Georges (94). In three days, it welcomed 200 local residents looking for work, 10% of whom were entrepreneurs with business ideas.

In 2016, a Mobile recruitment initiative will be organised with two airport companies (FedEx and WFS) from Paris-Charles de Gaulle, also signatories of the Companies and Neighbourhoods Charter.

### 2014 mobile recruitment unit

In September 2014, we took Planèt'AIRport to residents of the Seine-et-Marne, Val-d'Oise and Seine-Saint-Denis departments, which border Paris-Charles de Gaulle airport. With four themed vehicles, la **Caravane de l'emploi et de l'entrepreneuriat** (employment and entrepreneurship caravan) stopped for four days at five sites to showcase airport jobs, Planèt'AIRport training, the Papa Charlie mobility offering and the BGE PaRIF enterprise support services. Of the **630** visitors, **212** committed to a branch of airport industry training and 49 entrepreneurs are supported by BGE PaRIF. This initiative, supported by the ministry of urban affairs, was repeated in 2015 (see above).

### 600 sqm of premises for AERO Compétences

To prepare for the AERO Compétences interns, in 2014, we opened 350 sqm of premises in Roissytech, equipped by our Hub One subsidiary with Wi-Fi and fibre optic, to develop self-training. In Paris-Orly, 250 sqm of premises were also equipped.

### Short training courses - Prépa'Aéro

In 2014, our Adife regional endowment fund financed Prépa'Aéro free, made-to-measure training to the tune of €40,000. This short course prepares for reintegration into the workplace or direct access to employment.

### Citizens' employment advice centre

In 2015, Planèt'AIRport got involved in the citizen's employment advice centre (PCPE). This project is the result of two citizens' collectives: the national citizens' initiatives and stakeholders' group (Gniac) and Bleu Blanc Zèbre (BBZ). The PCPE is an innovative system designed to match the supply and demand of job markets.

## Papa Charlie is renewing its fleet

In 2014 and 2015, the Papa Charlie association, which offers a low-cost vehicle rental service, renewed its fleet by buying 40 low CO<sub>2</sub> emission vehicles in 2014 and another 40 new vehicles in 2015. The fleet now has 110 vehicles.

## Grand Roissy – Employment campus

We are members of the steering committee of the jobs and qualifications campus project launched by the **Roissy CDG public interest group for employment**, the Île-de-France region and the ministry of national education.

[The jobs campuses supported by the ministry of national education](#) are centres of excellence built around a business sector corresponding to a national or regional economic priority supported by local authorities and businesses. They bring together secondary and higher education establishments and initial or continuing training providers.

The Roissy CDG public interest group for employment project would focus its training on the region's four top-performing sectors: airlines/aeronautics; business travel; international commerce; cargo/logistics. Five professional networks have been identified for these sectors. The project is currently being certified.

**In 2015, the work of the Roissy CDG public interest group for employment also focused on** training in airport English and on language-learning initiatives, APEL (accreditation of prior and experiential learning) and safeguarding career paths for those on work-study programmes. The Roissy CDG public interest group for employment also carried out an employment impact study for major projects in Grand Roissy between now and 2030.

## Paris-Orly jobs meetings

Organised by Orly International, the [2015 Orly Paris® jobs](#) meetings mobilised **90** partner organisations, resulted in jobs for **320** people and attracted **7,000** visitors (80 partner organisations, 250 people mobilised, and 6,000 visitors in 2014).

In 2014, we helped organise the first “job meetings” in Grand Roissy in conjunction with the Roissy CDG public interest group for employment, the French national employment agency and local employment associations.

## COP21 forum on green jobs

In November 2015 we took a stand at the environmental jobs and training forum held at parc de la Villette. We were there to promote **green jobs** to students and jobseekers. This **COP21-certified forum**, organised by the Seine-Saint-Denis region, was aimed at young people in particular and looked to open their minds to new career paths. One hundred or so participants presented their businesses. Our employees came to answer visitors' questions about water and green spaces, renewable energy, reducing pollution, eco-construction and, of course, our professional networks.

## Priority education

### Jobs: students finishing high school

**The “Careers guidance” scheme** that we designed in 2015 for pupils finishing high school and taking up the work experience option and for lower and upper secondary students, aims to raise awareness of jobs airport zones. The business sectors targeted are hotel and catering, freight and logistics, hospitality and retail, and aeronautical. Teaching staff from the secondary schools in question select 15 motivated pupils who we take to meet businesses and professionals.

**The “My yearwork placement – now boarding” scheme** – provides a week-long work placement for two pupils from each secondary school. In 2015, work placements were found for pupils from the following secondary schools: Mitry-Mory (Seine-et-Marne), Garges-lès-Gonesse (Val-d'Oise) and Aulnay-sous-Bois (Seine-Saint-Denis).

These two schemes are reserved for priority education network establishments (REP+). **More than sixty visits** were organised for priority target groups.

### Speaking airport English

In conjunction with the Seine-et-Marne departmental council and the Airemploi Espace Orientation association, we offered an airport industry jobs information session, in English, to **a dozen or so** secondary school classes during the 2014/2015 school year, despite reduced availability as a result of heightened security since January 2015

## Integration

### With Les Portes de l'Essonne

We are providing the La Recyclerie social integration project, led by the Les Portes de l'Essonne districts authority, with refurbished office furniture, which is fixed and sold.



### 2014 extra-financial rating of community involvement

See Appendix 11

### 2015 community involvement roadmap

See Appendix 09

### 2015 social indicators

See Appendix 10

### Planèt'AIRport results

See Appendix 18

### Job discovery seminars - Paris-Charles de Gaulle

In 2015, the Paris-Charles de Gaulle Environment and Sustainable Development Centre organised two seminars in June and November which were attended by 105 jobseekers.

### Job discovery seminars - Paris-Orly

In 2015, the Paris-Orly Environment and Sustainable Development Centre organised three, three-day seminars. 400 participants were led by 9 facilitators in 21 workshops.

### First Stade results

65 local residents have found work since the creation of First Stade in 2009. €28,000 were allocated to this organisation in 2015.

### Priority education networks

In six years, via the priority education networks, we have reached over 8,500 pupils from Gonesse (Val-d'Oise), Villetaneuse and Pierrefitte (Seine-Saint-Denis). In Villiers-le-Bel (Val-d'Oise), which became a member of these networks in 2014, nearly 1,700 pupils were targeted over the 2014-2015 school year.

In 2015, 627 pupils from the Villiers-le-Bel network took part in airport visits, jobs presentations, educational film screenings, disability awareness mornings or outings to partner museums (Bourget, Ecoen, Louvres or Meaux).

6.3

# COMMUNITY INVOLVEMENT QUALITY OF LIFE



## Our inter-company nurseries

Our airports have two inter-company nurseries, set up at our initiative. Les P'tits Loup'ings at Paris-Orly offers 60 places. The Paris-Charles de Gaulle Maison de l'enfance, Globe-Trotteurs, offers 100 places.

Globe-Trotteurs has two facilities: l'Ombraïlle, which is open during nights and weekends, and l'Envol, which is open during standard working hours. In 2015 we launched certification procedures for the Les P'tits Loup'ings en Écolo nursery.

Our partners are local authorities, the French civil aviation authority (DGAC), government services and participating airport companies.

## Travel

### Bus routes

Since 1998, the **Filéo** network has supplemented standard public transport services for Paris-Charles de Gaulle employees. This on-demand transport service was created by the Paris Region transport authority. Since the creation of an additional route in 2015, it now has 10 bus routes which operate 24 hours a day, 7 days a week. We are the only private company to be involved financially in its operation, alongside the departmental councils of Seine-et-Marne and Val-d'Oise and the Terres de France conurbation community.

### Papa Charlie and First Stade

Thanks to [Papa Charlie](#) (Planèt'AIRport mobility) and **First Stade** (Planèt'AIRport IAE), job seekers with a job offer or employees facing financial hardship can rent low-cost vehicles in which to travel to work at the airports or within a 40 km radius of their home.

## Social housing

### 62,000 units

The [Comité Habitat](#) (Planèt'AIRport Housing) created **a social housing programme** for employees working at our three airports as well as for participating local authorities. The social housing holding comprises **62,000 units**.

To increase the offer, partnerships have been forged since 2014 with private investors. In 2015 the Comité Habitat also signed agreements with local authorities wishing to expand their rental social housing. The Comité Habitat also offers help-to-buy schemes.

A social residence houses young employees at the Paris-Charles de Gaulle airport. A second residence will be built in 2016 for employees at Paris-Orly.

### Emergency housing

In 2015, we launched an emergency accommodation support service aimed, in particular, at Planèt'AIRport interns undergoing training.



## 2015 – Social housing

### Residences for young employees

In 2015, a three-party agreement was signed by Comité Habitat, Résidences sociales de France (RSF) and Aéroports de Paris, to build the Athis-Mons social residence. Planning permission was granted in December. The residence will be reserved for Paris-Orly airport employees or employees of airport-related businesses. Since September 2008, a 213-unit social residence has already been housing young Paris-Charles de Gaulle airport employees.

### Emergency housing

Since 2009, [Comité Habitat](#) has offered an emergency housing support service for interns and employees experiencing severe financial hardship. This service aims to keep these workers employable. For this reason, we signed agreements with organisations specialising in emergency housing.

## 2014 – Accessibility

### Getting to Paris-Charles de Gaulle faster by car

In 2014, for the first time, we financed a road development scheme beyond the boundaries of our platform. Since October 2014, passengers and employees accessing, or departing from, Paris-Charles de Gaulle airport from the east, have had a new road link.



## 2014 extra-financial rating of community involvement

See Appendix 11

## 2015 social housing

Comité Habitat housed 259 people in 2015 (including the Paris-Charles de Gaulle social residence) including 141 young, newly hired employees, and has housed 2,994 people since its creation in 1995.

### Nurseries

The Globe-Trotteurs nursery at Paris-Charles de Gaulle can accommodate an average of around 200 children a year and P'tits Loup'ings at Paris-Orly Environment can accommodate around 150 children a year. In 2015, the ADP Group contributed €404,000 to their funding.

### Filéo

In 2015, the ADP Group made a financial contribution of €319,000 to the Filéo on-demand bus network.

6.4

# COMMUNITY INVOLVEMENT REGIONS



## Commitment

### Regions of major economic importance

Our three main platforms – Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget – are identified as regions of major economic importance by the Île-de-France regional plan. They generate over €30 billion in added value, i.e. 5.8% of regional GDP (2011 data, BIPE<sup>(1)</sup>).

The economic clusters of Grand Roissy and Grand Orly are key locations for the implantation of French and international companies open to globalisation.

(1) Glossary.

### Building a sustainable airport together

Our commitment to sustainable development in these regions is based on collectively building their appeal and economic dynamism. We contribute to this by sitting on several governance bodies and by taking an active role in collective regional promotion initiatives.

## The Grand Roissy

### Grand Roissy, a first-rate location

This region, in full economic expansion, has over 260,000 private jobs (source: BIPE). It benefits from the dynamism injected by Paris-Charles de Gaulle and Paris-Le Bourget and from structuring national-scale projects. We are part of a shared ambition for this region: to make it a first-rate airport location, which is sustainable and profitable for its residents.

### A pact under development

Alongside the regional authorities, we are preparing a draft project for the Grand Roissy-Le Bourget region with other economic partners. The strategic ambition of this pact is to position the region as the main European cluster for aviation and international trade. We are pursuing and strengthening our regional development programmes to help local companies.

### Hubstart Paris Région\*

Since 2009, we have been supporting the [Hubstart Paris Région](#)<sup>®</sup> alliance. We are founding members of this alliance and act alongside dozens of institutional partners, non-profit organisations and businesses. Under regional control and led by Paris Région Entreprises, the alliance aims to strengthen international awareness and the attractiveness of the Grand Roissy-Le Bourget airport location.

In six years, Hubstart Paris Région<sup>®</sup> has developed an international network of regional exchanges and information, particularly with the United States and China. It organises numerous meetings with major international airport locations. It acts as a one-stop shop for investors and companies wishing to set up in the region and offers a free and customised range of services.

### Roissy CDG public interest group for companies

Dedicated in particular to supporting access to employment in the Grand-Roissy-Le Bourget regions, the Roissy CDG public interest group for employment also helps companies find and hire the skills they need locally. In 2015, this structure which we have partnered since its inception, drew up a one-stop formula for SME and SMI employment.

## The Orly Paris agreement\*

Since 2009, we have been involved in the governance of Pacte Orly Paris\*, a regional agreement for employment, training and economic growth at Pôle d'Orly. We renewed our commitment to promoting regional attractiveness, economic development and employment for the third time in 2015. The pact is supported by [Orly International](#), a structure that conducts regional marketing and employment support initiatives.

## Partners of Pacte Orly Paris III and Orly International

**The main partners of Pacte Orly Paris\*** are: the Île-de-France (greater Paris) region, the departmental councils of Essonne and Val-de-Marne, the State, the consular chambers, the Association for the Economic Development of Orly-Rungis (ADOR), development agencies, inter-commune associations and the regional management of the national employment agency.

**Aéroports de Paris is a member of ADOR**, which brings together the main contracting entities in the region.

**Orly International** was set up by the Île-de-France region, the departments of Essonne and Val-de-Marne and Aéroports de Paris.

## Our methods to help SMEs and SMIs

The economic fabric local of our airports is mostly made up of SMEs and SMIs. We have about a dozen support packages for them, including the SME Pact, applying city policies and supporting innovation.

### City policies

We relay city policies in the framework of the ministry of urban affairs "[Companies and Neighbourhoods](#)" charter.

We were involved in setting up an inter-company network to support new SMEs in priority neighbourhoods.

### SME Pact and start-ups

As a member of the [SME Pact](#) since 2012, we support innovative SMEs. Our innovation unit identifies those that will be able to develop innovative solutions with us.

Since 2015, all information needed by *start-ups* on the opportunities and conditions for working with our group on innovative projects and on our partners have specific pages, designed by our [innovation unit](#), under the Group section on our website.

### Our business incubator

Between 2000 and 2013, we set up the [business incubator](#) Aéroport at Paris-Charles de Gaulle, comprising an incubator and *co-working spaces*. Since 2014, this offering has been expanded within the **Hubstart Center** structure of Hubstart Paris Région\*. We are looking into creating an incubator for businesses devoted to social issues at Paris-Orly airport.

### Working with associations

We support, as simple members or via subsidies, several community networks promoting economic initiative and company creation, such as the Entreprendre 94 et 91 network and the Fidep 94 in Val-de-Marne. Since 2013, we have supported the VMAPI Cap'Jeunes initiative, a community association in Val-de-Marne, which provides advice and start-up funding to companies founded by young people aged under 26.

### Subsidies for associations in 2015

- €70,000 for Paris-Orly
- €115,000 for Paris-Charles de Gaulle

### Plato networks and companies clubs

We are partners and members of the Plato networks, where large companies share their experiences and insight with SMEs and SMIs. We participate in the Plato Grand Roissy économique network (2023-2015) led by the Paris Île-de-France regional CCI.

We helped set up the Orly companies club, where, in 2015, we met with companies from the commune and some companies crucial to the airports structure, such as Air France Industries.

## Business meetings

For the last six years, we have participated in **business meetings at Grand Roissy** organised by the regional CCI (Seine-et-Marne, Seine-Saint-Denis and Val d'Oise), at which major accounts welcomed SMEs and SMIs.

We organise or participate in speed business meetings<sup>(1)</sup>, such as those organised by Paris Region Business Connections and aimed at innovative SMEs.

(1) Glossary.



## Our innovation unit attracts start-ups

In 2015, we set up pages on innovation under the Group section on our website. Our innovation unit provides all the information needed by start-ups on the opportunities and conditions for working with our group and on our partners. We have targeted three areas: smart airport, new mobility and robotics. We have forged partnerships with over a dozen structures and organisations dedicated to supporting innovative SMEs and start-ups. We have drawn up a good practices charter that can be viewed online.

In 2014, we invested €5 million over three years in the XANGE investment fund, which contributes to the development of start-ups.

## Promoting sustainable airport locations

### A seminar

This year, like every year, the **Hubstart Paris Région**<sup>®</sup> alliance organised its 5<sup>th</sup> seminar on airport locations called "[Special edition Paris Climate 2015](#)". The theme was: "Airport locations: places to experiment on environmentally-friendly sustainable development". This seminar, which in the space of a few years has become a popular international rendezvous, was held in late October at the Service University at Paris-Charles de Gaulle airport. Hubstart Paris Région<sup>®</sup> gave a presentation on this theme at the Île-de-France stand in the exhibitors area at [COP21](#) in November 2015.

### A sustainable regional initiative

In parallel to the seminar, to reinforce its actions in this area, the alliance launched the following initiative, in partnership with the Île-de-France region, Institut d'aménagement et d'urbanisme (Institute for Urban Planning and Development - IAU) of Île-de-France and [Paris](#) Region Entreprises: "How to build a sustainable airport area". This partnership aims to create a bedrock of good practices in development and urban planning.

## Portraits of Grand Roissy

The Roissy CDG public interest group for employment, with the support of Hubstart Paris Région, published the second edition of *Portraits of Grand Roissy-Le Bourget*. This brochure is a decision-making tool for those involved in economic development and employment around the region. It is one of the tools that will be provided in the future Grand-Roissy regional pact to reach the ranks of the international trade and aviation cluster.

## Grand Roissy region

### In China with Hubstart Paris Région<sup>®</sup>

Accompanying the organisation Camas Formation at the *Airport Cities Asia Pacific Conference* (Chengdu - China, May 2015), Hubstart Paris Région<sup>®</sup> helped build a partnership with its Chinese counterpart, Fanmei.

## European Climate Forum

In December 2014, the *European forum* "An airport region at GrandAIR" took place<sup>®</sup>, organised by the Airport Regions Conference with Hubstart Paris Région, the community of Terres de France and ADP Group.

## Helping SMEs to recruit

In 2015, the Grand Roissy CDG public interest group for employment drew up its future platform for providing services to businesses. A one-stop service for SMIs and SMEs at Grand Roissy-Le Bourget, it will comprise a regional economic development platform (with support from Hubstart Paris Region\* and the regional CCI) and a human resources consultancy platform. A tender has been launched by the Dirrecte<sup>(1)</sup> of Île-de-France to draw up a regional GPEC<sup>(1)</sup>.

Through this one-stop service, SMEs and SMIs can access more information, benefit from the synergies of employment partners to advertise their needs, avail of diagnostics and enjoy communication support.

(1) Glossary.

## Supporting SMEs with their CSR approach

With Paris Region Entreprises and the CCI of Paris Île-de-France, we launched the collective operation "Entreprises responsables en Île-de-France" for 2013-2015. This scheme offers support to SMEs and companies located near our three major platforms in the greater Paris region to set up a CSR approach in line with ISO 26 000. In 2015, five companies underwent a CSR diagnosis and ten others formalised a CSR approach.

## Grand Roissy business meetings in 2015

The sixth edition of the Grand Roissy business meetings was held in October 2015 on the premises of our Service University. These meetings are co-organised with the CCIs of Seine-et-Marne, Seine-Saint-Denis and Val-d'Oise. Buyers from 12 major regional accounts met 144 SMEs and SMIs. A conference discussed the 25 major regional projects (15 billion in investments by 2030, 130,000 potential jobs) and international marketing operated by the Hubstart Paris Région\* alliance, which we are a partner of. The conference was followed by a collective *speed meeting* between major accounts and SMEs. The overall satisfaction rate among SMEs was 92% in 2015.

## RGE Speed Meeting in 2014

In June 2014, the Paris-Charles de Gaulle Environment and Sustainable Development Centre hosted a speed meeting for SMEs. The *objective* was to explain to the few dozen companies and sole traders present how to obtain the "environmental protector" (RGE) label for eco-construction. Since July 2014, individuals wanting to receive government help to have energy renovation work carried out have had to call upon a certified RGE professional.

This event was organised by the chamber of trades and craft industries and the Val-d'Oise centre for employment. In 2015, it was repeated on an inter-departmental scale. We asked the chambers of trades of Seine-et-Marne and Seine-Saint-Denis to join Val d'Oise at this event.

## Win-win initiative with an SME

In 2014, our collaboration with Alstef won us the Win-Win Partnership Prize awarded within the context of the SME Pact. In 2012, we developed an automatic baggage drop-off system together, which is now a feature at most of our terminals. We came up with the idea, the design, the passenger interface and the IT systems integration. Alstef was responsible for the mechanical and electrical specifications and for the automated components. The result was a success. Alstef was awarded a licence to distribute the product in Europe.

## Getting to Paris-Charles de Gaulle faster

In 2014, we funded a road development scheme beyond our platform for the first time. Since October 2014, passengers and employees accessing, or departing from, Paris-Charles de Gaulle airport from the east, have had a new road link. A dedicated route can be accessed from the RN 1104. This new road configuration, which saves drivers precious minutes, is helping to open up the Seine-et-Marne population and labour catchment areas. It is the fruit of a public/private partnership between the French State (€1.5 million) the Paris Region (€1.5 million) and Aéroports de Paris (€2 million). This project is part of a multi-modal transport service project.



## 2014 extra-financial rating for community involvement

See Appendix 11

### Hubstart Paris Région review® (2015)

**ADP Group participation** in the financing of Hubstart Paris-Région  
€140,000

Hubstart Paris conducts 30 to 40 actions per year.

**30 actions in 2015 to boost the image and awareness of the** Grand Roissy-Le Bourget airport location:

- intervention at 7 international conferences to promote the approach;
- hosting 11 foreign delegations;
- 11 business tours;
- 5<sup>th</sup> international seminar on sustainable airport locations (25 speakers, 150 participants).

**9 promotion and prospecting initiatives:**

- attendance at international fairs, including Ebace, dedicated to business aviation;
- organisation of theme-based events linked to business including “How to do business in America”;
- supporting over 15 regional companies at international events (Ebace in Geneva, Smart Airports in Atlanta, Airport Cities in Chengdu).

**Provision of collective tools**

Hubstart Center assessment (2015)

Office occupancy rate: 75%

Occupancy rate for storage spaces: 100%.

Orly International (2015)

In 2015, ADP Group participated in financing Orly International to the tune of €200,000.



**6.5**

# COMMUNITY INVOLVEMENT DIALOGUE



\* Environment and Sustainable Development Centre

## Building trust

Consulting with local residents close to our airports is registered in our set of operating duties. We have chosen to go further, by building a relationship of trust with the local authorities, associations and residents. The Environment and Sustainable Development Centres (MEDD) at Paris-Charles de Gaulle and Paris-Orly, are our principal means of conducting dialogue with local communities. The Paris-Orly MEDD has the "Tourism and disability" label. This label certifies the quality of hospitality and access to facilities by persons with disabilities.

## With elected representatives

Dialogue and discussion with elected representatives are organised around visits to our platforms and the companies operating on them. We sign up to economic, environmental and social partnership charters with local communities. We work with information forums and school and cultural associations. The Environment and Sustainable Development Centres also get involved in local and regional measures related to environmental and employment issues that directly involve our airports.

Regular information is provided on our planning projects until their completion.

## With local residents

The Environment and Sustainable Development Centres design and host educational seminars, focusing on airport jobs, and employment forums or conferences.

The centres come into contact with local residents through the organisation of around a dozen exhibitions a year and events focused on themes such as the airport, the environment, the culture, social aspects and citizenship.

Events aimed at young people are regularly scheduled, such as the presentation of airport professional networks, raising environmental awareness and harvesting honey from our hives.

## Circular economy and responsible purchasing

Environment and Sustainable Development Centres: responsible purchasers. These centres enter into agreements with organisations in the protected employment sector on catering or interview services. They also relay charitable projects in the circular economy.

## Entrevoisins

The website [www.entrevoisins.org](http://www.entrevoisins.org) is intended for local residents, elected officials, companies and the public at large. It publishes the findings from our laboratory on air quality and noise. It has tab headings on the aviation section, current events at the three airports and our programmes focused on economic and social cooperation. It has "job discovery" sheets, which come with testimonial videos.



## Imminent departure

In April 2015, we inaugurated an exhibition by the students at Camille Lambert art school in Juvisy-sur-Orge on the theme of travel: stylised airships and aircraft made of papier mâché, a huge suitcase filled with multi-coloured balloons. These items provided the backdrop to the signing of the first partnership charter with the community of Les portes de l'Essonne, which is close to Paris-Orly. Charter's goal: more awareness of the platform's CSR initiatives in exchange for improved visibility of public policies relayed by the Environment and Sustainable Development Centre.

## Female sports

In March 2015, the exhibition **“Femmes, sport, éducation et citoyenneté... Toute une histoire” [Women, sport, education and citizenship... A full history]** at the Paris-Charles de Gaulle Environment and Sustainable Development Centre combined the exhibition **“” [Sportswomen!]** and **“” [The same football dreams]**. The first exhibition was designed by the sports museum of Nice. It describes how women gradually began to access physical exercises and modern sports, from ancient times to today.

**“Mêmes Rêves de Foot”**, curated by the association Foot d'Elles and sponsored by two French footballing legends, Lilian Thuram and Marinette Pichon, showed original photos of 20 footballers, men and women, committed to promoting female football.

During the exhibition, a dozen or so high-level female sports champions took part in a debate with two classes of students on the difficulties encountered by women in accessing sport or managerial positions in the sporting world.

In April, the ADP Foundation sponsored a women's football tournament with mixed teams of young local residents, organised by the association Foot d'Elles.

## Paris-Orly book prize

Our book competition based on the theme of travel saw ten books submitted to a jury of primary school children from communities near Paris-Orly: six classes took part. Over the year, meetings were organised between children and authors to help them choose a book to defend at the competition.

Our aim is to fight illiteracy and school failure, which is now a national crisis, by fostering the pleasure of reading. The schoolchildren voted for by Sophie Rigal-Goulard.

The event was organised this year in partnership with the network of media libraries of Portes de l'Essonne, the ADP Foundation et Relay@adp.

Throughout the summer of 2015, the winning book was on sale at Relay outlets at the Paris-Orly airport. The prize is an original way of linking young local residents and the reading and travelling public.

## Cultural Fridays at Paris-Orly

For the last three years, the Environment and Sustainable Development Centre organises a conference on general cultural themes, one Friday per month. In 2015 we presented global warming, music in space, the robotic exploration of Mars, Darwin, aircraft simulation, pedestrians in space and the fishless sea. These conferences are increasingly popular. In 2015 each conference attracted between 50 and 100 people compared with 20 in 2012, i.e. a total of 700 over the year.

## Regional heritage at Paris-Charles de Gaulle

In partnership with the Château of Écouen, the national Renaissance museum, we exhibited 16<sup>th</sup> century oriental ceramics from the museum collections of the Paris-Charles de Gaulle Environment and Sustainable Development Centre. The exhibition retraced the quest to discover the secrets of porcelain by potters from Asia Minor and Europe. We had a dual objective: promote the region's cultural heritage to attract tourism while offering young local residents the opportunity to discover and learn more about the rich history of their region. We also organised the exhibition **“Archéo Pistes: le passé se révèle”** in partnership with the Louvres archaeology museum (Val-d'Oise).

## Football: the Aéroports de Paris Cup

In June 2015, Paris-Orly airport organised its first football tournament with its 18 neighbouring communities. With international French footballer Moussa Sissoko as its patron and sponsorship from the ADP Foundation, this tournament is part of the sponsorship convention signed in 2014 with football club managers of the communities of Grand Orly. 300 children aged 10 to 13 took part, distributed into 32 teams. The trophies were created by local sculptor Guillaume Roche.

## Men's work or women's work?

The Paris-Orly Environment and Sustainable Development Centre hosted a conference on the feminisation of work ("") What should we do? How can we demolish clichés? How can one work in management role or a job traditionally seen as man's work? Four women came to tell their stories. Air Force Flight Sergeant, First Master in the French Navy, President of a business club, stakeholder in the "Qu'elles Peps" programme, they shared their experiences with around 50 people.

## Young eco-citizens

The Paris-Charles de Gaulle Environment and Sustainable Development Centre organised a number of activities to raise environmental awareness among young local residents:

- **10** workshops on food waste with the association Coccinelle à 7 points;
- **10** workshops on local gardens and plants in partnership with the Ornithology Centre of Île-de-France (Corif);
- **2** days spent harvesting the airport's honey in partnership with the national beekeepers' association (Unaf).

## Children Municipal Councils

Within the context of **our partnership agreements** with local communities, we are developing events for Children Municipal Councils (conseils municipaux d'enfants - CME). We support these young elected representatives by promoting their initiatives on citizenship and environmental protection.

In 2015 the Paris-Orly Environment and Sustainable Development Centre organised an inter-CME meeting between young elected representatives from Longjumeau and Juvisy-sur-Orge (Essonne). This meeting was accompanied by a workshop on environmentally-friendly grazing.

In 2014, the Paris-Orly Environment and Sustainable Development Centre coordinated the "Jeunes Élus Partn'Air d'Haïti" project, a humanitarian initiative to help orphans in Mapou involving 97 children from four Essonne towns. The operation was carried out with the help of the humanitarian association, Solid'Air Caraïbes, set up in 2009 by Air Caraïbes personnel.

## The aircraft of the future designed by children

At the conference organised by the innovation unit of the Service University with the participation of Onera<sup>(1)</sup>, we gave primary school pupils from Paray-Vieille-Poste the chance to design an aircraft in. Three prizes were awarded.

(1) Glossary.

## 2015 work-study and summer jobs forum

In 2015, we inaugurated a new formula for the 7<sup>th</sup> work-study and summer jobs forum at the Paris-Orly Environment and Sustainable Development Centre. Students from Guillaumin secondary school in Orly were in charge of received the event's participants. This gave them a first taste of hosting, a job that is the focus of one of our priority recruitment drives. During the forum, these young visitors prospected among recruiting businesses. They were able to prepare interviews with professional coaches who helped them draw up their CV, enhance their skills and their image, and master corporate etiquette. In 2015, 32 exhibitors presented 3,000 job offers or work-study contracts to 750 visitors, mainly in Val-de-Marne and Essonne.

## Seniors morning

Dedicated to people over the age of 45, this "morning" organises meetings between job seekers or people changing careers and companies or training bodies. Job offers, workshops and personalised advice are provided.

## Circular economy

In 2015 we renewed our agreement with the association Rejoué for its third annual toy collection. The aim of this operation is to raise awareness of waste reduction among local residents. The collected toys are reconditioned as part of a social inclusion workshop and sold on by the association at between 50% and 70% of their original price.

In parallel to this collection, which totalled 1.2 tonnes of toys in the two Environment and Sustainable Development Centres, workshops were organised for young local residents to encourage them to be creative by finding new uses for the toys. We also organised meetings between the association and airport businesses to help roll out its initiative.

## Protected sector

The Environment and Sustainable Development Centres regularly call on establishments in the protected worker sector (Esat) to maintain green spaces and catering, and more specifically the Vivre autrement (Saint-Denis - 93) Esat and the Baluchon (Romainville - 93) Esat.

## Entrevoisins.org is changing

In 2015, our site [www.entrevoisins.org](http://www.entrevoisins.org), aimed at local residents, got a facelift and had its features updated, with new mapping, additional tabs, overhauled architecture, upgraded graphics, and the removal of the flash function to improve reading on mobile handsets.

Permanent information content has also changed, with updated job files aimed at young people and job seekers and a new format for the monthly newsletter.



## Our roadmap

See Appendix 9

## 2014 extra-financial rating for community involvement

See Appendix 11

## 2015 table of indicators for community involvement

See Appendix 10

## Dialogue with elected representatives:

39 partnership charters for the Paris-Charles de Gaulle airport  
20 partnership charters for the Paris-Orly airport

## Forums

In 2015, the reinforcement of security measures for access and movements led to attrition in the number of participants at forums, events, or visits by schools.

### Paris-Orly forums

- Work-study Internships and summer jobs. 750 visitors, 3,000 job offers.
- Employment Disability. Handisport – cancelled for security reasons.
- Seniors morning: 400 visitors.

### Paris-Charles de Gaulle forums

- Disability week 2015: 2 visits to airport facilities, 1 aircraft visit (A380 Singapore Airlines) and hosting of 48 school students at a partner Esat.
- 2 recruitment days (reception and freight jobs) with the mornings reserved for job seekers with disabilities.
- Seasonal work and summer job forum.
- Gender equality: Foot d'Elles.

## Number of visits to [entrevoisins.org](http://entrevoisins.org) in 2015

### Award for pages viewed

**123,000** sessions, **101,000** visitors, **293,000** pages viewed, of which 8,900 for the Paris-Orly Environment and Sustainable Development Centre, 5,600 for the Paris-Charles de Gaulle Environment and Sustainable Development Centre and 6,200 for the "Airport" section.

### Remarkable visitor numbers

4,900 pages were viewed by job seekers (8<sup>th</sup> place).

3,400 were viewed for sound-proofing subsidies (12<sup>th</sup> place) and 3,200 (14<sup>th</sup> place) for the legal framework for air space.



**6.6**

# COMMUNITY INVOLVEMENT SOUNDPROOFING



## Principle

In France, the management and control of airborne noise falls within the remit of the French civil aviation authority (DGAC), i.e. the French government. As an airport operator, we are responsible for managing a soundproofing system for areas close to our Paris Region airports.

**A special 15-strong unit** in our group implements and coordinates this scheme. Our laboratory provides the authorities with measurements and noise analysis that they need in their decision-making process.

## Limiting noise pollution

In order to reduce noise for local residents, a curfew has been in place at Paris-Orly airport from 11.30 pm to 6.00 am since 1968. Moreover, in 1994, the maximum number of aircraft movements that could be allotted to the Paris-Orly airport was limited to 250,000 per year.

At Paris-Charles de Gaulle airport, a limitation of night traffic and a total weighted measured noise index (IGMP) were established by regulation in 2003.

Differentiated landing charges on the basis of an aircraft's noise category and the tax on air noise pollution (TNSA) also help to limit noise in that they encourage the use of less noisy aircraft and penalise night flights. The tax on air noise pollution (TNSA) is levied by the French civil aviation authority (DGAC). Revenue from this tax is returned to Aéroports de Paris to fund sound insulation systems for local residents.

## Work assistance scheme

[Work assistance is allocated](#), following a favourable opinion by the consultation commission for assistance to local residents (CCAR), to housing or service buildings located on the noise pollution map (PGS) for the three main Île-de-France airports.

### Financing

A share of the tax on air noise pollution (TNSA), which airlines pay for each take-off, is allocated to us. It funds sound assessments and soundproofing work. Since 2010 funding may be payable in advance. In 2015 the tax raised €38.45 million. The amount spent on sound assessments and soundproofing work stood at €35.2 million, and €22 million was paid to local residents to fund assessments and work.

### Quality

We offer a project management assistance service to ensure quality work to local residents at the best price. A "companies quality" system and a training programme for participants are part of these services. At the end of the project, the work is checked. We also gather the opinions of local residents on the quality of the service.

## Information and dialogue

### Environment and Sustainable Development Centres (MEDD)

Local residents can find further information at our Environment and Sustainable Development Centres using the Vitrail tool. We developed this software, which shows air traffic in Île-de-France and the associated noise measurements in near real time (30-minute delay). It provides basic information on planes flying overhead on their way from or to Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget. Data can be accessed for up to 60 days.

On Mondays and Wednesdays air traffic controllers are based at the Environment and Sustainable Development Centres.

## The laboratory

Our [laboratory](#) provides aircraft noise sound reports on its website.

### Environmental advisory committees

The [environmental advisory committees](#) (CCE) are the preferred means of consultation with local residents of the airports. The CCEs were set up by the Law of 11 July 1985, and must be consulted for any important issue relating to airport operations in areas affected by noise pollution.

They prepare an environmental quality charter and monitor its implementation. They may also call on the Airport Pollution Control Authority ([ACNUSA](#)) for any issues related to compliance with the charter, and for any study or assessment requests.

They are chaired and convened by the Prefect, and comprise three equal groups: representatives of the aeronautical professions, representatives of the relevant local authorities and representatives from local residents or environmental protection associations.

### Handling of information requests and complaints

Most [information requests](#) relate to unusual overhead flights or work on runways. We process information requests and complaints from local residents which do not fall under DSNA's field of expertise, the State air navigation service provider. Local residents can view air trajectories at all Environment and Sustainable Development Centres, and can obtain individual responses from skilled representatives.



## Our laboratory's new website

In 2014, [our accredited laboratory Cofrac](#) launched its new website where web users can access air, water and noise quality measurements.

## Managing noise pollution

### Night flights

Since 14 March 2014, an additional category of planes is prohibited from [flying at](#) Paris-Charles de Gaulle between 10:00 pm and 6:00 am.

### Working group

A working group which we have joined was set up on 21 January 2014, within the Environmental advisory committee at Paris-Charles de Gaulle, to look at improving sound pollution reduction measures.

## Environmental advisory committees in 2015

Paris-Charles de Gaulle: **2**

Paris-Orly: **1**

Paris-Le Bourget: **1**



## 2015 Table of indicators

See Appendix 10

## 2014 Balance sheet for help with soundproofing

The 2014 balance sheet can be viewed on [our website](#).

6.7

# COMMUNITY INVOLVEMENT SOLIDARITY



## Creation of our corporate foundation

In 2015, the [ADP Foundation](#) became a corporate foundation and gained greater independence.

Since being founded in 2003 under the auspices of “Fondation de France”, it has served the areas surrounding our Paris region airports in domains such as integration, training, citizenship and inclusion, as well as disability and illness.

The change to a corporate foundation will provide greater visibility, and allow the Foundation to structure its corporate sponsorship at Group level.

## The foundation’s specialist fields

We have structured our specialist fields according to four main support areas.

**1 - Local initiatives** with the voluntary sector close to our airports. Projects must be in the general interest (e.g. health, disability, sport or culture).

**2 - Tackling illiteracy** - this national interest topic is also the underlying theme of the Foundation’s CSR commitment.

**3 - International:** We are extending our target scope beyond our borders, into countries in which the Group is established.

**4 - Employee involvement:** We encourage skills sponsorship amongst our employees, who have been involved in voluntary projects for a number of years. We would like to make this a driving force behind our Human Resources policy, through sponsorships, specific assignments, mentoring and coaching and eventually paid leave for voluntary work.

## Solidarity purchasing

We have made major commitments to community causes through our responsible purchasing policy using sheltered sector companies (see “Responsible purchasing” page 31) and through our progress plans for the employment of people with disabilities or reduced mobility. We also lead a number of integration opportunities, both for maintenance work and, on a wider scale, at Paris-Orly airport.

## In our Subsidiaries

Two of our wholly-owned subsidiaries Hub One and HUB SAFE have been leading voluntary and community initiatives for a number of years, primarily focused on integration and disability.



## Tackling illiteracy

### **Le Coup de Pouce Clé**

*Coup de Pouce Clé* (“a crucial helping hand”) is a government-funded project to tackle illiteracy which is run by the charity [“Coup de Pouce”](#). The scheme aims to prevent early academic failure and the social exclusion which goes with it, and covers children as soon as they start learning to read. The purpose of the Foundation’s donation of €78,000 per year is to open 96 *Coup de Pouce* clubs over three years, both in the Île-de-France region and in the overseas territories. The charity won the Aéroports de Paris employees’ prize of €2,000 at the first Prix de la Fondation event in 2015.

### **Young prisoners**

We have entered into an agreement with the charity [“Lire pour en sortir”](#), which works with prisoners to reintegrate them into society. The reintegration through reading programme enables detainees to obtain a reduced sentence. The project that we are supporting aims to help young prisoners.

## Local initiative

### Massy Rugby Club

We are providing help to the “training centre” section of the [Massy Essonne Rugby Club](#). Every season it provides a sport and study programme to around forty young people from the region.

## International

### Biblioneuf

The NGO [Biblioneuf](#) was founded in 1989 by Unesco, Unicef and the Council of Europe, and distributes books all over the world which have been recovered before being pulped by publishers. The Aéroports de Paris Foundation has established a three-year partnership worth €80,000 per year with the charity to develop projects in the countries in which the Group is active, including Morocco, Mauritius and Madagascar.

### Luciol’envol

We funded the “Bibliobus” mobile library for the charity [Luciol’envol](#), which distributes books provided by Biblioneuf in Togo to promote literacy and schooling for girls.

## Prix de la Fondation (Foundation Prizes)

In 2015, the ADP Foundation held the first edition of its ‘Prix’ event. Three winning charities each received a €2,000 prize.

- Two «Coup de coeur» prizes were awarded to the autism charity *Autisme espoir vers l’école* (Aeve), and to the charity *Centrafrique sans frontières* (Central Africa without borders) which supports women with AIDS.
- One employees’ prize was awarded to the charity *Coup de Pouce*.

## Sponsorship and volunteering

The Group is not new to sponsorship and volunteering. For nearly four years, we have been supporting sponsorship and skilled volunteering initiatives as well as in-kind sponsorship, through our management of partnerships unit. The Group now has a pool of 150 volunteers whose initiatives are integrated into our corporate foundation programme. Our employees also participate voluntarily in the Plato networks to advise and assist SMEs. They are often individual NGO members. Since 2012 we have been organising in-kind sponsorship, which involves collecting and distributing Aéroports de Paris property to integration charities, including furniture, computers, farming equipment and fire emergency vehicles.

## In our Subsidiaries

### HUB SAFE

Our subsidiary HUB SAFE specialises in airport safety jobs, and as a recruiter plays a major role in integration. It has formed many partnerships with training bodies to support jobseekers.



## 2011-2015 Community involvement roadmaps

See Appendix 9

## 2014 non-financial rating for community involvement

See Appendix 11

## Rating for subsidiary community involvement

See Appendix 11

## 2015 Table of community-based indicators

See Appendix 10



# 7.

## CUSTOMERS B2B AND B2C

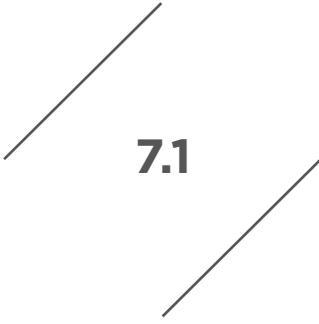
By reiterating our desire to improve quality of service, our goal of achieving excellence, and our role as an integrator of airport services, we have consistently been able to strengthen our links and work closely with airlines. We are already committed to bringing about a digital revolution in passenger well-being services and in airline competition, and the transformation of our airports into “smart airports” is set to be completed by 2020.

### **Our commitments**

**B2C Passengers**

**B2B Companies**

**B2B Companies and platform partners**



7.1

# CUSTOMERS OUR COMMITMENTS



## Our goal

2015 signalled the end of the 2011-2015 Economic Regulation Agreement, and the signing of the 2016-2020 Economic Regulation Agreement on 31 August 2015. As part of this new five-year agreement we reiterated our desire to improve quality of service for our customers, our goal of achieving excellence and our role as an integrator of services within the aeronautical sector.

Our "[Connecting Clients](#)" strategic programme sets out our increased efforts concerning sustainable development and customer satisfaction.

With this in mind, we have boosted our joint initiatives with stakeholders including passengers, airlines and service providers, ranging from indicator reviews to trialling of land and benchmarking of other airport locations. By sharing good practices and consultation, we think we are able to meet our customers' expectations and offer services with high-added value (Appendix 5) in terms of quality of service and [social responsibility](#).

### Fact

In recognition of the efforts already made, in 2015 Paris-Charles de Gaulle was awarded the title of World's most improved airport. It is the first time that it has reached first place at the Skytrax World Airport Awards in this category (see Awards and Labels section).

## Using customer experiences

We have identified three customer experience drivers on which to base our improvement initiative.

### Driver 1: Infrastructure and services

We prioritise the renovation of the oldest terminals in order to provide a considerable increase in quality and to standardise the atmosphere of all of our terminals.

### Driver 2: Effective information and managing waiting times

These challenges are crucial to both customers and airlines, and together with our partners we consistently strive to make improvements for passenger departures and arrivals.

### Driver 3: Customer relations and welcome

Our Service University helps airport staff who are in contact with passengers to tailor our welcome to them, and to develop customer relations.

## Fundamentals

### Dialogue with our stakeholders

In order to achieve our goal, we need to ensure a sustained dialogue with our BtoB customers (the airlines) and BtoC customers (the passengers).

With this in mind, we have developed a number of **information and consultation tools** to take the expectations of our stakeholders into consideration (Appendix 4).

### A framework

Our progress plans are based on compliance with the quality standards supported by our customer framework known as P'RéfèrenCiel. The purpose of this tool is to provide the best possible services to customers. It was developed by our functional and operational teams in conjunction with the airlines and their service providers and partners.

## Joint involvement

We emphasise joint involvement to ensure that our projects have long-term success.

**In partnership with the airlines**, we have implemented the following projects:

- the Airport Collaborative Decision Making (Airport CDM) tool, which is currently used for runways with plans to extend it to the terminals;
- the quality of service operational committees, which bring together the airlines, the ground-handling companies and the ADP Group.

**In conjunction with the airlines and all of our airport partners**, we have developed collaborative methods on the ground which bring together our teams, our airlines' teams and their ground handlers, our service providers and government services (specifically the French border police - DPAF). Participants analyse malfunctions on-site and test solutions which will serve as standards for all involved.

## An effective structure

### Customer Division

In 2014, we pooled all of the know-how and skills that we make available to airlines, passengers and user companies of our platforms in a single Customer Division. Our head of customer service sits on the Executive Committee.

### Heads of quality

There is a head of quality who works with our airport partners for each of the three main Île-de-France airports.

## Our Service University

Our Service University (UDS) trains our employees on welcome services and customer relations. The UDS also encourages all airport parties from the customer service chain to work together to share good practices. It offers training programmes which include real-life situations. It organises conferences, meetings and forums. From 2016, it will lead new programmes which will aim to prioritise hospitality in the 2016-2020 strategic plan, in the Company's practices and in the airport community.

## Our measurement tools

We measure customer satisfaction through a range of systems including:

- passenger satisfaction surveys at departures and arrivals;
- airline annual satisfaction surveys;
- satisfaction surveys for the companies which lease our platforms;
- various French or international benchmarking systems.

We have also deployed special equipment locally such as voting pads for passengers in some Paris-Orly terminals.



## Customer vision

In 2015, one of the operational units of Paris-Charles Gaulle terminal E created a collaborative mapping tool called “Customer vision”.

The objective was to identify problems with getting around through the passenger’s eyes, in order to rapidly resolve these issues and monitor them on a daily basis.

Using an Excel table, the team split the terminals into zones, identified the items and added photos to the tables. The method involved linking the photo and location to the place in which action was required based on the mapping. This identification triggers an action plan which can be implemented quickly. Monitoring can be performed on a daily basis by all of the unit’s operational staff while they move around the terminal. Since it was implemented, this mapping system has proven to be effective in helping to define the best indicators and in controlling the quality level to be maintained in accordance with our P’Référénciel quality of service framework.

The tool is currently undergoing development by the Computing Services Division (DSI). It should soon be available for tablets. A specific budget has recently been set up for it.

## Lean management for baggage reclaim

### From last to first place

In 2015 we lead a joint initiative at the Orly South terminal to improve baggage reclaim time at arrivals. Representatives from the Corsair airline, service providers and our own teams were involved in the project. After one year of working together on the project, the baggage reclaim time fell by nine minutes for the first item delivered, and by 17 minutes for the last. Following this initiative, Corsair went from having the slowest delivery claim to the fastest.

This considerable improvement undoubtedly had an impact on Paris-Orly’s positive results, which gained 19 compliance points for wide-bodied aircraft baggage reclaim between 2014 and 2015.

### Lean management: an effective method

For this project we followed the principles of lean management<sup>(1)</sup>, a method inspired by the automotive sector. One of the principles is to prepare initiatives on a daily basis by bringing together all of the parties involved, and by applying lessons learned from on-the-spot feedback.

The process that we follow together with Corsair and its baggage reclaim service providers is organised into three phases:

- every day and for every flight, operational staff from Corsair, the service provider and the ADP Group gather five minutes prior to each flight and five minutes after baggage reclaim to assess the reclaim process;
- once per week, operational managers and our Customer Division hold a 30-minute meeting;
- once per month, a 30-minute to one-hour meeting is held between airline heads, the heads of the service provider company and our Customer Division.

Since 2013, this method has helped us to implement our quality of service commitments on the ground and in close collaboration with our stakeholders (airlines and service providers).

(1) Glossary.

## Seminar – Meetings in departures

In April 2015, the Paris-Orly Division and the Customer Division invited the Paris-Orly operational units to . The purpose of this two-day seminar was to share with all teams from all the business lines how passengers experience their circulation through the airport, and notably what their experience will be with the airport’s future configuration, after the link building between the two existing terminals has been constructed. The 400 participants were able to attend four workshops to see the airport through the passenger’s eyes.

**“Remembering”** brought together the three facets of a successful customer experience: effectiveness, humanity and emotion. Each participant had to recall a customer experience which had affected them.

**“Living”** to experience passengers’ emotions before taking a flight, which may include stress, excitement and fear. Actors appeared in sketches.

**“Understanding”** to gauge the expectations shared by all passengers, as well as specific expectations (families, frequent flyers, etc.).

**“Projecting”** involved identifying the conditions of a successful departure from a foreign airport (Zurich, Copenhagen, Munich).

## 2011-2015 customer roadmap

See Appendix 9

## Four years of the “Welcome and customer relations” framework

In June 2015 we published version 2 of our framework. This second edition was developed following four years of practice and implementation of this framework under the leadership of the Service University.

From 2011 to 2015, the University motivated and raised awareness amongst managers on welcome good practices. A customer relations specialist to lead the process and train agents is crucial to maintaining good practices at our operational units. This continual level of motivation enables us to achieve considerable progress, which is reflected in a consistent increase in our customer satisfaction rates year on year. As a result of joint discussions, the new framework is easy to use, and has been developed to more accurately reflect the reality on the ground.

## Forum to prepare the 2015 summer season

For the first time we organised a forum to bring together our stakeholders and our teams, in order to prepare for the 2015 summer season at the Paris-Orly South terminal. Those involved, including the airlines, ground handlers, government services, service providers and our own teams, visited six information kiosks corresponding to the six main circuit challenges, i.e. the departures process, passenger welcome, efficient traffic flow at security, reliability of facilities, arrivals process and passenger services.

## Taxis: “Welcoming our customers together”

In September 2015 we reinstated the Welcoming our customers together days for taxi drivers, which were attended by 410 professionals. As the gates of entry to France, our airports have multiple opportunities to welcome foreign customers. In 2014 we wanted taxi drivers to be involved in the quality of this welcome. In October 2014, the Car Parks and Access Division at Paris-Charles de Gaulle and our University Service organised two days of awareness-raising on how to welcome tourists, in partnership with the regional tourist board. We offered a training course on tourism in Paris, which outlined the profile of our foreign customers, their expectations and good welcome practices: 334 taxi drivers took up our invitation.

## Focus flight

In 2014, we organised 26 Focus Flights with each of the airlines based in Paris-Charles de Gaulle terminal A: together, we go through each stage of a flight – check-in, boarding, arrivals and connections. The goal is to analyse, as a group, the strong and weak points of a process from the customer’s viewpoint, and to make quick improvements through joint reflection.

These initiatives were repeated in 2015

## Lean management: organisation

A collaborative approach between the operational unit and the Air France ground handling staff was launched in 2014 in Hall 2 in the Orly Ouest terminal to simplify the flow of passengers. Now an ideas workshop is held every week on a specific matter, directly linked to the organisation of the hall. The first workshop was on unaccompanied minors check-in. Other topics have been scheduled, including circuits for passengers with disabilities or reduced mobility.



## Non-financial rating in the field of customers-purchasing

The 2014 request for the non-financial rating of our customers-purchasing performance was carried out by EthiFinance. Our rating increased by 7 points from 73 (2012 rating) to 80 (2014 rating).

See Appendix 11

## Table of indicators

See Appendix 10

## Change in satisfaction rates

### Passengers

2015: 88,8% of passengers satisfied.  
2014: +4.1 points since 2010.

### Companies

2015: Approximately 8 out of 10 airlines report being satisfied with their contact and relations with the ADP Group. (Source - BVA)  
2014: 82% (Source - BVA)  
2013: 75% (Source - BVA)

### Companies

2015: new open meetings format. 30 meetings held.  
2014: 84% (183 companies surveyed).  
2013: 81%

## Service University

The Service University served more than 7,512 people in 2015 (3,000 in 2014), and reported an average satisfaction rate of 99.9% (over 99% in 2014).

## Awards

### Best customer service of the year

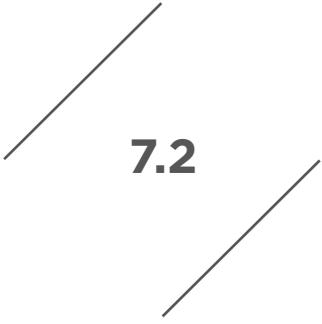
For the fourth consecutive year, we were selected as 'best customer service of the year' 2015-2016 in the "airports" category by Viséo Conseil.

### Skytrax World Airport Awards

In 2015, Paris-Charles de Gaulle ranked in the top 10 in five of the Awards' categories.

- World's most improved airport **in terms of quality of service** - 1<sup>st</sup> time, 1<sup>st</sup> place.
- Best airport shopping - 5<sup>th</sup> place (up 4 places on 2014)
- Best airport leisure amenities - 1<sup>st</sup> time, 10<sup>th</sup> place.
- Best terminal - 1<sup>st</sup> time, 6<sup>th</sup> place for Hall M;
- Best airport in Western Europe - 5<sup>th</sup> place (up 5 places on 2014).

These awards are testament to the great work of our partners' operational teams (airlines, government services, service providers and concession holders) as well as our own.



**7.2**

CUSTOMERS  
PASSENGERS



Passengers expect punctuality and a smooth, care-free, comfortable and entertaining transit from us. In order to give them this positive experience, we are constantly improving the quality of each stage of their stay in our airports, at departures, arrivals and when making connections.

For the fourth consecutive year we have been selected as 'Best customer service of the year' in the 'Airport' category by Viseo Conseil, for the quality of our service by phone, e-mail, and on the internet and social networks.

## Our services framework

Our improvement process is based on our services framework 'P'RéférenCiel'.

Concrete and pragmatic, it is built on customer expectations, on our good practices and on those of the best European airports.

It describes the level of service and quality that passengers can expect in our airports – in arrivals, departures or in transit. The bulk of the process was finalised in 2015 with the release of the 'Connections' component, in addition to the 'Arrivals' and 'Departures' components which were released in 2013 and 2014.

The framework is regularly updated in order to maintain the highest standards, and to take account of the progress made in our sector. Its content can be accessed by all employees on the intranet and via a tablet. (See Appendix 16, 'Our range of responsible services'.)

## Welcome

### Framework and trained agents

In 2014 we finalised our good practices framework in order to provide passengers with a high-quality welcome. A charter reflecting this is in place for security agents at screening check points. We conduct campaigns with all our partners to raise the awareness of their staff.

Since 2013, passengers and those accompanying them or waiting for them can also call upon the Airport Helpers®, who are familiar with the passenger itinerary. These Airport Helpers® include around 3,000 employees working in our airports in 2015, including our own staff, who have volunteered for these information roles. They wear a badge which reads "Happy to help you".

### Catering to non-European passengers

For several years our Service University has been organising 'cultural approach' fora in partnership with airlines. There, it regularly raises awareness of foreign cultural norms amongst our teams and those of our partners. We are also developing a number services for overseas, non-European passengers. In 2015 we gained the [Welcome Chinese Program](#) label, which provides Chinese tourists with targeted standard, culturally-adapted services.

## Efficient traffic flow when getting around

Our circuits, which are becoming increasingly fluid, respond to a major passenger expectation. Efficient traffic flow is primarily related to the optimisation of formalities.

In several terminals check-in and boarding have been automated. Travellers can print their boarding cards and baggage labels themselves and use our automatic bag drop service. Since 2015, we have been trialling an automatic boarding system without human intervention.

We are implementing a variety of solutions to reduce waiting times at security. Europeans pass through identity checks in 30 seconds thanks to the Parafe biometric recognition system. Extended and pooled police inspection and security areas accelerate flows, while welcome staff help passengers to prepare. Our single security check points for Schengen passengers in transit has removed the need for a second security check between two planes.

At the end of 2015, we developed a new flow management tool as part of a joint development project with a start-up. The tool was trialled at Paris-Orly and Paris-Charles de Gaulle for nine months, and has provided us with an overall view of passenger circuits. It has helped to improve the quality of our services in terms of punctuality and efficient traffic flow.

## Airport safety and security

### Explosives

Since 1 September 2015 we have been applying the European regulations of March 2014 on the detection of explosives [in on-board luggage](#) and on passengers. By January 2014, we had already implemented inspections of liquids, aerosols and gels (LAGs) transported by passengers, pursuant to the European regulations of March 2013.

Information on the importance of LAGs has already been developed for passengers by way of displays throughout passenger routes, reminders at information counters and check-in terminals, and through TV screens and the ADP Group business website [parisaerports.fr](#). We also keep our partners (airlines and retail) informed, as well as certain passenger associations.

### Security test centre

In order to plan for and support technological and regulatory changes in security, we will soon be opening a site to assess new systems. It will be used to carry out tests both to improve passenger experiences and to maintain the efficacy levels of our security procedures. It will be possible to test systems prior to certification without hindering the operation of our terminals.

### Our Security Lab

The Security Lab was opened in January 2015, and is dedicated to new security-related processes and technologies. We are planning for legislative developments and preparing the necessary changes with a view to becoming a pioneer of progress in this field. We are continuing experiments to improve the experience of our customers at the airport. We can now perform this work without hindering the operation of the terminals. The Security Lab welcomes both manufacturers and our partners and their projects, including security service providers, the French civil aviation authority (DGAC) and the French border police (DPAF).

### Airport safety

Airports which host over 10,000 passengers per year must hold an airport safety certificate which complies with national regulations, and which is issued by the French civil aviation authority's Safety Division (DSAC). In 2018, European regulations will replace national ones, and airports will need to be certified in accordance with these new provisions by the end of December 2017. The conversion files for Paris-Charles de Gaulle and Paris-Orly were sent to the DSAC in October 2015. The Paris-Le Bourget file will be submitted in March 2016. The new regulations include responsibility for airport management.

## Guidance and Information - 'Smart Airports'

Our [information and guidance systems](#) are fundamental components for efficient circuit flow. We are continually improving the service that we offer, making increasing use of smart digital systems. We have deployed touchscreen information and guidance terminals, screens in baggage reclaim areas and information pillars in the "transport info" area. Passengers can access mobile services such as the My Airport smartphone app. The app was created in 2009, and each year new functions are added to provide a better guide to passengers, as well as keeping them updated on flights and airport shopping. These services are available in ten languages and are updated in real time.

Since 2014, our "Guidance" unit has overseen a dynamic planning policy to improve the readability of interior spaces.

## Comfort

### Cleanliness

Our good cleaning practices are based on a framework and on quality standards linked to a performance assessment tool, shared by our service providers and our own teams. Since 2011 we have modernised and extended the toilet blocks in our terminals.

### Atmosphere

We are making our spaces easier to navigate and more comfortable, fitting better lighting and making spaces more peaceful. In addition to the increased number of seats, we are testing semi-reclining chairs, so that passengers can sleep in our terminals if they need to. We are also promoting the development of the range of hotels offered on our airport sites.

### Catering

#### Welcome charter

Our catering offer is based on a progress plan and welcome charter finalised in 2013.

#### Cultural workshop

We have implemented awareness-raising workshops for bars and restaurants. In 2014 they were based on a cultural theme: sales outlet staff learned about the food habits and preferences of foreign passengers. Since 2015, all restaurants offer a special menu for terminals with Chinese customers.

#### A range which is accessible to all

Since May 2014 we have been working with Boco, a new high-quality brand which offers recipes from award-winning chefs which are accessible to all.

### Activities and rest

From home cinema to games for children, including musical relaxation, reading spaces and sport corners, our boarding areas offer a range of services. Our passengers have access to charging points for computers, smartphones, and games consoles as well as free and unlimited Wi-Fi access.

Our Museum Space open to passengers at Paris-Charles de Gaulle has now celebrated its third birthday, while Paris-Orly is still running Jazz Thursdays every week.

**At the end of 2016**, we will open the Paris-Charles de Gaulle Instant Space, the main features of which include a services area and **a hotel under customs control** for passengers with long connections.

## Passengers with disabilities or reduced mobility

We welcome and provide assistance to passengers with disabilities or reduced mobility from the time they [arrive at the airport until they reach their seat on the plane](#) and vice versa. Equipment and areas have been adapted to all types of disabilities throughout the passenger circuit.

In 2015, in consultation with airlines and associations of passengers with disabilities or reduced mobility, we redefined the boundaries of a better range of services to meet the needs of disabled people. These services will focus on personalised assistance, collective mobility, lending equipment to improve independence and specific services for certain types of disability. We have also conducted a number of trials to improve comfort.

In December 2015, **the scheduled accessibility agendas** (Ad'ap) formalised by the ADP Group were approved by the Paris police headquarters (*préfecture de police*). They constitute the Company's commitment to improving the accessibility of its public facilities to passengers with disabilities or reduced mobility.

## Passenger rights

### Comprehensive information

There is a page on our business website dedicated to informing passengers of their [rights](#).

### Handling complaints

We have also implemented a process to handle complaints from passengers, those waiting for them and travelling companions. Our Customer Division receives and acknowledges receipt of complaints relating to passenger journeys involving Paris-Charles de Gaulle and Paris-Orly airports. Complaints are received by e-mail (via the website), forms provided to customers at the terminals, letters and the social networks on which we are active.

The Customer Division deals with some complaints directly. For car parking e-services, it responds to requests for assistance or information direct, via a dedicated line. It forwards complaints to the relevant airport divisions in real time and by electronic means. These divisions may conduct an inquiry, in conjunction with our partners, if they are involved (police, customs, airlines, concession holders, service providers, etc.). Customers usually receive a response within 15 days.

#### Facts

- 1 rescue and aircraft fire-fighting service per platform
- 2 emergency medical services
- We are members of the 'Tourism and travel mediation' system.
- We are members of the French Association for the Management of Complaints (Amarc) and, within this context, attend business clubs as well as three annual conventions.
- 5,766 complaints were received in 2015 (compared with 4,838 in 2013, and 5,485 in 2014).



## Passengers with disabilities or reduced mobility – Comfort, independence, support

### “You’re the pilot!”

From November 2015 to January 2016 we trialled a service offering self-service wheelchairs to persons with disabilities or reduced mobility (PHMR). The service is open to accompanied passengers who can stand up or walk without assistance. The trial was carried out under real conditions at the Paris-Charles de Gaulle Air France hub. It involved all parties on the ground, including the service providers responsible for welcome and assistance of passengers with disabilities or reduced mobility, as well as the terminal’s operational units and security and screening inspection agents.

The trial proved that the service is feasible even in very large facilities and throughout complex journeys. Our signage aimed to empathise with our strapline: *Take your seats: “You’re the pilot!”* Since the second quarter of 2016, passengers have been able to borrow self-service wheelchairs at terminal 2F. A corresponding guide has also been published.

Since 2015 we have also been testing group mobility equipment, buggies with space for two people in addition to the driver, more ergonomic check-in terminals better suited to passengers with disabilities or reduced mobility, together with individual services for certain types of disability.

## The ‘Ideas for Boarding’ challenge

In February 2015, we launched the Ideas for Boarding: international student challenge, to rethink the mobility of tomorrow in the largest airport environments for 2025-2030. The competition was organised by our Innovation and Development units and by one of Paris-Charles de Gaulle’s operational units.

**180 teams of students from 27 countries** presented just over 105 projects. Of these we short-listed 75. In June 2015 the panel selected three winners.

The majority of the competing projects used digital technologies (mobile apps, geolocation, etc.) and green technologies (EnR, recyclable materials, etc.). Most of them could be used on all passenger circuits.

**First prize** was awarded to the Israeli team EcoMobis from the University of Tel Aviv, for its two-seater transportation seat using electromagnetic sustentation (Sky Tran-type technology). These extremely futuristic small and quiet electric vehicles hover above their guide rails and run on solar power. They have a baggage compartment and a pull-down roof, and can be called at any time using a smartphone.

**Second prize** was awarded to a Finnish project for a small automated cable car for outdoor transportation of approximately 20 people.

**The third prize** went to a French team for eO!, standalone electric (driverless) vehicles which can be used at the major hubs by both passengers and employees.

## Hackathon with the Schiphol Group

**As part of the HubLink Alliance** with our partner the Schiphol Group, which manages Amsterdam Airport, we held two simultaneous hackathlons from 5 to 7 June 2015. The Hack & Fly challenge encouraged students, young entrepreneurs, talented developers and digital inventors to create new apps to improve passengers' experiences throughout their journeys.

**They covered five** circuit-related themes, including: waiting times (efficient traffic flow, making waiting into a more pleasant experience), Smart Airport (developing a "connected airport"), passenger circuit, (ease of transportation), Premium (enhancing the experiences of VIP passengers) and social (how to encourage passengers to interact with one another).

The competition was organised for the ADP Group by the Innovation unit and the Computing Services Division (DSI). Around 15 employees from each of our two groups coached 25 young teams of hackers.

## Accessibility

### Drop-off

We have improved access to our terminals. Thanks to improvements to Paris-Charles de Gaulle terminals 2E and 2F, a higher number of vehicles are able to drive through and park at the drop-off area. At Paris-Orly, taxi queuing areas have been made larger.

### Road access

In the spring of 2015, bus and taxi lanes were deployed on the two Île-de-France motorways which link Paris to Paris-Charles de Gaulle and Paris-Orly airports. This measure was taken following a decision by the Secretary of State for Transportation.

In 2014 we had already implemented dedicated road access to the East of Paris-Charles de Gaulle airport. Users of the airport now have a dedicated lane that they can use from the RN/1104, as well as a dedicated lane to join the RN1104 from the airport.

In June 2015, a programme to create dedicated bus lanes which could potentially also be used for taxis and carpooling was approved by the government, the Île-de-France region and the Île-de-France Transport Union<sup>(1)</sup>, with completion scheduled in 2020.

(1) Glossary.

## Paris-Orly shuttles

As part of the construction of the Paris-Orly airport link building, we have set up shuttles to link the South terminal to the new outlying boarding lounge. The majority of the drivers are Airport Helpers\*, who are airport employees who volunteer to provide assistance to passengers in terms of advice and guidance.

## The newly-renovated satellite 3

In October 2015, following a year of work, satellite 3 of Paris-Charles de Gaulle's terminal 1 was reopened. Satellite 3 will now house the connections area which used to be located in satellite 2. This is a crucial phase in the link project between satellites 1, 2 and 3. The newly-renovated satellite has a contemporary, light and welcoming atmosphere. The grey concrete has been replaced by white décor interspersed with bright colours. The layout of passenger areas and signage has been changed around, the number of seats optimised and the screening inspection points reorganised to improve fluidity.

## Security: new technology to detect explosives

In 2015 we invested some €10 million in the purchase and installation of 243 explosive detection devices, which have been certified by the Civil Aviation Technical Service and are based on the latest technology. This equipment has been rolled out to all screening inspection points at Paris-Charles de Gaulle and Paris-Orly. They are located next to the frisking and search areas and do not slow down flows at security.

## Winners of best welcome

Every year we recognise our best welcome teams. This year, five female welcome agents from Orly South were selected for the high quality of their service in 2014 at the "Departures Information" counter. The criterion used is compliance with our "Welcome and customer relations" framework.

A training programme was developed by our Service University in 2011. It is attended by our sales agents, operations teams and the functional line managers.

## Welcoming business customers

In 2015, we signed a partnership agreement with the Paris-Île-de-France regional tourist board and trade fair manager Viparis, to organise “Welcoming business customers”. Together we ensured that visitors, exhibitors and convention participants received a personalised welcome, with bespoke signage and flags dedicated to events at the Palais des Congrès in Paris. We also offered a free shuttle service with onboard Wi-Fi, a bellboy service and a concierge service. A guide was also published.

## Departures and arrivals information

### New-generation “Transport” information

In 2015 we continued to roll out information screens in baggage reclaim areas in the arrivals areas of some terminals. The screens allow travellers to view the status of their baggage, find out about means of transportation available out of the airport, and to watch a tourism-related film. In the public areas at Paris-Orly and Paris-Charles de Gaulle, we are testing prototype information pillars in the “transport info” area. The passenger can use the interactive terminals to select their transportation method, locate it and print their itinerary.

### Multilingual welcome agents on the RER B line

Since July 2015, staff numbers have been boosted on the RER B line which serves Paris-Charles de Gaulle. As part of the STIF and SNCF Welcome programme<sup>(1)</sup>, around 10 multilingual welcome agents are based at the Paris-Nord and Charles de Gaulle Airport 1 and 2 stations. Their role is to provide information to foreign travellers and guide them towards direct trains, as well as helping them to use ticket machines and protecting them from any impoliteness. These teams work seven days a week, from 7 am to 10 pm.

(1) Glossary.

### Gilets bleus (Blue jackets)

As part of a partnership between the Paris police headquarters (*préfecture de police*), taxi drivers and Aéroports de Paris entered into in 2015, 200 drivers have volunteered to escort passengers on arrival, and can be identified by their blue jackets. This measure has helped to eliminate illegal taxis and also reduce the waiting time of volunteer drivers at the taxi rank. The trial has been very popular amongst passengers, and was implemented in the third quarter of 2015.

### Finding a taxi with no waiting time

In 2014 we modernised the taxi rank at the Orly South terminal. The operation ran alongside the refurbishment of the access roads serving the two terminals, in line with our framework of priorities. The queuing area is now 110 metres long, i.e. 40 metres longer than it was before, and has seven pick-up points rather than five. This area, which is fully protected from the weather, is part of a new 17 by 200 metre concourse. After six months in operation the feedback is positive: we have not yet received any complaints about the conditions or waiting times.

## Baggage

### Automatic bag drop

We have developed an ultra-compact automatic bag drop system for Air France for each of its check-in desk lines. Each passenger can drop off and check in their baggage in just 45 seconds. The interface is user-friendly and available in five languages. The device checks that the dropped baggage is compliant (weight and size).

### A single baggage reclaim area at Paris-Orly

In 2015 we merged the two baggage reclaim areas at Paris-Orly South terminal for the Schengen and international areas. Schengen passengers access this single area by scanning their tag or boarding pass. This layout pools equipment and staff, making our procedures more flexible and shortening passenger waiting times.

## Passengers with disabilities or reduced mobility

In 2015 we have improved our range of services for passengers with disabilities or reduced mobility (*PHMR*). These new services are both more suited to the actual needs of passengers with disabilities or reduced mobility and are more cost-effective. They are based on consultations with all concerned parties, including associations of passengers with disabilities or reduced mobility, airlines and service providers, and also on trials conducted on the ground at Paris-Charles de Gaulle and Paris-Orly, some of which have already been made permanent. (See focus above.) We have set up new indicators and have prepared an IT system to monitor this activity. We are in the process of building a consistent customer vision for passengers with disabilities or reduced mobility, with, specifically, the same uniform to be rolled out to all four service providers. As regards regulations, our scheduled accessibility agendas (*Ad'ap*) have been approved by the Paris police headquarters.

## Rapid expansion of hotel range

As promoters of a sustainable airport city, we are expanding the hotel range in proximity to our platforms.

In November 2015, an Ibis Styles hotel with 305 rooms and a Pullman hotel with 305 rooms opened at the heart of the Roissypole business district. In 2012, in our capacity as land developers, we entered into a construction lease with the Accor group (investor and operator). In 2014, a 230-room Citizen M hotel was opened at Paris-Charles de Gaulle. By the end of 2015 Roissypole was home to nine hotels or hotel complexes with an overall capacity of 2,800 rooms. As regards Paris-Orly, a construction lease for three hotels was entered into with Accor in 2014 to build three hotels in the Cœur d'Orly business district.

## Measuring passenger satisfaction

Survey boxes have been installed outside toilet facilities in the Orly West terminal. Passengers are invited to give their opinions on cleanliness and tidiness. The data can be used to determine peak usage times, so that cleaning companies can focus their services on the times at which they are most needed. It can help to improve customer satisfaction, as well as providing precious information on the pertinence of the size of the facilities. The adoption and roll-out of this tool is being examined.



## 2015 table of indicators

See Appendix 10

### Passenger satisfaction

In 2015, nearly 88.8% of passengers stated that they were either satisfied or very satisfied with departures and arrivals. This figure has increased by 0.6 points on 2014 (+3,0 points on 2010).

The increase is primarily due to an excellent view of the quality of our boarding lounges and services, security at screening inspection points, ease of connections and a better view of our catering services and of the cleanliness of our facilities.

### Screening inspection

The pooling of security checks at Paris-Charles de Gaulle terminal 3 has cut waiting times to under 10 minutes.

### Passengers with disabilities or reduced mobility

Our assistance services to passengers with disabilities or reduced mobility were awarded an overall rating of between 8.9/10 and 9.1/10 according to the service provider and survey wave.

### Retail

#### 2015

280 retail outlets including 106 bars and restaurants.

Over 100 outlets at Paris-Charles de Gaulle have been “China Outbound Tourism Quality Service Supplier” certified since September 2014.

### Toilet facilities

Thanks to our programme to renovate or replace our toilet facilities, more than 27% of facilities now meet our high quality standards. These improvements have benefited 60% of users (passengers and travelling companions) at Paris-Charles de Gaulle and Paris-Orly. In 2015, 44 new toilet facilities were installed.



**7.3**

CUSTOMERS  
AIRLINES



\* 2015.

\*\* having performed more than 12 aircraft movements over the year at Paris-Charles de Gaulle or Paris-Orly

## Airline expectations

### High-level services

We must provide airlines with high-level [airport services](#) and quality services for passengers, our shared customers. Our performance is based on attentively listening to customer needs and constant cooperation and discussion. We are strengthening this work every year. (See Appendix 9, roadmap.)

### Contribution to airline competitiveness

In a context of growing competition between the large global cities, these will be joint victories. We keep our hub in pole position. We listen to airlines' needs and identify and offer new services to drive growth. We build [new terminals](#) and aeronautical buildings, as well as modernising and refurbishing. Since 2014, we have led a number of projects to support the Cargo business in an extremely competitive market. Paris-Charles de Gaulle airport is the second largest freight airport in Europe.

## A team dedicated to airlines

A B2B-dedicated team within the Customer Division focuses on identifying prospective airlines to open new routes (Route Development). It has developed world class skills in this area to analyse and identify key markets. The team has access to centralised data banks which have improved its knowledge of airlines' business models and strategies. It is therefore able to offer recommendations to airlines and is known for doing so. The team also works with established and long-standing airlines to propose new destinations: point-to-point medium-haul (low cost), long-haul network and long-haul tourism.

## Our dialogue and consultation tools

### Consultation

A tool for daily consultation with the airlines and Air Navigation Division is available at Paris-Charles de Gaulle and Paris-Orly. Airport Collaborative Decision Making (Airport-CDM) is used to make joint operational decisions. It helps to manage the availability of infrastructure and encourage a culture of security. A CDM website provides information for all partners in real time.

Paris-Charles de Gaulle has been a certified user of Airport-CDM since 2010. Paris-Orly is aiming for certification in 2016. This tool is supplemented by several communication systems to collectively manage vagaries and one-off situations, and to keep passengers informed. Up to now used on the runway side, the Airport-CDM is being developed for air terminal processes.

**See our tools for dialogue with the airlines** – Appendix 10.

### Listening

An airline satisfaction survey conducted by an independent company is sent to ground handling managers every year. The questions relate primarily to relations with the airport, the services by which they are covered and the well-being of their employees. The results are sent to the airlines and to our teams. The survey is a valuable tool for consulting and managing our progress plans, and therefore feeds into our quality loop.

## Infrastructure modernisation

The strengthening of our infrastructure and renovation of our buildings is one of the key components of [our service to airlines](#). These actions increase airline safety and operational efficiency, while making a considerable contribution to passengers' positive perceptions of our terminals.

An investment programme worth more than €1.5 billion for the 2015-2020 period is helping to ensure that our infrastructure is robust and to support the improvement of our quality of service to Paris-Charles de Gaulle airlines. At Paris-Orly, the renovation of the East Pier and the construction of a link building have been in progress since 2015, and in the long term will represent a €450 million investment for the airport.

## Equipment

We are rolling out new equipment for airlines. Since 2015 we have been trialling an automatic boarding system without human intervention, as well as a countdown display to continually keep the airline informed of how much time it has to perform its ground operations when the aircraft is on the ground. We have also installed 35 automatic bag drop systems at the Paris-Charles de Gaulle Air France hub (in terminals E, F and G).



## Our 2011-2015 roadmap

See Appendix 9

## New airlines and new air routes

27 air routes were opened in 2015 (15 in 2014), including 12 from Paris-Charles de Gaulle and 15 from Paris-Orly, taking the total number of routes to 473.

## Security

The Paris-Charles de Gaulle security inspection by European Commission services in February 2015 did not find any major areas of non-compliance.

## Works, renovations and upgrades

**At Paris-Charles de Gaulle**, in 2015, following a year of renovations we reopened satellite 3 of terminal 1, which links terminal 1 to terminal 2. The terminal 2A arrivals area has been renovated. Work has also begun on the long connections centre: this centre will house rooms and activities for connecting passengers. We have also reduced our runway snow removal time thanks to a new operational plan. A tunnel has been opened up under the Golf and Echo taxiways to limit the number of bus and equipment crossings which can lead to collision risks with aircraft.

## New trade fairs for airlines

In 2015, we began work on an Air France lounge at Paris-Charles de Gaulle terminal 2G, and we completed an 834 sqm lounge for Qatar Airways in terminal 1. The VIP pavilion near to terminal 1 has also been expanded.

## Airport Collaborative Decision Making

We started to implement the initiatives set out by the CDM Paris-Charles de Gaulle roadmap, which aim to improve runway capacity, particularly by putting in place good practices to reduce time spent on the runway on departure and arrival. In 2014, the Airport-CDM local departures manager helped improve traffic flows by over 10% compared with 2007.

## Supporting the Cargo business

In 2015, we have continued our support to the [Cargo business](#) by welcoming three new Cargo airlines (China Southern, Emirates and Saudi Cargo) and several group projects (notably the Cargo operational quality committees, and airline commissions from the Association of Transport and Freight Users - AUTF). In 2014, we assembled, at Paris-Charles de Gaulle, the airlines, ground handlers, customs services, the Prefect of the Region, the air transportation Gendarmerie and the French border police to look at the progress made on paperless customs checks, using the electronic sharing platform Cargo Information Network (CIN) which we helped to create. We also met with stakeholders of the Cargo business at Paris-Orly to discuss optimising the filling of aircraft holds.



## 2015 table of indicators

See Appendix 10

## Airline satisfaction

In 2015, 8 of every 10 airlines (exactly 81%) reported being satisfied with their contact and relations with the ADP Group. (Source - BVA; study conducted in October and November 2015 with 80 airlines based at Paris-Charles de Gaulle and Paris-Orly). Please note that in 2014 82% of airlines reported being satisfied, compared with 75% in 2013. The very slight fall in the percentage for 2015 in comparison with 2014 is not significant given that this is the period in which the third Economic Regulation Agreement is being negotiated.



**7.4**

CUSTOMERS  
PLATFORM COMPANIES



## Expectations of tenant companies

As business premises lessors to over 700 companies at our Île-de-France holdings, we strive to provide them with a quality service which meets their expectations (See page 6).

## Our solutions

### A warm welcome

Our commercial and technical teams provide a tailored welcome package to our customer companies. [They have a dedicated section](#) on our [parisaeroports.fr](#) website. We also provide them with welcome booklets and other special tools.

### Renovated buildings

We follow a multi-year programme for our building renovations. We are primarily improving energy efficiency, climate control and landscape integration for our real estate assets (offices, business parks, Cargo delivery services, warehouses, etc.). The purpose of this work is to adapt our premises to our tenants' expectations and to reduce leasing expenses.

Our programme includes the installation of energy-efficient equipment, particularly in communal areas and toilets: taps with flow regulators, LED lighting, motion sensors, timers, etc.).

We continue to implement centralised technical management to control lighting and climate control, in order to optimise our operational costs.

### Secure spaces

We are optimising security levels on our sites. All buildings and car parks are fitted with access controls. We are installing video surveillance systems in all of our buildings, as well as adapting all circuits to prevent crime.

### Dialogue

Companies have access to our extranet via our website, which they can use to find information and to contact us.

Site visits and regular meetings promote consistent and close dialogue with the companies based at our airports.

We ensure the quality of the services delivered to companies by our service providers by planning mystery shopper visits by a third party.

We also conduct an annual satisfaction survey, which helps us to set out any required corrective actions.

### Raising awareness of sustainable development

The Real Estate Division is also tasked with raising awareness amongst its various customers (agents, internal and external tenants) on sustainable development processes. Awareness-rising specifically relates to surroundings and quality of life at work.



## For the sheltered sector

As well as adding integration clauses to its public contracts and awarding specific work packages to companies within the sheltered sector, in 2015 our Real Estate Division prepared a special lease with conditions to favour setting up an “Esat” (establishment in the protected work sector)<sup>(1)</sup> at the Paris-Orly platform.

(1) Glossary.

## Land-related awareness-raising sessions

In 2015 we set up short “coffee and croissants” awareness and training sessions for our agents. The themes of these sessions were land-related issues. The first “coffee and croissants” session was dedicated to environmental (ISO 14001) and energy (ISO 50001) management systems. We are planning to extend these sessions to our customers.

## Secure spaces

In 2015, we fitted all Orlytech business park premises and car parks with access control equipment. Moreover, we have been implementing a multi-year programme since 2013 to secure the Cargo City area at Paris-Charles de Gaulle, which will be completed in 2016. We are also improving safety instructions in waste collection areas, thanks to new signage.

## Quality of life

We have developed our buildings’ surroundings by creating high-quality green spaces and by installing street furniture specific to each area. We have updated access signage and overhauled the pavements to make pedestrian routes safer and make it easier for people with disabilities and reduced mobility to get around.



## 2015 table of indicators

See Appendix 10

## Company satisfaction rate

2014: According to a survey conducted on 183 companies, 84% of them reported that they were satisfied with their relationship with the ADP Group, compared with 81% in 2013.

2015: 30 open meetings held in accordance with a new survey format.

## Dialogue and monitoring

700 meetings with tenants in 2015 (one per year and per customer company).

8.

SOCIALLY RESPONSIBLE  
INVESTMENT INDICES  
AND RANKINGS

## Socially responsible investment indices and rankings

We feature on several socially responsible **investment indices and rankings (SRI)**.



**Dow Jones  
Sustainability Indexes**

### Dow Jones Sustainability Index (DJSI)

Since September 2015, we have featured in the DJSI index, the benchmark SRI index. This index ranks us among the 30 best European companies in three areas: economic, environmental and social. Analysed since 2013, our performance has risen from 65 to 79 points. In Environment, we were ranked the best in our sector, with a grade of 93/100. In human resources, we rose from 64/100 (2013) to 75/100 (2015).



### Sustainalytics

Sustainalytics, global leader in sustainability research and analysis, ranks us first of the major European airports in sustainable development and social responsibility.



### Ethibel Sustainability Index (ESI) Europe

We have been included in this listing since 2009 and in the Ethibel Sustainability Pioneer and Excellence listing since 2013. The Ethibel Sustainability Index (ESI) Europe lists the 200 leading companies in terms of CSR. It is based on ethical and sustainable criteria and provides a comprehensive perspective on the financial performance of the world's leading companies in terms of sustainability for institutional investors.



### Euronext Vigeo

We have been included in the Euronext Vigeo Europe 120 and Euronext Vigeo Eurozone 120 listings since 2012. We are listed in Euronext Vigeo World 120 and Euronext Vigeo France since November 2015. Vigeo rating launched five indices in 2012 which distinguish, among companies on the Stoxx® 1800 index, those with the best CSR performance: Euronext Vigeo World 120, Euronext Vigeo Europe 120, Euronext Eurozone 120, Euronext Vigeo France 20 and Euronext Vigeo United Kingdom 20. The figure refers to the number of companies selected.



### Global 100

**We were included in this ranking in 2012. We are the only airport group** in this ranking, where we ranked 34<sup>th</sup> in 2015 (4<sup>th</sup> French company). The Global 100 groups together the 100 most sustainable companies in the world. Companies are ranked with respect to 12 key indicators such as energy production, emissions, and investments in innovation.



### MSCI World ESG and MSCI World SRI

We were given an AAA rating in 2013 and are in the top three in the "Transportation Infrastructure" group. We have been on the MSCI World ESG (Environment, Social, Governance) index since 2013 and the MSCI World SRI (Socially Responsible Investing) index since 2012.



### Oekom Prime Global Challenge Index

In 2014, we were given a Prime ranking, with a C+ grade. We are one of the industry leaders and meet the minimum requirements in our sector. The extra-financial ratings agency Oekom manages the ranking in the Global Challenge Index.



### Stoxx® Global ESG Leaders

We are listed in the Stoxx® Global ESG Leaders index, which ranks leading international companies in terms of the environment, social policy and governance. Stoxx supplies financial or non-financial indexes (CSR, risk management) to investors and European and international companies.



### FTSE4Good

We have been on the FTSE4Good index since July 2015. This SRI index of the British FTSE index family combines listed companies deemed ethical and responsible.

9.

DISTINCTIONS AND LABELS

## Distinctions and labels

We have won awards for our performance in corporate social responsibility. We have also won a number of labels.

### Win-Win Partnership Prize

In June 2014, we won the win-win partnership prize for major groups and SMEs within the context of the SME pact: this prize was awarded in recognition of the innovative partnership entered into with Alstef to design and manufacture automatic baggage drop-off systems.

### Elected “Customer service of the year”

For the fourth consecutive year, Aéroports de Paris was selected as best customer service of the year 2015-2016 in the airports category by Viséo Conseil.

### Randstad Employer Attractiveness Award

We won the 2015 Randstad Employer Attractiveness Award, in the “transport and logistics” category.

### Skytrax World Airport Awards

#### 2015

In 2015, Paris-Charles de Gaulle was ranked in the Top 10 in five categories in these awards:

- Most improved airport - 1<sup>st</sup> time - 1<sup>st</sup> place;
- Best airport shopping - 5<sup>th</sup> place (up 4 places on 2014);
- Best airport leisure amenities - 1<sup>st</sup> time - 10<sup>th</sup> place;
- Best terminal - 1<sup>st</sup> time - 6<sup>th</sup> place for Hall M;
- Best airport in Western Europe - 5<sup>th</sup> place (up 5 places on 2014).

### New commercial premises

We received the “New commercial premises” prize, one of the 2015 Procos prizes awarded by the Expert Federation for Town Planning and for the Development of Specialised Retail.

### Best employers in France

ADP Group is ranked 18<sup>th</sup> of the “400 best employers in France”, published in Capital magazine in February 2016. The award was set up by the Statista Institute, which anonymously surveyed almost 10,000 employees working in groups with more than 500 employees. The questions related to the human resources policy of their employer and of companies in the sector.

### Victoires du capital humain

We won the 2014 silver trophy of the first Victoires du capital humain awards, presented by the Leaders League group and the magazine *Décideurs*, in the “public sector” category, “human resources” field.

### Responsible supplier relations label

We were awarded [this label](#) in 2014. It that we have adhered to the commitments made in 2010 when we signed the [Responsible Supplier Relations Charter](#), proposed by, the Ministry for the Economy and the French purchasers and managers’ organisation (*Compagnie des dirigeants et acheteurs de France*).

This charter encourages large companies like ours to adopt ten good practices with regard to their suppliers. It aims to create a climate of mutual trust and a long-term and equal relationship, which protects suppliers’ interests. It thus encourages support for progress and innovation initiatives within SMEs and SMIs.

### Tourism & Disability label

The Paris-Orly Environment and Sustainable Development Centre was awarded the Tourism & Disability label by the association [Tourisme & Handicaps](#).

### Happy trainees label awarded

In 2014, we were awarded the Happy Trainees label by the internet platform [meilleures-companies.com](#). This label is an indication of the level of satisfaction of interns and work-study trainees.

10.

COMMITMENT  
OF THE SUBSIDIARIES

## Charters and code of conduct

In January 2015 four major Aéroports de Paris SA subsidiaries signed

- the Group's CSR Charter
- the Group Ethics Charter
- the Diversity Charter.

Since working in partnership with Transparency International France, between 2011 and 2014, they all have a Code of Conduct and anti-fraud as well as anti-corruption mechanisms.

They are also signatories of the ADP Group's Responsible Purchasing Charter.

## Hub One

### Profile

Group of information technology and communication services in professional environments, [Hub One](#) designs and develops the digitalisation of roles, places and usages. The Group, made up by Hub One SA and Hub One Mobility SAS is committed to a CSR policy that covers all of its activities and builds on three major challenges:

- 1** - being close to its ecosystem (customers, suppliers, partners, etc.);
- 2** - reducing its environmental impact;
- 3** - acting as a responsible employer by promoting diversity and solidarity.

The CSR approach, framed by a corporate social responsibility and environmental charter, is controlled and coordinated by Hub One SA's Human Resources Department.

Hub One is signatory to the French Telecom Federation's Sustainable Development Charter. Since 2013, it has been implementing a stakeholder consultation [system](#).

### Transparency

Although it is not subject to the obligations laid down in Article 225 of the Grenelle 2 Law, every two years Hub One produces a sustainable development report that is in line with the recommendations of the *Global Reporting Initiative (GRI)* and the French Telecom Federation. In 2014, the request for non-financial ratings requested by Aéroports de Paris resulted in Hub One being awarded a rating of 67/100, up 5 points compared to 2012. Hub One has voluntarily accepted this non-financial rating since 2008.

### Risk Management

The company has a Code of Conduct for information security and a risk 2014 management and internal control system.

### Purchases

In 2015, the Hub One group:

- launched a purchasing tool that integrates a CSR grid in the supplier consultation documents;
- defined a quality indicator on the relationship with suppliers;
- developed an on-site audit framework;
- increased the forecasted revenue that could be made with the adapted and protected sector.

### Human Resources

Hub One has defined three values: commitment, proximity, boldness. It implements a GPEC (human resource and skills management planning) for its employees and an internal social barometer.

In 2015, the company organised an awareness campaign on the issue of well-being at work and developed an online collaborative support platform for managers.

### Environment

Hub One has an [environmental policy](#) in place and implements an environmental management system. Environment correspondents are present on all its sites and its employees are trained in eco-design challenges. As part of the Green IT programme, Hub One adheres to the European Code of Conduct for the energy efficiency of the *data centres* and the Initiative Data-Centres\* programme run by Ademe.

Some of the steps taken in 2015:

- barometer for the movement of employees in île-de-France;
- policy for purchasing recycled materials;
- two projects proposed by the employees and rewarded by the 2015 Hub One Sustainable Development Award: the first encourages employees to use bicycles as their mode of transportation; the second facilitates the delivery of baskets of organic fruits and vegetables.

## Community

For several years, Hub One has been committed to strong community actions, which in 2015 included:

- a partnership with the “*Nos Quartiers ont des Talents*” (NQT) association (“Our neighbourhoods have talent” in English) and signing of the NQT white paper “Let’s climb the social ladder” - 12 patrons and sponsors;
- a partnership with Planète Urgence: 4 volunteers in 2015;
- Handi2day, recruitment fair for people with disabilities; or
- “Come pedal for the telethon”.

## ADP Ingénierie

### Profile

As one of the top five global airport engineering companies, ADP Ingénierie (ADPI) provides audit, advisory, design, supervision and project management support services for large airport infrastructures. This wholly-owned subsidiary of Aéroports de Paris SA has operations on four continents with strong historical settlements in the Persian Gulf region. The company is expanding both in areas with high growth such as China and Southeast Asia and in mature markets, particularly in Europe.

ADP Ingénierie has a CSR approach that is implemented by its management in line with the guidelines laid down by the parent company. Its environmental, social and supplier-relations policies are formalised. Its quality policy was updated in 2014. ADPI is ISO 9001 certified for all of its activities.

### Risk Management

ADP Ingénierie has established a procedure for selecting and monitoring business consultants. It requires anti-corruption clauses in its contracts and includes the risks of outsourcing in its risk map.

### Transparency

In 2014, the non-financial rating requested by Aéroports de Paris SA for ADP Ingénierie was awarded an overall score that was up 5 points compared to 2012 (60/100 in 2014) with two notable advances in relation to customers and purchasing and human resources.

### Environment

ADP Ingénierie has an environmental management system and communicates its environmental policy to its suppliers.

The company is developing a “Green Airport” offering. From the moment it designs its projects, ADP Ingénierie systematically implements an approach of promoting local or international environmental certification. A sustainable development framework is applied to each project. These parameters are integrated into several design or asset management tools.

Noteworthy projects include:

- the modernised terminal in Bahrain International Airport, which should receive a “Leed” (Leadership in Energy & Environmental Design) certification;
- the new airport in Beijing Daxing (tender won in 2014) that will rely on advanced technologies to ensure the best energy and environmental performance of the facilities.

## ADP Management

### Profile

Specialising in the management of airports, ADP Management operates in 8 countries outside France and manages 20 airports either directly or indirectly. The main airports or airport groups managed abroad by ADP Management implement ISO 14001 environmental management systems and are ISO 9001 quality management certified. Three are accredited at levels 1 or 2 of the Airport Carbon Accreditation (ACA) for their management of climate impacts.

In 2014, the extra-financial rating requested by Aéroports de Paris SA for ADP Management was awarded an overall score that was up by 10 points compared to 2012 (60/100) with remarkable advances in the fields of community involvement, customers and purchasing, the environment, and governance.

### The OMA group (Mexico)

The OMA group (13 airports) signed agreements with ADP Management to ensure the transfer of know-how in all airport domains. Since 2011 the group has published an annual sustainability report on the basis of the GRI G3 - Level B +, audited by PriceWaterhouseCoopers.

- **Passenger quality service:** OMA has always scored at a very high level in the ACI ASQ satisfaction survey, up 2% compared to 2014. In 2015 and for the second consecutive year, the international airport of Culiacan was named best airport in Latin America and the Caribbean, in the category of airports with less than 2 million passengers. For its part, the international airport of Monterrey has won second place in the category of airports with between 5 and 10 million passengers from this region.
- **Environment:** In 2015, OMA renewed its ISO 9001 (quality) certifications for its 13 airports and its headquarters, already ISO 14001 (environment) and OHSAS 18001 (health and safety) certified. The group plans to join the Airport Carbon Accreditation programme run by the ACI in 2016-2017.
- **Human Resources:** the group is ranked 35<sup>th</sup> out of the 100 best companies of the Mexican Great Place to Work (GPTW) certificate in the category of companies with 500 to 5,000 employees.
- **Solidarity:** in 2015, the group launched preliminary works for the creation of its corporate foundation, OMA Conecta, whose activity should begin in January 2017. OMA Conecta will have a budget of around €130,000 to which the ADP Group will add an additional contribution of €25,000 *via* its own corporate foundation.

### AIG in Amman - Jordan

The airport conducts an annual CSR report to the IFC (World Bank). In 2015, the airport saw its ISO 9001 (quality), 14001 (environment), 10002 (claims management) and OHSAS (health and safety) certifications renewed. Its level 2 ACI Airport Carbon Accreditation was also renewed in 2015 (level 3 expected in 2016). AIG conducts humanitarian actions with neighbouring communities involving up to €20,000 each year.

In 2015, for the second consecutive year, the Queen Alia international airport in Amman was named best airport, all airport sizes born in mind, in the Middle East for its quality of service by the ASQ ACI satisfaction survey.

### The MZLZ/ZAIC consortium in Zagreb - Croatia

MZLZ set up, with the support of ADP Management, the governance of the 6 group companies, appointed a head of Environment and Quality and created social and trade union bodies. MZLZ conducts an annual CSR report to the IFC (World Bank). In 2015, MZLZ formed a steering committee for its projects in order to better meet the expectations of Airport stakeholders. In 2015 the airport managed by the ADP Group obtained the ISO 9001 (quality), ISO 14001 (environment) and ISO 10002 (claims management) certifications. In June 2015 it was also accredited at level 2 of the Airport Carbon Accreditation (ACA-ACI). Zagreb airport was one of only 35 airports in the world with this level of certification at that time.

### Atol (Airport Terminal Operations Ltd) - Mauritius

In 2015, the terminal opened two years ago obtained first prize of the Maurice France 2015 environment awards of the chamber of commerce and industry for its environmental and energy performance. In 2016-2017 Atol plans to take part in the ACA ACI programme. For the second consecutive year, it was ranked by ACI as the leading airport in the Africa region for the quality of service received by passengers.

### Santiago de Chile

The ADP Group obtained the concession of the Santiago de Chile airport in October 2015. Construction of the new terminal will begin during 2016. A CSR approach is in place, including a reshaping of the governance, the appointment of quality-environment-safety officers, the introduction of a monthly CSR report and the gradual introduction of management systems for the environment, quality, health and safety, and claims management. In turn, the ADP Foundation has supported the training of Chilean volunteer fire-fighters of the Maule region.

### Liège Airport - Belgium

The airport of Liège has extended its partnership with the ADP Group (ongoing since 1999) for a further fifteen years. Liège Airport has an integrated management system. In 2014 it was certified "Lean & Green" for its logistics practices and was ranked 2<sup>nd</sup> in the Randstad Regional Award Liège among the most attractive companies. In 2015 the airport was named "European Airport of the Year - Customer Choice Awards". This award, given by Payload Asia Magazine, recognises quality of service.

The airport conducts an environmental policy based on reducing its energy consumption and the fight against climate change. In 2015 it commissioned a co-generation plant for natural gas and undertook an update and review process for its facilities. It holds a level 1 "Airport Carbon Accreditation from the ACI", renewed in 2015.

## HUB SAFE

### Profile

Spread over different airport environments, HUB SAFE delivers a global security service and offers its customers a way to anticipate future security-related challenges: countering new threats, ensuring a level of performance beyond an obligation of means, adapting teams to the type of travellers, etc.

HUB SAFE has entrusted its Human Resources Division with managing its CSR approach. After being awarded the extra-financial rating requested by Aéroports de Paris SA, applied for the first time to this subsidiary, the company was awarded an overall rating of 71/100 for all areas assessed.

It is committed to improving its governance with a twofold objective: adopt a transparent policy of internal control and risk management to secure and ensure the reliability of its operations; develop performance in compliance with ethical guidelines and national and international standards.

HUB SAFE adopted a code of conduct developed in partnership with Transparency International France.

### Human Resources

#### • Diversity-equal opportunities

HUB SAFE is regularly involved in the promotion of diversity, gender equality and access to employment for persons with disabilities.

It held "diversity" training for all its managers in 2015, provided by the *IMS-entreprendre pour la cité* network. HUB SAFE aims to raise the awareness of all its employees in 2016 *via* its managerial culture.

#### • Professional Development

HUB SAFE promotes the professional development of its employees through training and promotion. In 2016 it will open new negotiations on the GPEC and the generations contract.

#### • Working conditions, safety, quality of life

The quality of the working conditions of its employees is a major development axis for the company. It commits to meeting their aspirations in terms of safety, physical and moral integrity, and well-being at work. To this end, it gives its employees the means to ensure their safety, including training to prevent musculoskeletal disorders. An CHSCT monitoring unit also meets their daily difficulties, in particular through scheduling arrangements. HUB SAFE has special procedures for assaults and sexual and moral harassment.

In 2015, HUB SAFE conducted an employment satisfaction survey of its employees in order to identify their needs, as well as concrete and appropriate actions to take in 2016-2017.

#### • Community involvement

Close to local authorities, HUB SAFE develops its efforts in favour of sustainable professional integration. It raises awareness, notably as regards discovering airport jobs, together with Aéroports de Paris SA and several training and integration bodies. It develops communication and information about social and environmental issues, which are the core of its sustainable development strategy.

### Responsible purchasing

As part of its relationship with its customers, suppliers and other service providers, HUB SAFE is committed to a process of sustainable and responsible purchasing. In 2015 the company integrated CSR and sustainability criteria in its contracts, thus encouraging its suppliers and service providers to adopt a responsible approach. The goal for 2016 is to finalise the formalisation of the sustainable purchasing policy.

## Environment

Respect for and protection of the environment are important challenges. HUB SAFE has conducted an inventory of its direct and indirect greenhouse gas emissions. A company travel plan was established in 2015. It encourages employees, customers and suppliers to reduce the use of private [cars](#) and use other less [polluting](#) modes of transport. The company wants to diversify its vehicle fleet in 2016, notably by integrating hybrid vehicles into it.

HUB SAFE encourages recycling and recovery of non-hazardous waste. The company launched a programme to recycle old uniforms: several collection points were set up on the Paris-Charles de Gaulle and Paris-Orly platforms. Moreover, in 2016 it plans to organise a new waste collection and recycling programme in partnership with a specialist organisation.

11.

GLOSSARY, ABBREVIATIONS,  
ACRONYMS

## A

**ACA:** Airport Carbon Accreditation.

**ACI:** Airports Council International.

**Adapt:** *Association pour l'insertion sociale et professionnelle des personnes handicapées* (association for the social and professional integration of the disabled).

**Adife:** *Actions et développement d'initiatives en faveur de l'emploi* (actions and development of initiatives in favour of employment).

**Ador:** *Association pour le développement économique du pôle Orly-Rungis* (association for the economic development of Orly-Rungis).

**Afnor:** *Association française de normalisation* (French standards association).

**Agefiph:** *Association chargée de favoriser l'insertion professionnelle et le maintien dans l'emploi des personnes handicapées* (association to support professional integration and employment retention for people with disabilities).

**APU:** Auxiliary Power Unit.

**ARD:** *Agence régionale de développement* (regional development agency).

**ATM:** Air Traffic Management.

## B

**BIPE:** *Bureau d'information et de prévisions économiques* (industrial and economic research organisation).

## C

**Catalytic (employment):** See explanation at the end of the glossary.

**CCI:** Chamber of Commerce and Industry.

**CCIP:** Paris Chamber of Commerce and Industry.

**CDG:** Paris-Charles de Gaulle airport.

**CDM:** Collaborative Decision Making.

**CE:** *Comité d'entreprise* (Works Committee).

**CHSCT:** *Comité d'hygiène, de sécurité et des conditions de travail* (committee for health, safety and working conditions). See description of the CHSCT's role and function in the explanation section at the end of the glossary.

**CIES:** *Comité intersyndical de l'épargne salariale* (joint union employee savings committee).

**Cluster:** A group; more specifically a group of concerned parties or researchers in the fields of science, technology or economics with the role of supporting, developing and promoting shared interests.

**Cnil:** *Commission Nationale de l'Informatique et des Libertés* (French national commission for IT and civil liberties).

**CO<sub>2</sub>:** carbon dioxide. Greenhouse gases.

**Cofrac:** *Comité français d'accréditation* (French accreditation committee).

**Coworking:** Working in a shared space or as a network.

**CRE:** *contrat de régulation économique* (economic regulation contract).

## D

**Défenseur des droits:** The Défenseur des droits (the «rights defender») is a State institution that combines four institutions: the General Ombudsman, the Children's Ombudsman, the High Authority to Combat Discrimination and Promote Equality (Halde) and the National Commission on Ethics and Security (CNDS).

**DBA:** *dépose bagages automatique* (automatic bag drop).

**DGAC:** *Direction générale de l'aviation civile* (French civil aviation authority).

**Direct, indirect, induced or catalytic employment:** See explanation section at the end of the glossary.

**DJSI:** Dow Jones Sustainability Index.

**Dircccte(s):** *Direction(s) régionale(s) des entreprises, de la concurrence, de la consommation, du travail et de l'emploi* (regional business, competition, consumption, work and employment bodies).

## E

**EA:** *entreprise adaptée* (company employing protected workers).

**Eco-district:** Green urban district.

**Epic:** *Établissement public à caractère industriel et commercial* (public industrial and commercial establishment).

**Esat:** *Établissement et service d'aide par le travail* (establishment in the protected worker sector).

**ESD:** The ADP Group's Environment & Sustainability Division.

**ESG:** Environmental, Social and Corporate Governance.

## F

**FCP:** *fonds commun de placement d'entreprise* (corporate mutual fund).

## G

**GIP:** *groupement d'intérêt public* (public interest group).

**GDLC:** *gestion locale des départs* (local management of departures).

**GPU:** Ground Power Unit – vehicle for supplying energy to aircraft on the ground.

**Graduate Programme:** Programme which the company has developed to attract young graduates.

**Greta:** *Groupement d'établissements locaux publics d'enseignement* (local educational organisation).

## H

**Halde:** *Haute autorité de lutte contre les discriminations et pour l'égalité* (High Authority to Combat Discrimination and Promote Equality).

**Hub:** interchange platform.

## I

**IFC:** *International Financial Corporation* (World Bank).

**Induced (employment):** See explanation at the end of the glossary.

**ISO:** International Organization for Standardization.

**kWh:** kilowatt-hour

## L

**LBG:** Paris-Le Bourget airport.

**Lean management:** Organising management in project mode, with the purpose of reducing malfunctions and waste through a shared approach with all of the concerned parties.

**Lync:** Microsoft computer-based communications platform providing instant messaging, calls and video conferencing.

## M

**Materiality:** Used in the sense of «relevance».

**MWh:** Megawatt-hour.

## N

**Dogger groundwater:** groundwater found in the middle section of the Jurassic system (Mesozoic era).

**NO<sub>x</sub>:** nitrous oxides.

## O

**OHSAS:** Occupational Health and Safety Assessment Series.

**Onera:** *Office national d'études et de recherches aérospatiales* (French aeronautics and space research centre).

**ORY:** Paris-Orly airport.

## P

**Parafe:** *Passage rapide des frontières extérieures* (fast border screening facility).

Paris Region Entreprises: New name (2014) for the Paris Île-de-France regional development agency.

**PDIE:** *plan de déplacements interentreprises* (inter-company travel plan).

**PEB:** *plan d'exposition au bruit* (noise exposure map).

**PGS:** *plan de gêne sonore* (noise pollution map).

**PHMR:** *personne handicapée ou à mobilité réduite* (people with disabilities or reduced mobility). Also used for «passengers with disabilities or reduced mobility».

**PRSE:** *plan régional santé-environnement* (regional health and environment plan).

## R

**Relamping:** A technical term denoting the replacement or changing of light sources in lighting equipment, with a view to improving energy and light efficiency.

## S

**Sesar:** Single European Sky ATM Research; an air traffic management research programme.

**SME:** *système de management environmental* (environmental management system).

**SMÉ:** *système de management de l'énergie* (energy management system).

**SMI:** *système de management intégré* (integrated management system).

**SRI:** Socially responsible investment.

**SO<sub>2</sub>:** sulphur dioxide

**Speed meeting:** A series of brief and timed meetings with the purpose of finding a person/company/financial partner to meet one's professional requirements.

**STPA:** *secteur du travail protégé et adapté* (protected and adapted employment sector).

## T

**tep:** *tonne équivalent pétrole* (tonnes oil equivalent).

## U

**UES:** *usages énergétiques significatifs* (significant energy usage).

### Direct, indirect, induced and catalytic employment

Employment described as «direct, indirect, induced and catalytic employment» refers to the impact of companies on jobs.

**Direct impact** refers to the added value, in other words the revenue minus intermediate consumption, and to the number of jobs in companies in the airports.

**Indirect impact** represents the economic (added value) or social (number of indirect jobs) impact linked to suppliers of airport companies (not based at the airports).

**Induced impact** (measured in added value and in jobs) refers to expenditure by airport employees (direct jobs) and supplier employees (indirect jobs).

**Catalytic impact** is calculated based on expenditure in Île-de-France by tourists who have reached the region by plane.

### What is the CHSCT?

Every private company (and under certain conditions public institutions or companies) with 50 or more employees must have a Comité d'hygiène, de sécurité et des conditions de travail (committee for health, safety and working conditions, or CHSCT). The committee's role is to help protect employees' health and safety, and to improve their working conditions. The CHSCT primarily comprises a group of staff representatives. It has access to a number of resources to help it to fully perform its role (information, calling on experts, etc.). Staff representatives receive time in lieu and protection against redundancy. The system is more robust in companies with a high industrial risk. If there is no CHSCT, staff representatives will perform the duties that would usually fall under the CHSCT's remit.

### Single Document

The Single Document (SD) or single document assessing professional risks (document unique d'évaluation des risques professionnels, or DUERP) prepared and updated annually by each head of department, head of institution, or territorial authority, lists all the professional hazards (including psychosocial risks) to which agents are exposed, in order to organise their prevention within the annual prevention programme.



GROUPE ADP

# CORPORATE SOCIAL RESPONSIBILITY APPENDICES

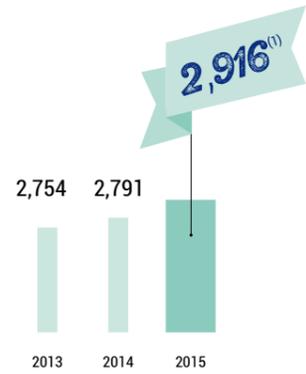
2015



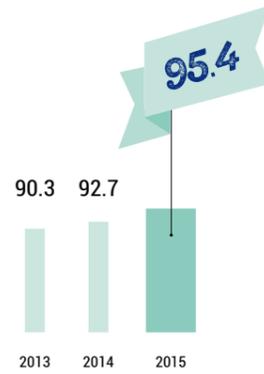
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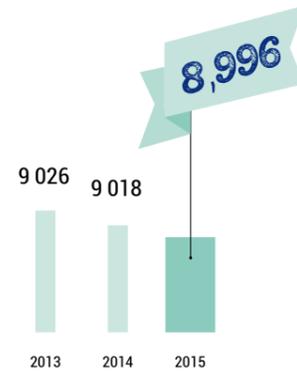
## 2015 key figures



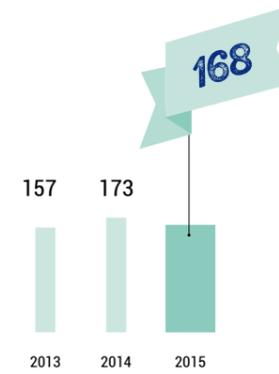
**€2,916 million**  
in consolidated  
revenue.<sup>(1)</sup>



**95.4**  
million passengers  
handled at Paris-Charles de Gaulle  
and Paris-Orly



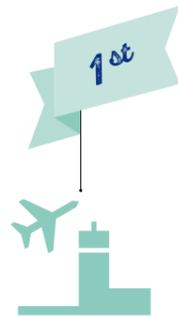
**8,996**  
employees  
Average staff numbers ADP  
Group.



**168**  
airlines.<sup>(2)</sup>



**€2,590 million**  
in investment  
by Aéroports de Paris SA between  
2011 and 2015 (€2,978 million  
planned from 2016 to 2020).



**Largest airport  
real estate**  
coverage in Europe  
(6,686 hectares  
in the Paris region).



**365**  
**destinations**  
accessible from Paris-Charles de Gaulle  
and Paris-Orly.



**Over 1,000**  
**companies**  
at our three airports  
in the Paris region



**119,000**  
**people**<sup>(3)</sup>  
work at our three Paris airports.



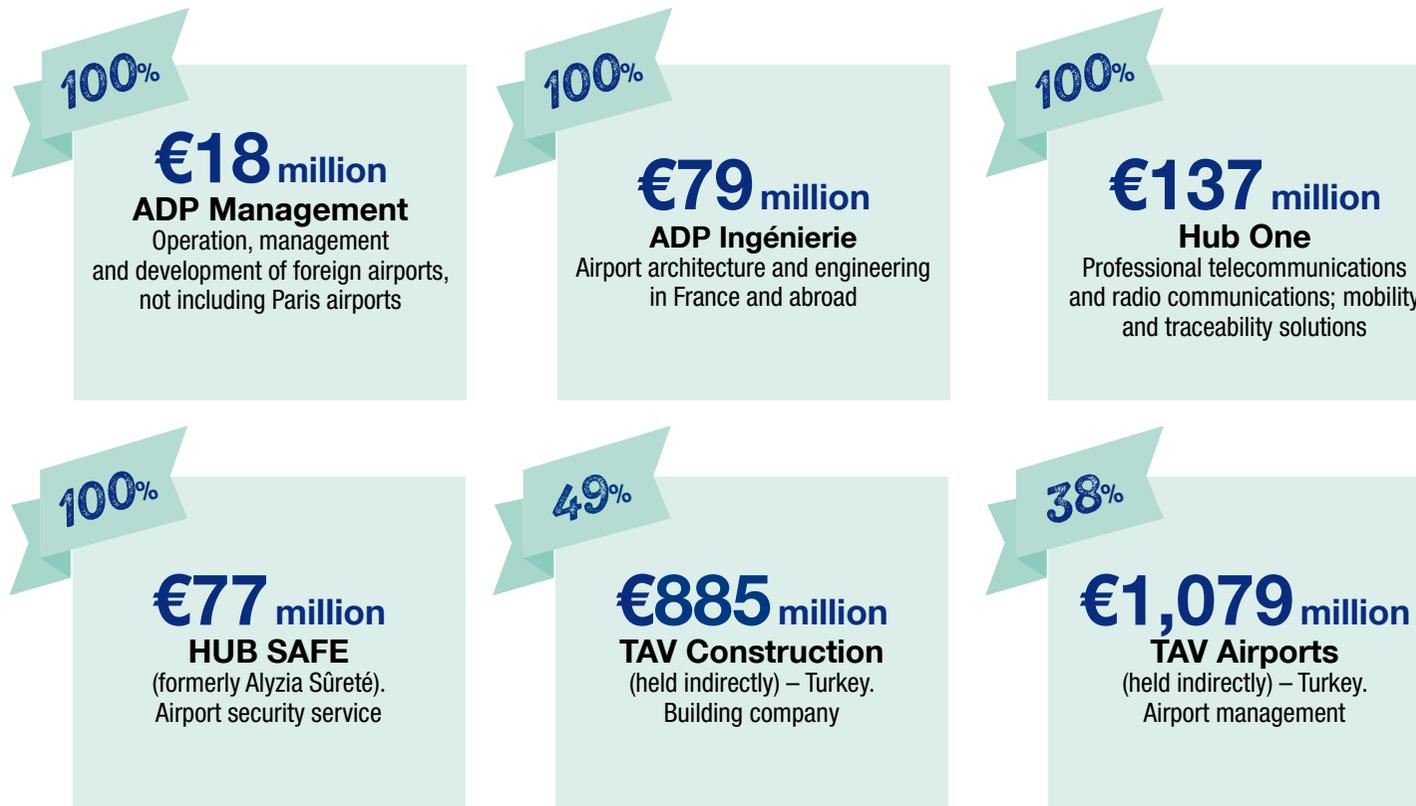
**1,400**  
**direct jobs**  
per additional million  
passengers.



**3,000**  
**Suppliers**

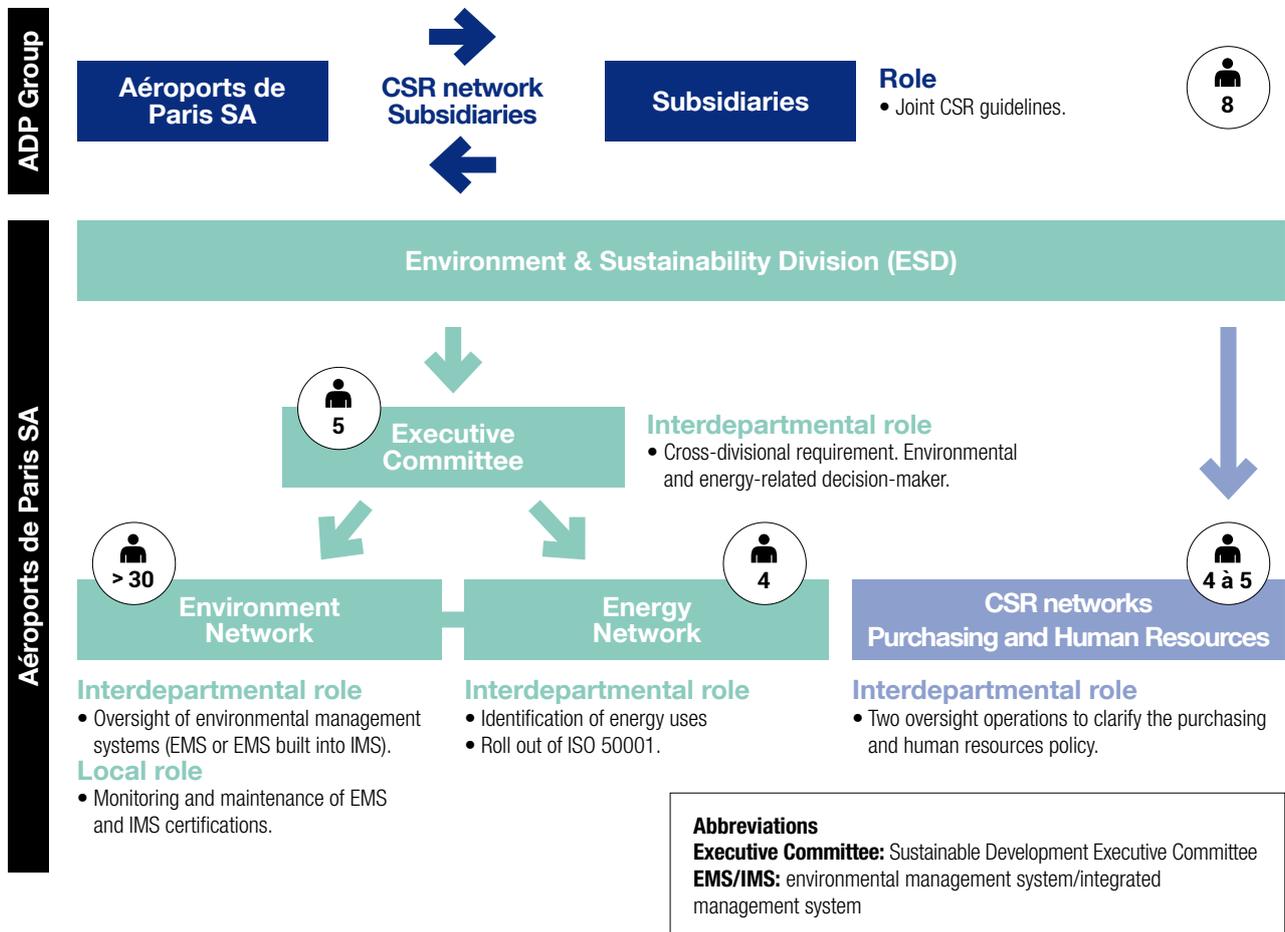
(1) Pro forma data. (2) Companies having made more than 12 movements during the year at Paris-Charles de Gaulle or Paris-Orly, including airlines belonging to the three alliances, Sky Team, Sky Alliance and oneworld. (3) Regulated scope. (4) Source: Business, employment and training observatories.

## Main subsidiaries and major equity investments Revenue



We also have an 8% capital interest, via a cross-shareholding system, in our Dutch counterpart and manager of Amsterdam airport, Schiphol Group (Netherlands). In January 2014, Aéroports de Paris and Schiphol Group renewed their cooperation agreement with Incheon International Airport Corporation for another four years.

## Forty or so people are involved in the oversight of the Group CSR



The implementation of our CSR policy is based on employee networks which analyse needs and monitor the completion of initiatives and the achievement of objectives. Members of these networks devote up to 200 days to CSR duties, totalling 1,500 hours/man a year.

### At ADP Group level

A «Subsidiaries' CSR» network meets twice a year and, on average, comprises eight people.

#### For Aéroports de Paris SA

- 2 Environment & Sustainability Division (ESD) representatives;
- 1 Human Resources Division representative;
- 1 Purchasing Division representative.

#### For the subsidiaries

- the CSR representative from each of our main subsidiaries – ADPI, ADP Management, Hub One and HUB SAFE.

This network sets common CSR guidelines, particularly with regard to ethics, human resources, purchasing and the environment.

### At the Aéroports de Paris SA level

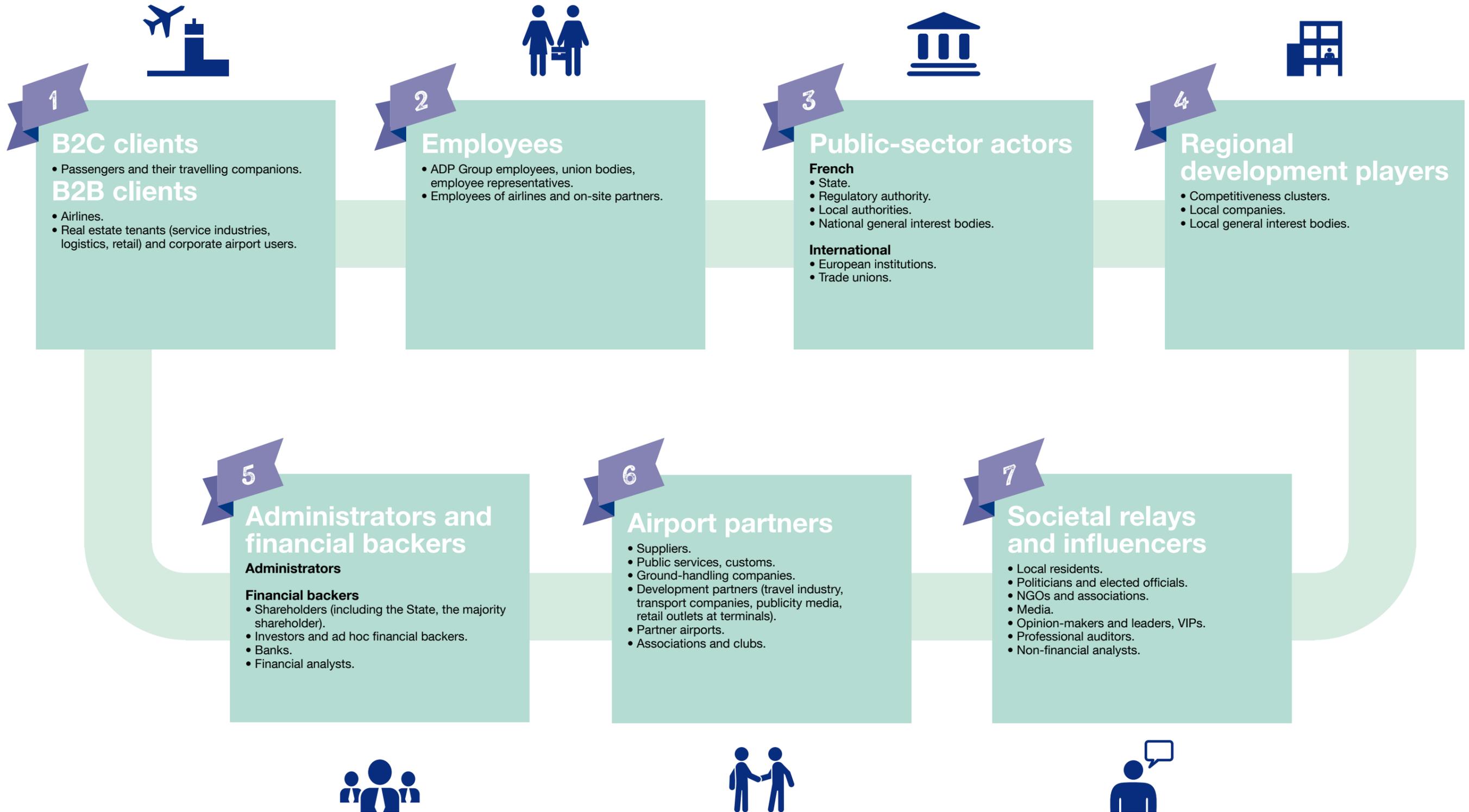
**The Sustainable Development Steering Committee** is overseen by the Chief Operating Officer (COO). Every six months it brings together the Group General Secretariat, the operational divisions of each airport, the Real Estate Division, the Engineering and Planning Division.

**The Environment network** is made up of over 30 full-time and part-time staff. Four people have an interdepartmental role to play: the Environment manager for each platform (three) and the ESD director (one). Locally, ten Environmental officers per platform, supported by the Environment manager, roll out the environmental policy in the operational units.

Every month **the Energy network** brings together an ESD project manager and the Energy manager from each airport.

**Each of the operational bodies responsible for the oversight of the «Purchasing» and «Human Resources» CSR networks**, led by the ESD project manager, brings together an average of three people per division on a monthly basis.

## Stakeholder categories



## Our stakeholders' expectations

## Information tools

## Consultation methods

## B2C clients

**Passengers and their travelling companions:** Safety • Punctuality • Comfort.

## B2B clients

**Airlines:** quality of airport services • Contribution to their competitiveness. Real estate tenants and airport companies: Landlord services • Services.

## Employees

**ADP Group employees:** Career path • Health and quality of life • Equality • Equal opportunities • Environmental protection.  
**Employees of companies and partners:** Security • Quality of life • Environmental protection.

## Public-sector actors

**French:** Compliance with legislation • Economic Regulation Agreement • Risk management • CSR and implementation of public policy.  
**International:** Compliance with legislation • Economic Regulation Agreement • Risk management • CSR • Implementation of European policies or international commitments.

## Regional development players

Value creation (economic benefits, social benefits) • Reduction of environmental impacts • Noise.

## Administrators and financial backers

Economic performance • Shareholder interests • Risk management (including CSR risk).

## Airport partners

Transparency of our practices • Quality of service and collaborative methods • Economic performance.

## Societal relays and influencers

Economic performance • Quality of life and disruption management • Economic and social cooperation • Risk management • Spokesperson for public policy • Certification • Human rights.

**Passengers:** www.parisaeroport.fr (on PC, laptop, smartphone, tablet) • My Airport (smartphone, tablet) • Customer guides • Paris Worldwide magazine • Twitter, YouTube, Facebook, Pinterest • E-newsletters • Smart terminals for information and directions in airports • Passengers with disabilities or reduced mobility: specific page on our website.

**All B2B clients:** www.parisaeroport.fr • CSR Experts Area • Intranet sites • E-newsletters • Twitter.

**Airlines:** Airport Orientation Committee (AOC) • Airport Players' Club • Service University.

**Real estate tenants:** Conferences • Guides to starting up and operating in airports.

**All employees:** www.parisaeroport.fr • CSR Experts Area • Annual reports.<sup>(1)</sup>  
**ADP Group employees:** In-house journal • In-house newsletters • Intranet sites • Group Committee • Information and awareness-raising booklets • Induction day for new employees, those receiving promotions and executives • Employee guides.

www.parisaeroport.fr • www.entrevoisins.org • CSR Experts Area • Annual reports<sup>(1)</sup> and regulated information • Conferences, symposiums, press releases • Site visits • Responsible lobbying.

www.parisaeroport.fr • CSR Experts Area • Annual reports<sup>(1)</sup> • Supplier platform • Forums and meetings • Specific information on development projects • www.ev-labo.aeroportsdeparis.fr

**Administrators:** www.parisaeroport.fr • CSR Experts Area • Annual reports<sup>(1)</sup>  
**Financial backers:** www.parisaeroport.fr • CSR Experts Area • Annual reports<sup>(1)</sup> • Letters to the shareholders • Quarterly presentations • Request for non-financial rating.

www.parisaeroport.fr • CSR Experts Area • Annual reports<sup>(1)</sup> • Supplier platform • Purchasing Code of Ethics • Supplier and Service Provider CSR Charter • Seminars and conferences • Service University • Welcome guide for airport-based companies.

www.parisaeroport.fr • CSR Experts Area • Annual reports<sup>(1)</sup> • www.entrevoisins.org • www.ev-labo.aeroportsdeparis.fr • Certified management systems • Press releases and press kits, press conferences, hospitality for journalists • Responsible lobbying • Events held by local elected officials, employment organisations, economic players, NGOs and educational establishments • Events organised with local economic actors • Environment and Sustainable Development Centres • Platform visits.

www.parisaeroport.fr • Satisfaction questionnaires in departures and arrivals • Printouts in terminals • Dedicated information line number (3950) • Complaints handling • Foreign Chambers of Commerce • Benchmarks.

**Airlines:** Airport CDM • Economic Advisory Committee • Quality operational committees (COQ) • Local quality committees (CLQ) • Operational meetings • Annual satisfaction surveys • Benchmarks.

**Real estate tenants:** Meetings • Dedicated intranet site • Environmental Partners' Club • Satisfaction surveys.

**ADP Group employees:** Annual employee satisfaction survey • Committee for Health, Safety and Working Conditions • Works Committee • Employee representatives • Trade union delegates.

**Platform employees:** Dialogue with directors of companies that use our airports.

Regulatory consultation tools (consultation documents, applications for licences, etc.) • Economic Advisory Board • Partnerships with an economic, environmental and social objective • Working groups.

Local governmental authorities • Local promotional initiatives • Forums and meetings with SMEs • Support structures for start-ups <http://www.aeroportsdeparis.fr/groupe/innovation> • Working groups.

**Administrators:** Board of Directors • Specialist committees.  
**Financial backers:** General Meeting of Shareholders • Shareholders' Club • Shareholders' meetings • Site visits. Presentations to investors.

Supplier platform • Tenders and consultations including supplier self-assessment • Satisfaction surveys for suppliers and service providers, retail businesses, etc. • Practical themed workshops • Quality of service operational committees • Working groups, regional projects, State projects • Environmental partner clubs • Ecoairport.

CSR Experts Area • Request for non-financial rating • Response to socially responsible investing (SRI) questionnaires • Cooperation with NGOs (Transparency International France) • Responsible lobbying • Environmental advisory committees • Meetings.

(1) CSR Experts Area, Registration Document, Annual Report and Sustainability Report.

**1 Responsible purchasing      2 A controlled activity      3 High-performance services**

**1**

- Purchasing code of ethics.
- A responsible, certification-led, purchasing policy.
- Incorporation of environmental and social criteria in our consultations.
- Provisions for integration in our contracts (purchasing from the sheltered and protected employment sector).
- Social audits on suppliers and service providers.

**2**

- Judicious increase in our handling capacity.
- Modernisation of our terminals.
- Collaborative initiatives with airlines and platform operators (Airport Collective Decision-Making – CDM label).
- Reduction of our environmental footprint and that of our partners (Airport Carbon Accreditation for climate; HQE™ or BREEAM label for buildings; responsible development; renewable energies; clean transport).
- Quality operational committees with airlines and ground handling companies.
- Real estate: dissemination of good environmental practices to tenants leasing our buildings.
- Employees: priority recruitment from amongst local residents.

**+ PURCHASING**

**+1% TRAFFIC**

**€830,000**  
PURCHASES FROM THE ADAPTED AND PROTECTED EMPLOYMENT SECTOR.

**3,200**  
SUPPLIERS.

**70%**  
D'ACHATS RÉALISÉS EN ÎLE-DE-FRANCE.

**70%**  
OF OUR CONTRACTS CONTAIN CSR CRITERIA.

**100%**  
OF OUR SERVICE PROVIDERS FOR CLEANING CONTRACTS HAVE UNDERGONE A SOCIAL AUDIT.

**14**  
OF CONTRACTS INCLUDE INTEGRATION CLAUSES.

**€39M**  
FOR THE 2011-2015 ERA ENVIRONMENTAL INITIATIVES.

**44,600**  
PARKING SPACES.

**€2,590M**  
IN INVESTMENTS MADE FROM 2011 TO 2015.  
€2,978M PLANNED FROM 2016 TO 2020.

**3 High-performance services**

**Passengers (B2C)**

- Improved quality of service for passengers and for disabled and reduced mobility passengers.
- More efficient traffic flow.
- Improved airport security and access by public transport.
- Training in customer service and passenger handling for our employees and our service providers' employees.
- Satisfaction questionnaires in departures and arrivals.

**Airlines (B2B)**

- Improved business to business performance.
- Adaptation to wide-bodied aircraft.
- Increased airport security and more on-time departures and arrivals.
- Airlines' contribution to environmental performance (400 Hz power sockets, traffic on taxiways, Inter-Company Travel Plan (PDIE), CDM).
- Aid to develop air routes departing from Paris and promotion of the Paris-Charles de Gaulle hub.

**Tenant airport companies (B2B)**

- Improved building quality and comfort.
- Optimised leasing costs.
- Assistance with implementing good environmental practices.

**+3.0% PASSENGERS**

**95.4M**  
PASSENGERS

**+27 AIRLINES**

**168**  
AIRLINES

**+6% IN SURFACE AREA**

**1,000**  
TENANTS AT OUR AIRPORTS

**Interdepartmental functions**

- Responsible governance and ethics (Group Ethics and CSR charters), codes of conduct
- Risk control and internal audit.
- Responsible human resources management (training, employability, diversity, health and safety).
- Integrated management systems – environment, health, quality (IMS).
- Responsible purchasing (codes of ethics of Aéroports de Paris SA and major subsidiaries).
- Dialogue with our stakeholders, communication, transparency, reporting, third party assessment.
- Complaints handling.

**Value creation for our stakeholders**

**€2,916M CONSOLIDATED REVENUE**

**€83M** PROPERTY TAX (1)

**€57M** CONTRIBUTION TO THE ECONOMY (1)

**€97M** OTHER TAXES (1)

**€237M** GOVERNMENTS AND LOCAL AUTHORITIES

**€526M** CAPACITY, RENOVATION AND QUALITY, PROPERTY SECURITY

**€772M** SUPPLIERS AND SERVICE PROVIDERS

**€334M** SHAREHOLDERS AND BANKS

**€707M** PERSONNEL COSTS

**+1,400 JOBS**

**1M** ADDITIONAL PASSENGERS

**€311M** DIVIDENDS (2)(3)

**€178M** REPAYMENT OF LONG-TERM DEBT

**€125M** NET FINANCIAL EXPENSES

Répartition des richesses

OUR CSR VALUE CHAIN

(1) Paid in 2015 for 2014 tax. (2) Paid in 2015 for 2014 tax. (3) Paid to shareholders of the parent company. Full information is given in the 2015 ADP Group Registration Document, which can be found on the website [www.parsaeroport.fr](http://www.parsaeroport.fr).

# Compliance with the international UN and ILO conventions

The commitment to the principles of the International Labour Organisation (ILO) and the Global Compact is embodied by the initiatives undertaken in these areas.

## Principles of the Global Compact and the ILO Actions undertaken

### Human rights

- |   |   |
|---|---|
| 1. Support and respect the protection of international law on human rights within the sphere of influence of the Group. | Company Code of conduct and the four fully-owned subsidiaries' codes of conduct (ADP Ingénierie, ADP Management, Hub Safe, Hub One), Group CSR charter. |
| 2. Ensure that ADP Group companies are not complicit in violations of human rights.                                     | Company Code of Conduct and the four fully-owned subsidiaries' codes of conduct (ADP Ingénierie, ADP Management, Hub Safe, Hub One).                    |

### Labour standard/ILO principles

- |   |   |
|---|---|
| 3. Uphold freedom of association and the effective recognition of the right to collective bargaining. | Individual right to union training and signature of an agreement on trade union rights.   |
| 4. Eliminate all forms of forced or compulsory labour.  | Integration of ethical criteria into ADP Group specifications applicable to our suppliers and service providers.  |
| 5. Ensure the effective abolition of child labour.  | Integration, through ADP Group, of a code of purchasing ethics annexed to supplier and service provider contracts to reduce the risk of child labour.   |
| 6. Eliminate discrimination in the workplace and professions.   | Commitment by the ADP Group to combat discrimination through the signature of two agreements: gender equality (2014-2016), the integration of persons with disabilities (2013-2015) and GPEC (2016-2018) including the generations contract and replacing the action plan on the generations contact (2014-2016). |

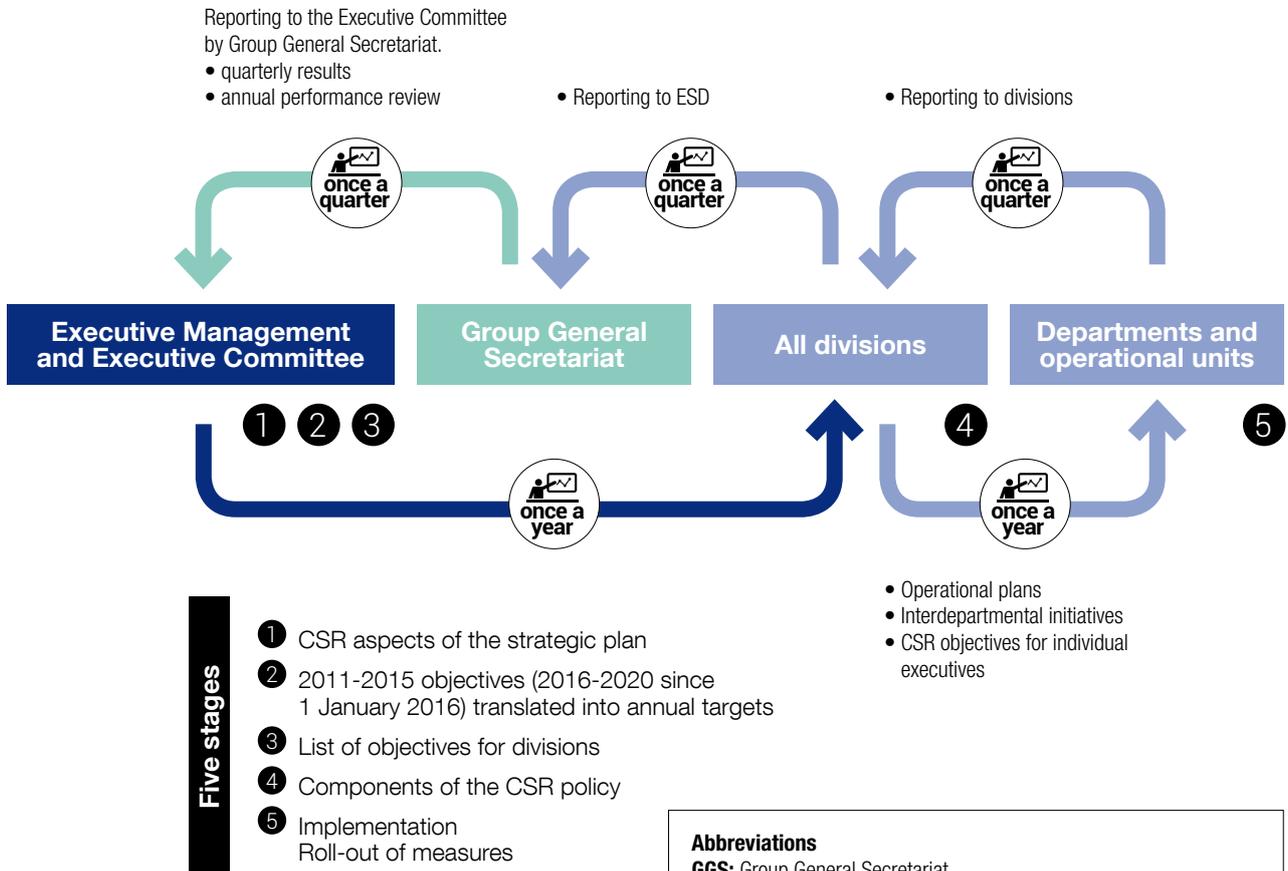
### Respect for the environment

- |  |   |
|--|---|
| 7. Support a preventive approach to environmental challenges.                        | ADP Group environmental policy.   |
| 8. Undertake initiatives to promote greater environmental responsibility.            | Implementation of a training and environmental awareness programme for all ADP Group employees. |
| 9. Encourage the development and diffusion of environmentally friendly technologies. | ADP Group technological monitoring and innovation (renewable energies).                         |

### Fight against corruption

- |  |  |
|--|--|
| 10. Work against corruption in all its forms, including extortion and bribery. | Member of the NGO Transparency International France.<br>Signatory of Transparency International France's declaration promoting responsible lobbying.<br>Review of the second three-year programme to prevent fraud (2012-2014) for ADP SA and establishment of a 2015-2017 draft project for the Group.<br>Commitment against corruption in all its forms in the Group Ethics Charter. |
|--|--|

## Our CSR programme has five stages



### Abbreviations

**GGS:** Group General Secretariat.

**ESD:** Environment & Sustainability Division.

### The list of objectives

Every year, the Chairman and Chief Executive Officer includes the elements required for the implementation of our Aéroports de Paris SA CSR programme in his list of divisional objectives.

### Reporting

#### Every three months

The Environment & Sustainability Division presents a dashboard with information supplied by Aéroports de Paris SA divisions, to the Executive Committee, with the support of the General Secretariat.

At each year-end, the Environment & Sustainability Division, together with the other divisions of Aéroports de Paris SA, provide feedback on the work done.

They prepare the annual performance review of the parent company based on ten key indicators. The conclusions are presented to the Executive Committee, which uses them to implement action plans. The review is also carried out, at Group level, across the four main subsidiaries – ADP Ingénierie (ADPI), ADP Management, Hub One and HUB SAFE – under the supervision of the Group General Secretariat.

### Risk control

The Audit Division ensures that significant risks are taken into account in an appropriate manner and that all the conditions are in place to safeguard and develop our business. Through its recommendations, it helps to improve the secure operation of the Group's risk management and internal control procedures and to optimise the overall performance of the company and its subsidiaries.

# Role of the Environment & Sustainability Division

Key roles

## Environment & Sustainability Division

The Environment & Sustainability Division has 5 key roles.



- Draw up the support agenda for environmental and energy management across the Aéroports de Paris SA Group.



- Develop strategies capable of enabling local businesses and communities to benefit from the dynamism of Paris airports.



- Demonstrate solidarity with disadvantaged local resident populations.



- Keep local residents informed.



- Provide optimal management for noise pollution aid financed by the tax on aircraft noise.

Organisation



- Oversee strategic guidelines in these two areas
- Monitor technical and regulatory compliance
- Provide technical support to other divisions
- Support entities and subsidiaries in implementing CSR initiatives.



Paris-Charles de Gaulle and Paris-Le Bourget delegation

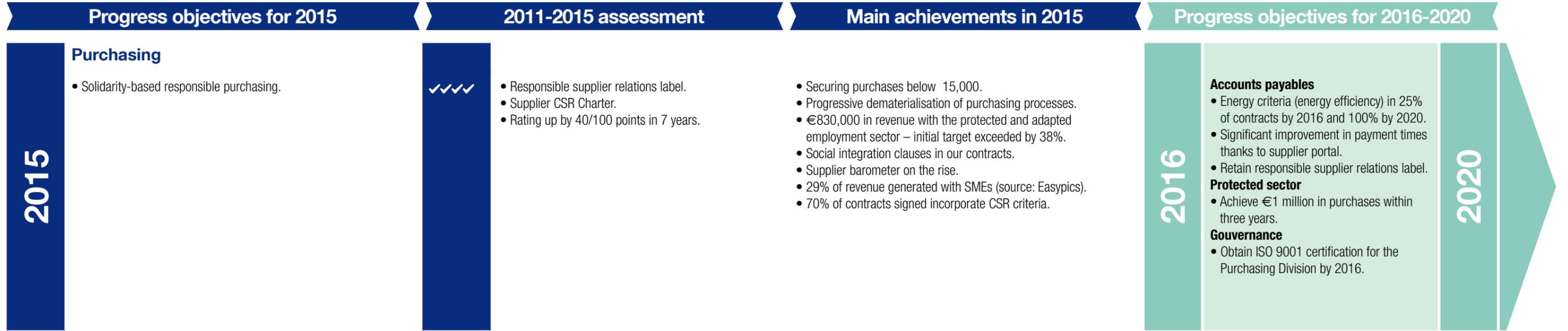


Paris-Orly Delegation

- Business, employment and training observatories
- Management of information disclosure to local residents
- Management of soundproofing aid
- Management of partnerships
- Aéroports de Paris Foundation

- Economic and social cooperation (at regional level)
- Regional relationships (at local community level)
- Local relationships (information for local residents): Environment and Sustainable Development Centres

# 2015 Responsible Purchasing roadmap



## Progress objectives for 2015

## 2011-2015 assessment

## Main achievements in 2015

## Progress objectives for 2016-2020

### Purchasing

- Solidarity-based responsible purchasing.



- Responsible supplier relations label.
- Supplier CSR Charter.
- Rating up by 40/100 points in 7 years.

- Securing purchases below 15,000.
- Progressive dematerialisation of purchasing processes.
- €830,000 in revenue with the protected and adapted employment sector – initial target exceeded by 38%.
- Social integration clauses in our contracts.
- Supplier barometer on the rise.
- 29% of revenue generated with SMEs (source: Easypics).
- 70% of contracts signed incorporate CSR criteria.

### Accounts payables

- Energy criteria (energy efficiency) in 25% of contracts by 2016 and 100% by 2020.
- Significant improvement in payment times thanks to supplier portal.
- Retain responsible supplier relations label.

### Protected sector

- Achieve €1 million in purchases within three years.

### Gouvernance

- Obtain ISO 9001 certification for the Purchasing Division by 2016.

✓ Started   ✓✓ In progress   ✓✓✓ Advanced   ✓✓✓✓ Achieved

# 2015 Human Resources roadmap

Progress objectives for 2015		2011-2015 assessment		Main achievements in 2015		Progress objectives for 2016-2020					
2015	<b>Professional development and mobility</b> <ul style="list-style-type: none"> <li>• Mobility.</li> <li>• Skills development and employability.</li> <li>• Managerial development.</li> <li>• Development of CSR culture.</li> </ul>	<ul style="list-style-type: none"> <li>✓✓✓</li> <li>✓✓✓</li> <li>✓✓✓✓</li> <li>✓✓✓✓</li> </ul>	<ul style="list-style-type: none"> <li>• Mobility programme.</li> <li>• Continuous improvement of our systems.</li> <li>• Setting up a managerial development approach.</li> <li>• <a href="#">Group CSR Charter</a>.</li> </ul>	<ul style="list-style-type: none"> <li>• Group mobility charter.</li> <li>• My Mob' programme and creation of jobs spaces.</li> <li>• 2016-2018 GPEC agreement (December 2015).</li> <li>• 22,500 hours for mobility support.</li> <li>• €21.9 million in professional training.</li> <li>• APEL: employee support.</li> <li>• Rolling out the approach.</li> <li>• Dissemination and roll out Group CSR Charter.</li> <li>• Creation of Corporate Social Responsibility Division.</li> <li>• Incorporation of CSR criteria in executives' targets.</li> </ul>	2016	<b>Optimise</b> <ul style="list-style-type: none"> <li>① Manage changes in organisation and employment.</li> <li>② Control staff costs and reward performance.</li> <li>③ Modernise labour relations and rules.</li> </ul>	2020				
	2015	<b>Employment conditions</b> <ul style="list-style-type: none"> <li>• Objective and transparent remuneration systems.</li> <li>• Incorporating CSR criteria into objectives.</li> </ul>	<ul style="list-style-type: none"> <li>✓✓✓✓</li> <li>✓✓</li> </ul>	<ul style="list-style-type: none"> <li>• Elimination of gender pay gap.</li> <li>• In progress.</li> </ul>				<ul style="list-style-type: none"> <li>• Pay gap 92% eliminated over 2011-2013 period. Residual pay gap: 8.7%.</li> <li>• Financial incentives for executives related to meeting CSR objectives.</li> <li>• Incorporation of CSR criteria in employee profit sharing agreement.</li> </ul>	2016	<ul style="list-style-type: none"> <li>④ Encourage staff development and attract talent.</li> <li>⑤ Manage changes in managerial culture.</li> </ul>	2020
		2015	<b>Labour relations</b> <ul style="list-style-type: none"> <li>• Promoting labour relations and collective bargaining.</li> <li>• Promoting employee participation and consultation.</li> </ul>	<ul style="list-style-type: none"> <li>✓✓✓✓</li> <li>✓✓✓✓</li> </ul>				<ul style="list-style-type: none"> <li>• Respecting trade union rights.</li> <li>• Biennial employee satisfaction survey.</li> <li>• Participatory innovation.</li> </ul>			
	2015		<b>Health and quality of life at work</b> <ul style="list-style-type: none"> <li>• Protecting health and safety.</li> </ul>	<ul style="list-style-type: none"> <li>✓✓✓✓</li> </ul>				<ul style="list-style-type: none"> <li>• Multi-year prevention programme.</li> </ul>	<ul style="list-style-type: none"> <li>• Continued implementation of the agreement on the prevention of psychosocial risks.</li> <li>• Mobilisation plan for accident prevention and safety, including the prevention of psychosocial risks.</li> </ul>	2016	2020
	2015	<b>Diversity and equal opportunities</b> <ul style="list-style-type: none"> <li>• Preventing discrimination.</li> <li>• Promoting gender equality.</li> <li>• Promoting diversity and equal opportunities among vulnerable categories.</li> <li>• Promoting respect for human rights by the Company and its service providers and suppliers.</li> </ul>	<ul style="list-style-type: none"> <li>✓✓✓</li> <li>✓✓✓</li> <li>✓✓✓</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Company Diversity Charter</a>.</li> <li>• 2014-2016 gender equality agreement.</li> <li>• 2016-2018 GPEC agreement.</li> <li>• Companies and Neighbourhoods Charter.</li> <li>• <a href="#">Group Ethics Charter</a>.</li> <li>• Group CSR Charter.</li> </ul>				<ul style="list-style-type: none"> <li>• Diversity assessment update.</li> <li>• 43% female executives (40% under the gender equality agreement).</li> <li>• Membership of company network to promote gender equality.</li> <li>• Partnership with gender equality association <i>Elles bougent</i>.</li> <li>• Employment rate of persons with disabilities or reduced mobility: 6.74% (disability law: 6%).</li> <li>• 2016-2018 GPEC agreement formalises the generation contract.</li> <li>• 46 young people under the age of 28 recruited.</li> <li>• Contribution to the dissemination of the Group Ethics Charter and the Group CSR Charter since their signature in early 2015.</li> </ul>	2016	<b>Expanding</b> <ul style="list-style-type: none"> <li>⑥ Anchor Group identity and develop mobility in France.</li> <li>⑦ Support the development of regional employment.</li> </ul>	2020

✓ Started   ✓✓ In progress   ✓✓✓ Advanced   ✓✓✓✓ Achieved

Progress objectives for 2015		2011-2015 assessment		Main achievements in 2015		Progress objectives for 2016-2020			
2015	<b>Energy</b> <ul style="list-style-type: none"> <li>• <b>15%</b> renewable energy use in final consumption.</li> <li>• <b>-12.5 %</b> reduction in internal consumption per square metre (compared to 2009).</li> <li>• <b>25%</b> reduction in CO<sub>2</sub> linked to our energy consumption in 2015 (compared to 2009).</li> <li>• Design, construction and refurbishment of buildings in accordance with high environmental quality (HQE) standards.</li> </ul>	<ul style="list-style-type: none"> <li>✓✓✓</li> <li>✓✓✓</li> <li>✓✓✓✓</li> <li>✓✓✓✓</li> </ul>	<ul style="list-style-type: none"> <li>• 81% of target reached with 12.2% in renewable energy (2011-2015).</li> <li>• Target 70% reached with 8.7% in renewable energy at the end of 2015.</li> <li>• 34.3% reduction in our CO<sub>2</sub> emissions between 2011 and 2015 thanks to our renewable energy production.</li> <li>• Main airport buildings and real estate HQE certified.</li> </ul>	<ul style="list-style-type: none"> <li>• Photovoltaic shelters at Paris-Le-Bourget.</li> <li>• Geothermal energy at Paris-Le Bourget.</li> <li>• ISO 50001 Certification (energy management system).</li> <li>• Completion of East Pier at Orly South, with opening planned in March 2016 (building conducting the HQE certification process).</li> </ul>	2016	<ul style="list-style-type: none"> <li>• <b>Improve our energy efficiency by 1.5% per year between 2016 and 2020 (7% over five years).</b></li> <li>• Ensure our share of renewable energies accounts for 15% of final consumption by 2020.</li> <li>• Reduce CO<sub>2</sub> emissions per passenger by 50% between 2009 and 2020.</li> </ul>	2020		
	<b>Air, emissions and climate</b> <ul style="list-style-type: none"> <li>• Climate: retain Airport Carbon Accreditation (ACA) for our three main airports.</li> <li>• Implementation of inter-company travel plans.</li> </ul>	<ul style="list-style-type: none"> <li>✓✓✓✓</li> <li>✓✓✓✓</li> </ul>	<ul style="list-style-type: none"> <li>• 100% of target met. Our three main platforms in the greater Paris region have level 3 ACA accreditation.</li> <li>• Target reached.</li> </ul>	<ul style="list-style-type: none"> <li>• Renewal of the level 3 Airport Carbon Accreditation for Paris-Orly and Paris-Charles de Gaulle.</li> <li>• Level 3 obtained for Paris-Le Bourget.</li> <li>• Creation of an Inter-Company Travel Plan (PDIE) association at Paris-Charles de Gaulle.</li> </ul>		2016		<ul style="list-style-type: none"> <li>• <b>25% of clean vehicles in our light vehicle fleet.</b></li> <li>• Retain level 3 ACA for our three main airports.</li> <li>• Limit emissions from aircraft on the ground and ground handling support vehicles.</li> <li>• Help reduce emissions linked to travel to and from our airports.</li> </ul>	2020
	<b>Water</b> <ul style="list-style-type: none"> <li>• Reduce internal consumption per passenger by 5% (compared to 2010).</li> <li>• Improvement in rainwater management.</li> </ul>	<ul style="list-style-type: none"> <li>✓✓✓✓</li> <li>✓✓✓✓</li> </ul>	<ul style="list-style-type: none"> <li>• Target to reduce internal consumption by 5% per passenger reached in 2014.</li> <li>• Works to optimise rainwater management at Paris Charles de Gaulle.</li> </ul>	<ul style="list-style-type: none"> <li>• Extension of our rainwater recovery and re-use practices.</li> <li>• Experimental use of dry urinals.</li> <li>• Wetland filtration at Paris-Orly.</li> <li>• Phytoremediation to treat glycol runoff water at Paris-Charles de Gaulle.</li> <li>• Improve glycol rainwater segregation processes at Paris-Charles de Gaulle.</li> </ul>		2016		<ul style="list-style-type: none"> <li>• <b>Reduce by 5% our internal consumption of drinking water per passenger by 2020 (compared to 2014).</b></li> <li>• Continue to improve management of winter pollution.</li> </ul>	2020
	<b>Déchets</b> <ul style="list-style-type: none"> <li>• Reduce internal consumption per passenger by 5% (compared to 2010).</li> <li>• Improvement in rainwater management.</li> </ul>	<ul style="list-style-type: none"> <li>✓✓✓</li> <li>✓✓</li> </ul>	<ul style="list-style-type: none"> <li>• 95% of recycling target reached (27.1% of waste recycled).</li> </ul>	<ul style="list-style-type: none"> <li>• Renegotiate waste collection and treatment contracts.</li> <li>• Collect used oil and biowaste from our company restaurants for recycling.</li> </ul>		2016		<ul style="list-style-type: none"> <li>• <b>45% recycling of non-hazardous internal waste materials.</b></li> <li>• 70% recycling of building waste.</li> <li>• Offer biowaste collection service to all our customers.</li> </ul>	2020
	<b>Waste</b> <ul style="list-style-type: none"> <li>• 50% reduction in pesticide use (compared to 2008).</li> <li>• Protection of biodiversity.</li> </ul>	<ul style="list-style-type: none"> <li>✓✓✓✓</li> <li>✓✓✓</li> </ul>	<ul style="list-style-type: none"> <li>• 100% of reduction target met.</li> </ul>	<ul style="list-style-type: none"> <li>• Alternative practices for maintaining our green spaces.</li> <li>• Biodiversity assessment of our three main airports.</li> <li>• Biodiversity survey of aeronautical grassland at Paris-Orly.</li> </ul>		2016		<ul style="list-style-type: none"> <li>• <b>Define and implement an environmental management plan for our developments.</b></li> <li>• Conduct a biodiversity study for structured projects and for all our airports.</li> <li>• Continue 50% reduction in pesticide use (2008-2020 period).</li> </ul>	2020
	<b>Sustainable planning and construction</b> <ul style="list-style-type: none"> <li>• No specific target in our 2011-2015 policy.</li> </ul>	<ul style="list-style-type: none"> <li>✓✓✓✓</li> </ul>	<ul style="list-style-type: none"> <li>• No specific target in our 2011-2015 policy.</li> </ul>	<ul style="list-style-type: none"> <li>• Main aeronautical and service projects certified HQE or BREEAM between 2011 and 2015.</li> <li>• Introduction of a specific section in our new 2016-2020 environmental policy.</li> </ul>		2016		<ul style="list-style-type: none"> <li>• <b>100% of our service buildings are environmentally certified (HQE, BREEAM or other label).</b></li> <li>• Draw up a sustainable planning framework for our airport platforms.</li> <li>• Mapping of contaminated sites and soil.</li> </ul>	2020

Progress objectives for 2015		2011-2015 assessment		Main achievements in 2015		Progress objectives for 2016-2020	
2015	<b>Social cooperation and employment</b> <ul style="list-style-type: none"> <li>Portfolio of training and support.</li> <li>Social integration.</li> <li>Communicating information to job stakeholders.</li> </ul>	✓✓✓✓	<ul style="list-style-type: none"> <li>Adapting the Companies and Neighbourhoods Charter.</li> </ul>	<ul style="list-style-type: none"> <li>The association <a href="#">Planèt'Airport</a> is recognised as an NGO with special consultative status by the UN Economic and Social Council.</li> <li>Over 2,000 people have benefited from the Planèt'Airport training and employment support programme.</li> <li>First Stade, a structure facilitating integration through economic activity, is now an independent association of the social and solidarity economy.</li> <li>Development of solidarity purchasing and social integration clauses in our contracts.</li> <li>Job centre and campus led by the Roissy CDG public interest group for employment and the Grand Roissy-Le Bourget region.</li> </ul>	2016	<b>Encourage training, employment and integration</b> <ul style="list-style-type: none"> <li>Promote guidance, access to employment and training with the Roissy CDG public interest group.</li> <li>Facilitate access to employment through skills upgrading with the «school for a second chance».</li> <li>Facilitate return to the workplace by incorporating social integration clauses in our contracts.</li> </ul>	2020
		✓✓✓✓					
2015	<b>Quality of life on our platforms</b> <ul style="list-style-type: none"> <li>Nurseries, on-demand transport, social housing.</li> </ul>	✓✓✓✓	<ul style="list-style-type: none"> <li>Ten bus lines available on request.</li> </ul>	<ul style="list-style-type: none"> <li>62,000 social housing units available.</li> <li>Creation of an emergency housing support service.</li> <li>One new bus line for Paris-Charles de Gaulle employees.</li> </ul>	2016	<b>Making life easier for those working on the platforms.</b> <ul style="list-style-type: none"> <li>Facilitating mobility with the NGO Planèt'Airport.</li> <li>Facilitating childcare for employees working staggered timetables</li> <li>Facilitating access to housing with Comité Habitat, a partner of Planèt'Airport.</li> </ul>	2020
2015	<b>Regions</b> <ul style="list-style-type: none"> <li>Contributing to the economic development of Grand Roissy and Pôle d'Orly.</li> <li>Cooperation with local and regional authorities.</li> <li>Supporting SMEs.</li> </ul>	✓✓✓✓	<ul style="list-style-type: none"> <li>Long-term programme to improve synergies with the regions.</li> <li>Adapting the Companies and Neighbourhoods Charter.</li> </ul>	<ul style="list-style-type: none"> <li>Draft pact for the Grand Roissy-Le Bourget region.</li> <li>3<sup>rd</sup> regional agreement for Pôle d'Orly.</li> <li>5<sup>th</sup> climate seminar organised by <a href="#">Hubstart Paris Région®</a></li> <li>Developing a platform to provide services to businesses (Paris CDG public interest group for employment, Hubstart Paris Région®, regional CCI).</li> <li>6<sup>th</sup> "Rencontres du Grand Roissy" meeting between major accounts and SMEs.</li> <li>Dedicated <a href="#">Innovation page</a> for starts-up on our website.</li> </ul>	2016	<b>Making regions true airport cities to attract international companies.</b> <ul style="list-style-type: none"> <li>Organising the airport city.</li> <li>Hubstart Paris Région® a tool for promoting Grand Roissy internationally.</li> </ul> <b>Developing the local economy.</b> <ul style="list-style-type: none"> <li>Generating local employment.</li> <li>Supporting local SMEs.</li> </ul>	2020
2015	<b>Dialogue</b> <ul style="list-style-type: none"> <li>Cooperation with elected officials and local authorities.</li> <li>Consultation with local residents on employment, airport activity, the environment and noise.</li> </ul>	✓✓✓✓	<ul style="list-style-type: none"> <li>Long-term programme.</li> </ul>	<ul style="list-style-type: none"> <li>60 partnership charters with local social and environmental collectives (Paris-Charles de Gaulle and Paris-Orly).</li> <li>First football tournament with 18 local communities near Paris-Orly.</li> <li>Regular information about the redevelopment of Paris-Orly.</li> <li>30,000 visits from local residents.</li> </ul>	2016	<b>Continuing with programmes under way.</b>	2020
2015	<b>Noise</b> <ul style="list-style-type: none"> <li>Managing the funds generated by the tax on noise pollution from aircraft (TNSA) to help with soundproofing.</li> <li>Monitoring of sound levels by our laboratory.</li> </ul>	✓✓✓✓ ✓✓✓✓	<ul style="list-style-type: none"> <li>Long-term programme.</li> <li>Launch of <a href="#">Group ADP</a> laboratory website.</li> </ul>	<ul style="list-style-type: none"> <li>Processing applications on soundproofing subsidies.</li> <li>Four environmental advisory committees.</li> <li>Participation in the working group on the reduction of noise pollution organised by the environmental advisory committee of Paris-Charles de Gaulle.</li> </ul>	2016	<b>Continuing with programmes under way.</b>	2020
2015	<b>Solidarity</b> <ul style="list-style-type: none"> <li>Financing local solidarity projects.</li> </ul>	✓✓✓✓	<ul style="list-style-type: none"> <li>Long-term initiative.</li> </ul>	<ul style="list-style-type: none"> <li>Aéroports de Paris Foundation is now a corporate foundation and has been renamed the <a href="#">ADP Group Foundation</a>.</li> </ul>	2016	<b>Cultivating the desire to open up to the world.</b>	2020

Progress objectives for 2015		2011-2015 assessment		Main achievements in 2015		Progress objectives for 2016-2020						
2015	<b>Customer satisfaction</b> <ul style="list-style-type: none"> <li>Be ranked one of the leading benchmark companies in Europe.</li> <li>Develop a customer culture within the Company and among our partners.</li> </ul>	<ul style="list-style-type: none"> <li>✓✓✓✓</li> <li>✓✓✓✓</li> </ul>	<ul style="list-style-type: none"> <li>+9% passenger satisfaction between 2010 and 2015.</li> <li>The dissemination of customer service culture has been a constant feature of our corporate strategy since 2006.</li> </ul>	<ul style="list-style-type: none"> <li>Paris-Charles de Gaulle ranked 1<sup>st</sup> at the Skytrax World Airport Awards in the category "Most Improved Airports".</li> <li>Welcome Chinese certification (1<sup>st</sup> European hub to obtain it).</li> <li>Collective operation to improve baggage delivery at Paris-Orly with Corsair and service providers.</li> <li>Operation "Welcoming our customers together" with taxi companies (2<sup>nd</sup> year).</li> <li>Seminar "Meetings in departures" at Paris-Orly, bringing together all platform functions.</li> </ul>	2016	<b>The Connecting Clients programme for customers</b> <ul style="list-style-type: none"> <li>More destinations from and to Paris.</li> <li>A very high level of services thanks to the dissemination of a culture of operational excellence, shared with the airport community.</li> <li>The Paris experience available at the airport (new services and diversified shops).</li> <li>Customised passenger relations thanks to digital communication tools.</li> </ul>	2020					
	<b>Passengers</b> <ul style="list-style-type: none"> <li>Quality standards.</li> <li>Security.</li> <li>Innovation.</li> </ul>	<ul style="list-style-type: none"> <li>✓✓✓✓</li> </ul>	<ul style="list-style-type: none"> <li>Creation and completion of three quality framework sections (passengers): "Departures", "Arrivals", "Connections".</li> <li>Creation and development of our Innovation unit between 2011 and 2015.</li> </ul>	<ul style="list-style-type: none"> <li>Reopening of satellite 3 at Paris CDG terminal 1 after refurbishment.</li> <li>New service offering for passengers with disabilities or reduced-mobility.</li> <li>Development of hotel offering</li> <li>New technologies for detecting explosives.</li> <li>Organisation of an international competition, Ideas for Boarding, by our Innovation unit.</li> <li>Hack and Fly challenge organised with Schiphol Group (Amsterdam) to create computer applications facilitating passenger circuits.</li> </ul>				2016	<b>Serving companies</b> <ul style="list-style-type: none"> <li>Improving flight punctuality.</li> <li>Improving customer circuits.</li> <li>Optimising connections.</li> <li>Customising reception.</li> <li>Supporting their development.</li> </ul>	2020		
	<b>Airlines</b> <ul style="list-style-type: none"> <li>Quality standards and collaborative approaches.</li> <li>Modernisation of infrastructure and installations.</li> <li>Innovation.</li> </ul>	<ul style="list-style-type: none"> <li>✓✓✓✓</li> <li>✓✓✓✓</li> </ul>	<ul style="list-style-type: none"> <li>Creation of a dedicated team for airlines within the Customer Division.</li> <li>Collaborative decision-making tool: Airport CDM.</li> <li>Satisfaction rate: 81% in 2015.</li> </ul>	<ul style="list-style-type: none"> <li>Paris-Charles de Gaulle has been a certified user of Airport-CDM since 2010. Paris-Orly is preparing its certification for 2016.</li> <li>27 routes opened up in 2015.</li> <li>2015-2020: 1.5 billion will be invested to strengthen infrastructures and reinforce service quality provided to airlines.</li> <li>Start of work on the long connections centre.</li> <li>Support for Cargo activity with three new airlines.</li> <li>Innovation – see above "Passengers – innovation".</li> </ul>							2016	2020
	<b>Companies</b> <ul style="list-style-type: none"> <li>Improve the satisfaction of companies.</li> <li>Quality standards.</li> </ul>	<ul style="list-style-type: none"> <li>✓✓✓</li> </ul>	<ul style="list-style-type: none"> <li>Multi-level programme to refurbish and secure sites.</li> <li>Improve energy performance.</li> <li>Improve quality of life.</li> <li>Section in <a href="http://parisaeroports.fr">parisaeroports.fr</a> website reserved for companies.</li> </ul>	<ul style="list-style-type: none"> <li>Securing districts (video surveillance, access controls, circuit optimisation).</li> <li>Roll-out of energy-saving equipment: LED lighting.</li> <li>Awareness raising of environmental and energy issues among our agents.</li> <li>Quality green spaces.</li> </ul>								

✓ Started   ✓✓ In progress   ✓✓✓ Advanced   ✓✓✓✓ Achieved

# Indicators 2015

## Reporting methodology

Every year, we publish our corporate social responsibility (CSR) information. The current [CSR Experts Area](#) internet sub-site covers the ADP Group's activities from 1 January to 31 December 2015. It was based on the Global Reporting Initiative's (GRI) fourth generation management and reporting guidelines. This is co-led by the United Nations Environment Programme (UNEP) to harmonise the consolidation of data on sustainable development.

The guidelines provide principles that help organisations deliver a balanced and reasonable presentation of their economic, environmental and social performance.

### Control and consolidation

The ADP Group's Environment and Sustainable Development Division consolidates the sustainable development indicators on the basis of data submitted by the departments in question. In light of the different collection methods and operating systems in the various airports, the scope of the reporting may vary for certain indicators.

#### Social indicators

- For indicators of the number of employees at airports, the census has been carried out by the Trade, Employment and Training Observatories.
- Social indicators use a social reporting protocol that defines the applicable scope and methods. The Human Resources Division sends them to the Environment and Sustainable Development Division.

#### Environmental indicators

- For the environmental indicators, the ADP Group uses a specific reporting protocol to define the indicator and the scope and method of the calculation. The frequency of the environmental indicators is adjusted on a sliding year from October 2013 to September 2014. The indicators calculated according to another frequency are identified by note (2).
- For the «air quality» and «emissions» indicators, the data are supplied by the ADP Group laboratory, which is Cofrac-accredited and ISO 9001-certified, based on methodological guides containing the instructions used. They are then sent to the Environment and Sustainable Development Division.

- For aircraft emissions, calculations have been performed using a methodology established by the International Civil Aviation Organisation (ICAO) for calculating the Landing and Take-Off (LTO) Cycle emissions.

- Transportation data is compiled from surveys of arriving and departing passengers conducted by the Passenger Observatory.

#### Community-based indicators

- Night traffic data is collated by the ADP Group. The «curfew exemption» data for Paris-Orly is collected by the French civil aviation authority (DGAC).
- Data on «beneficiaries of employment assistance» (training, support, mobility assistance) are supplied by AERO Compétences.
- For soundproofing aid indicators, the data comes from the review published in December 2015.

### Essential (core) criteria

The report was produced according to the essential (core) criteria defined by the *GRI G4*. When it has not been possible to process a theme or indicator with the required level of detail, we refer readers to the « Group » tab of our website ([www.parisaeroport.fr](http://www.parisaeroport.fr)) or to [the Registration Document](#), which can be accessed at the same address, and which provides full information. This is the case for financial information, details on the structure of governance and the presentation of risks.

The materiality matrix, the correlation table including the GRI G4 summary and parts of Article 225 of the Grenelle 2 Law have been published on the ADP Group's internet sub-site, in the [Espace Experts RSE](#).

# Indicators 2015

## ADP Group in figures

	Unité	2013 restated	2014 restated	2015	REF.GRI
<b>Revenue</b>					
ADP Group	€ million	2,755	2,791	<b>2,916</b>	EC1
Aéroports de Paris SA	€ million	2,733	2,759	<b>2,735</b>	EC1
<b>EBITDA</b>					
ADP Group	€ million	1,069	1,109	<b>1,184</b>	EC1
Aéroports de Paris SA	€ million	na	na	<b>na</b>	EC1
<b>Net income</b>					
ADP Group	€ million	299	402	<b>430</b>	EC1
Aéroports de Paris SA	€ million	312	352	<b>396</b>	EC1
<b>Purchases</b>					
ADP Group	€ million	444	407	<b>526</b>	EC1
Aéroports de Paris SA	€ million	431	390	<b>512</b>	EC1

## Economic data

	Unité	2013	2014	2015	REF.GRI
Number of companies in the airports	number	1,027	1,030	<b>nd</b>	EC9
Jobs at airports (excluding temporary)	number	114,900	120,000	<b>nd</b>	EC9
Compensation fund for airport noise (FCNA)	€M	4.57	4.57	<b>4.57</b>	EC8
Aéroports de Paris Foundation: amount granted by the foundation	€thousands	597.2	667.7	<b>847.4</b>	EC8
<b>Passenger air traffic</b>					
Paris-Charles de Gaulle	millions	90.3	92.8	<b>95.4</b>	AO1
Paris-Orly	millions	62.0	63.8	<b>65.8</b>	AO1
Paris-Orly	millions	28.3	28.9	<b>29.6</b>	AO1
Paris-Le Bourget	millions	na	na	<b>na</b>	AO1
<b>Number of aircraft movements</b>					
Paris-Charles de Gaulle	thousands	757.3	693.2	<b>753.9</b>	AO2
Paris-Charles de Gaulle	thousands	472.2	465.2	<b>469.3</b>	AO2
Paris-Orly	thousands	229.6	228.1	<b>231.1</b>	AO2
Paris-Le Bourget	thousands	53.8	54.5	<b>53.5</b>	AO2

## Employee-related data

	P	Unité	2013	2014	2015	REF.GRI
<b>Average staff numbers</b>		number				
• Aéroports de Paris	(b)	number	6,836	6,798	<b>6,553</b>	G4-9
• Subsidiaries		number	2,190	2,220	<b>2,443</b>	G4-9
Total Group	(a)	number	9,026	9,018	<b>8,996</b>	G4-9
<b>Employment and integration of disabled workers</b>						
Number of disabled workers	(b)	number	363	365	<b>373</b>	LA12
Average age	(b)	year	46.4	46.7	<b>47.1</b>	LA12
Proportion of women	(b)	%	38.1	37.9	<b>37.9</b>	LA12
<b>Appointments/Departures</b>						
On a permanent basis	(a)	number	188	293	<b>205</b>	LA1
New staff under 25 years old	(b)	number	17	58	<b>22</b>	LA1
Departures all reasons	(a)	number	686	775	<b>661</b>	LA1
Promotion rate	(b)	%	4.8	3.5	<b>3.9</b>	LA1
Replacement rate for permanent jobs	(b)	%	2.2	3.7	<b>2.1</b>	LA1
<b>Training</b>						
Percentage of payroll spent on ongoing training	(b)	%	5.99	5.86	<b>6.02</b>	LA9
<b>Absenteeism</b>						
Absenteeism for all causes	(b)	%	6.4	6.7	<b>7.1</b>	LA6
Absenteeism	(b)	hours	691,926	718,465	<b>733,689</b>	LA6
<b>Health and safety conditions</b>						
Accidents at work	(b)	number	137	157	<b>297</b>	LA6
Accidents resulting in death	(a)	number	0	0	<b>0</b>	LA6
Accidents at work frequency rate	(b)	%	13.3	15.5	<b>12.3</b>	LA6
Accidents at work severity rate	(b)	%	0.8	1.03	<b>1.05</b>	LA6
<b>Miscellaneous</b>						
Employee benefit obligation	(b)	€M	nd	14.9	<b>13.0</b>	LA2

## Societal data

	P	Unité	2013	2014	2015	REF. GRI
Participants in «Airport jobs» seminars		number	222	222	<b>253</b>	SO1
Beneficiaries of employment assistance (training, support, mobility assistance)		number	5,793	6,386	<b>5,842</b>	SO1

## Environmental data

	P	Unité	2013				2014				2015				REF.GRI	
			CDG	ORLY	LBG	TOTAL	CDG	ORLY	LBG	TOTAL	CDG	ORLY	LBG	TOTAL		
<b>Curfew exemptions (Paris-Orly)</b>																
Exemptions		number	na	103	na	na	na	46	na	na	na	na	na	na	na	AO2
of which between 11:30 pm and 11:45 pm		number	na	32	na	na	na	32	na	na	na	na	na	na	na	AO2
<b>Night traffic by time bands (Paris-CDG) – total</b>																
			58,647	na	na	na	56,091	na	na	na	na	na	na	na	na	AO2
10 pm – midnight local time		number	27,930	na	na	na	27,213	na	na	na	na	na	na	na	na	AO2
midnight – 5 am local time		number	21,066	na	na	na	19,437	na	na	na	na	na	na	na	na	AO2
5 am – 6 am local time		number	9,651	na	na	na	9,441	na	na	na	na	na	na	na	na	AO2
<b>Noise</b>																
Cases handled		number	2,313	2,003	290	4,606	266	333	0	599	1,100	582	102	1,784	SO1	
Soundproofed homes and premises		number	2,835	2,187	425	5,447	572	564	0	1,136	1,318	1,293	349	2,960	SO1	
Aid granted		€M	38.7	28.8	5.8	73.3	5.8	5.8	0	11.6	16.03	14.03	3.39	33.45	SO1	
<b>Air quality, emissions and waste</b>																
<b>Air quality at the airports</b>																
Particle rate (PM 10)		µg/m <sup>3</sup>	nd	nd	nd	na	19	22	nd	na	nd	19	nd	na		
Nitrogen dioxide rate (NO <sub>2</sub> )		µg/m <sup>3</sup>	26.8	25.8	nd	na	24	26	nd	na	21	24	nd	na	EN21	
Particle rate (PM 2.5)		µg/m <sup>3</sup>	15.4	16.9	nd	na	12	15	nd	na	nd	11	nd	na	EN21	
Rate of ozone (O <sub>3</sub> )		µg/m <sup>3</sup>	37.9	39.5	nd	na	41	39	nd	na	44	44	nd	na	EN21	
Nitrogen monoxide rate (NO)		µg/m <sup>3</sup>	11.4	12	nd	na	9	11	nd	na	9	11	nd	na	EN21	
<b>Aircraft emissions</b>																
CO <sub>2</sub> emissions		tonnes	871,300	302,700	nd	1,174,000	862,100	294,400	31,770	1,188,270	890,960	304,140	30,610	1,225,710	EN17	
NO <sub>x</sub> emissions		tonnes	4,237	1,235	nd	5,472	4,210	1,190	53	5,453	4,382	1,222	52	5,656	EN21	
<b>Plant emissions</b>																
CO <sub>2</sub> emissions <sup>(1) (2)</sup>	(c)	tonnes	76,088	10,637	4,216	90,941	31,994	5,358	3,069	40,421	38,699	6,492	3,017	48,208	EN16	
NO <sub>x</sub> emissions <sup>(2)</sup>	(c)	tonnes	203	6	2	211	121.8	3.4	1.9	127.1	63.9	4.3	1.9	70.1	EN21	
Intensity of greenhouse gas emissions: CO <sub>2</sub> emissions per passenger	(b)	kg/passenger	1.2	0.4	na	1.0	0.5	0.2	na	0.4	0.6	0.2	na	0.5	EN18	
<b>Vehicle Emissions</b>																
CO <sub>2</sub> emissions	(b)	tonnes	1,903	1,211	265	3,373	1,560	963	265	2,788	1,629	884	208	2,721	EN15-EN17	
<b>Energy</b>																
Share of renewable energy in our final internal energy consumption	(b)	%	na	na	na	14,0	na	na	na	15,9	na	na	na	12,2	EN3	
Heat generation	(c)	MWh	299,126	110,234	23,041	432,401	227,032	84,061	14,216	311,093	223,989	88,600	9,290	321,879	EN3/4	
Refrigeration output	(c)	MWh	117,670	19,607	544	137,821	115,467	19,737	696	135,900	120,484	22,662	708	143,854	EN3/4	
Total electricity purchased (internal and external)	(c)	GWh	349.6	112.7	21	488.4	335.2	112.7	23	471.1	338.8	113.7	23.0	475.5	EN3/4	
Internal electricity consumption <sup>(3)</sup>	(b)	MWh	292,540	83,493	2,750	378,783	277,813	79,240	2,602	359,655	280,177	78,354	2,386	360,917	EN3	
Energy intensity – Internal electrical consumption	(b)	kWh/passenger	4.7	2.9	na	4.1	4.3	2.7	na	3.8	4.2	2.6	na	3.7	EN5	
Percentage of green electricity in our electricity purchases	(c)	%	na	na	na	30	na	na	na	30	na	na	na	50	EN3	

	P	Unité	2013				2014				2015				REF.GRI
<b>Water</b>															
Consumption of drinking water <sup>(4)</sup>	(c)	thousands of m <sup>3</sup>	2,222	580	73	<b>2,876</b>	2,175	570	75	<b>2,821</b>	<b>2,377</b>	<b>532</b>	<b>66</b>	<b>2,977</b>	EN8
Internal consumption of drinking water	(b)	thousands of m <sup>3</sup>	1,074	380.9	13.9	<b>1,469.5</b>	1,056	341.2	26.2	<b>1,423.5</b>	<b>1,087.9</b>	<b>335.1</b>	<b>14.9</b>	<b>1,437.9</b>	EN8
Total volume of recycled and reused water	(b)	thousands of m <sup>3</sup>	nd	nd	nd	<b>nd</b>	2.6	70	nd	<b>72.6</b>	<b>21.3</b>	<b>68.6</b>	<b>nd</b>	<b>89.9</b>	EN10
Percentage of recycled and reused water	(b)	%	nd	nd	nd	<b>nd</b>	0.2	17	nd	<b>4.9</b>	<b>2.0</b>	<b>11.3</b>	<b>nd</b>	<b>6.2</b>	EN10
<b>Waste</b>															
NHW volume collected	(c)	tonnes	34,786	7,129	1,426	<b>43,323</b>	28,924	7,419	1,292	<b>37,635</b>	<b>32,223</b>	<b>6,945</b>	<b>1,595</b>	<b>40,763</b>	EN23
NHW internal volume Aéroports de Paris SA	(b)	tonnes	9,242	6,029	456	<b>15,271</b>	9,667	6,486	550	<b>16,703</b>	<b>9,453</b>	<b>6,188</b>	<b>527</b>	<b>16,168</b>	EN23
Buried	(b)	%	9.5	9.7	9.4	<b>9.5</b>	5.0	3.4	11.0	<b>5.0</b>	<b>7.8</b>	<b>nd</b>	<b>41.4</b>	<b>5.7</b>	EN23
Recyclable	(b)	%	24.2	21.2	38.1	<b>23</b>	24.2	28.9	46.5	<b>27.4</b>	<b>25.7</b>	<b>nd</b>	<b>45.1</b>	<b>27.5</b>	EN23
Incinerated	(b)	%	66.3	69.0	52.4	<b>67.3</b>	70.8	66.7	22.6	<b>67.6</b>	<b>66.5</b>	<b>nd</b>	<b>13.5</b>	<b>64.7</b>	EN23
Volume of internal hazardous waste collected	(b)	tonnes	2,364	75	27	<b>2,466</b>	2,396	100	33	<b>2,529</b>	<b>2,878</b>	<b>114</b>	<b>nd</b>	<b>2 992</b>	EN23
<b>Transportation</b>															
Share of public transport for passenger access to airports		%	48	39	na	<b>45</b>	47	40	na	<b>45</b>	<b>nd</b>	<b>nd</b>	<b>na</b>	<b>nd</b>	EN30
<b>Biodiversity</b>															
Total number of endangered species (IUCN red list) <sup>(5)</sup>	(b)	number	nd	nd	nd	<b>nd</b>	na	na	na	<b>1</b>	<b>na</b>	<b>na</b>	<b>na</b>	<b>1</b>	EN14
Total annual number of wildlife impacts for every 10,000 aircraft movements	(b)	number	nd	nd	nd	<b>nd</b>	0.84	nd	na	<b>na</b>	<b>0.42</b>	<b>nd</b>	<b>na</b>	<b>na</b>	AO9

**P = scope**

- (a) Aéroports de Paris Group.
- (b) Aéroports de Paris SA only.
- (c) Aéroports de Paris SA and third parties present at our airports.

**Data**

- (v) Indicator was revised to a reasonable level of assurance in 2014 by an independent third party.

- (1) Volume verified by a third controller.
- (2) 2012, 2013 and 2014 data over a calendar year.
- (3) 2013 data recalculated on the ACA methodology.
- (4) Data adjusted in 2013 following a data reconsolidation.
- (5) Species of bird observed.

- na : not applicable
- nd : not available

## Presentation of general information on the organisation

REF.GRI-G4	Title	page and appendix No.
<b>G4-1</b>	Strategy and analysis	<b>3 to 7 ; <a href="#">Registration Document 2015</a> ; <a href="#">ADP Group website</a></b>
<b>GA-3 à G4-16</b>	Profile of organisation	<b>3, 6, 7 ; <a href="#">Registration Document 2015</a> ; appendix 1 to 12, 17, 22 ; <a href="#">ADP Group website</a> ; <a href="#">CSR Experts Area</a></b>
<b>GA-17 à GA-23</b>	Aspect and relevant scopes identified	<b>4, 14, 5, 6, 7 ; appendix 2, 4, 22</b>
<b>GA-24 à GA-27</b>	Involvement of stakeholders	<b>14, 36, 97, 132 ; appendix 4, 5, 9</b>
<b>GA-28 à GA-33</b>	Profile of report	<b>appendix 10, 11, 29, 30</b>
<b>GA34</b>	Governance	<b>16 ; <a href="#">Registration Document 2015</a></b>
<b>GA-56</b>	Ethics and integrity	<b>10-12, 18-21 ; appendix 6, 23</b>
	<b>Disclosures of Management Approach</b> is discussed in Profile and CSR process chapters (page 3 to 30), in the methodology of reporting above (appendix 10) and on our <a href="#">website</a> .	
	<b>The pertinent G4-DMA of airport operators sector supplement</b> are described on pages 23, 88, 122, 142, 153.	

## Informations sociales

### **HR5 : sites et fournisseurs identifiés comme présentant un risque substantiel d'incidents liés au travail des enfants et mesures prises pour contribuer à abolir efficacement ce type de travail.**

Les principales activités d'Aéroports de Paris et de ses filiales HUBSAFE et Hub

## Social information

### **HR5: sites and suppliers identified as presenting a substantial risk of child labour incidents and measures taken to effectively help abolish this kind of labour.**

The main activities of Aéroports de Paris and its HUBSAFE and Hub One subsidiaries take place in France where child labour is prohibited.

Our overseas subsidiaries must apply the same rules.

### **HR6: sites and suppliers identified as presenting a substantial risk of forced labour incidents and measures taken to help abolish this in all its forms.**

The main activities of Aéroports de Paris and its HUBSAFE and Hub One subsidiaries take place in France where forced labour is prohibited. Our overseas subsidiaries must apply the same rules.

### **LA7: employees exposed directly and frequently to illness due to their work.**

In accordance with French legislation, Aéroports de Paris performs medical visits at intervals defined according to the work performed by the employees.

### **LA16: number of grievances concerning employment practices, filed, examined and settled via official grievance settlement mechanisms.**

Requests sent by staff representatives are processed at monthly meetings between the management of Aéroports de Paris and employee representatives.

## Environmental information

### **EN12: description of the major impacts of the activities, products and services on the biodiversity of protected areas or biodiversity-rich areas outside these protected areas.**

Our activities, products and services have no substantial impact on the biodiversity of protected areas or biodiversity-rich areas outside these protected areas.

### **EN29: amount of major fines and total number of non-monetary penalties for breach of environmental legislation and regulations.**

In 2014, no penalty of any kind was imposed on Aéroports de Paris for breach of environmental legislation and regulations.

## Customer information

### **PR8: total number of well-founded complaints for infringement of privacy and loss of customer data.**

In 2014, no complaint was communicated with regard to the infringement of privacy and loss of customer data.

## Societal responsibility information

### **EC6: proportion of executive directors recruited locally at the main operational sites.**

No executive director has a local contract. All of our contracts are based in France.

### **HR2: total number of training hours for employees on human rights policies or procedures applicable to their work including the percentage of employees trained.**

Human rights training is included in general training. The number of hours spent on human rights was not monitored.

### **HR7: percentage of security agents trained in organisational human rights policies and procedures applicable to their work.** Aéroports de Paris does not employ any security agents who inspect passengers and employees. Contracts with security providers acting on behalf of Aéroports de Paris required suppliers to adhere to European legislation and good practices as regards human rights during security checks.

### **HR9: total number and percentage of sites which undergo human rights examinations or impact assessments.**

To date, no site has undergone an external human rights check. 95% of Aéroports de Paris employees are based in France.

### **HR12: number of grievances concerning the impacts on human rights filed, examined and resolved via official grievance resolution mechanisms.** No grievances for failure to respect human rights had been notified for Aéroports de Paris SA in 2014.

### **SO5: proven cases of corruption and measures taken.**

No proven cases of corruption for Aéroports de Paris SA in 2014.

## Information unavailable on the publication date of this report

### **Information for EN34, GA-SO7, GA-SO8**

are being processed and analysed. If, during this stage, it becomes necessary to provide information to the public, the information will be posted online, in the most transparent way possible, as soon as it becomes available.

## Contact

**Didier Hamon**  
Group Secretary General  
Environment & Sustainability Division Director



WE SUPPORT



This airport is participating in Airport Carbon Accreditation

# EXTRA-FINANCIAL RATING 2014

Since 2003, we have had our performance assessed by an independent non-financial rating agency. This assessment is carried out every two years. In 2014, it was conducted by Ethifinance. This year, the rating scope included Aéroports de Paris SA and its four main subsidiaries: Aéroports de Paris Ingénierie (ADPI), Aéroports de Paris Management, HUB SAFE (formerly Alyzia Sûreté), Hub One and its subsidiary Hub One Mobility. The 2012 rating did not include Hub One Mobility or HUB SAFE. Aéroports de Paris is the only major European airport group to undergo voluntary non-financial rating.

## Aéroports de Paris SA has gained 8 points in terms of excellence

The 2014 Aéroports de Paris SA rating demonstrates its level of commitment and the extent of its oversight of the measures implemented. Its overall rating, which ranks its performance as «excellent», was up 8 points (+10%) on 2012 and rose from 72/100 to 80/100. This score puts the Company among the 10% of top-rated companies in France, across all sectors. The five areas that were assessed were all rated «excellent».



### Governance

The slight drop in the rating of governance was due to a change of framework between 2012 and 2014. For 2014, however, the rating agency highlighted improvements to governance control bodies and risk management procedures, the creation of two Group charters (Group CSR and Ethics charters) combined with the appointment of a Group ethics officer.



### Environment

The rating agency highlighted the Company's very high ambitions in terms of management and the reduction of environmental and energy-related impacts. It recommended increasing efforts with regard to biodiversity and incorporating subsidiaries' performances into environmental monitoring and reporting.



## Group

### Group consolidated rating of «Excellent»

Aéroports de Paris Group performances reached the highest level of maturity («excellence») with a total of 78/100, up 7 points on 2012. Overall, the subsidiaries scored over 50/100, placing their performance at an «advanced» level. Reporting on subsidiaries' main CSR initiatives and programmes is described in pages 73 and 74.



0 to 25  
INTRO-  
DUCTION

25 to 50  
IMPRO-  
VEMENT

50 to 75  
ADVANCED

75 to 100  
EXCELLENT

### Method

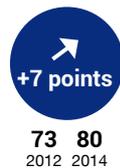
The non-financial rating (four-level rating scale), carried out by Ethifinance, focuses on corporate governance, human resources (human capital), the environment, relations with our customers and suppliers and community involvement. These five themes were broken down into 17 areas of activity and 27 specific issues for Aéroports de Paris. Ethifinance's rating method is based on the analysis of three management principles: policy, system, performance.

**Comparability between the 2012 and 2014 ratings.** The 2012 rating awarded by Vigeo was on a scale of 1 to 4+. The scores were then converted to the scale of 1 to 100 used by the Ethifinance agency so that they could be compared.



### Human capital

The score was up significantly due to the advances made at major works sites: management of employment and top-rated companies in France, across all sectors. The skills, diversity, equal opportunity and work/life balance.



### Costumers and purchasing

The rating agency notes positively the efforts made to support purchasing policy at all levels of the company, endorsed by the label «Relations fournisseur responsables», the creation of a customer division, which is represented at the executive committee, the strengthening of the quality for the benefit of customer and the management process securisation project.



### Customers and purchasing

Efforts to establish the purchasing policy across every level of the Company, endorsed by the Responsible Supplier Relations Label, the creation of a Customer Division, represented on the Executive Committee, quality improvements of benefit to customers and the plan to secure management processes, were all scored positively by the agency.

### Plans for progress

In 2014, Aéroports de Paris strengthened its ties with its subsidiaries and laid the foundations for a Group-wide CSR strategy, as witnessed by the signing of the Group CSR Charter, the Group Ethics Charter and the Supplier CSR Charter in the field of responsible purchasing. Although performances differed from one company to another and from one theme to another, all are improving in every area. Reporting on good practices.

**Governance:** rolling out their CSR strategies, clarifying the Group's codes of ethics according to the specific nature of the subsidiaries.

**Environment:** improving the definition of their commitments and the roll out and oversight of their initiatives, encouraging interactions and the adoption of Group good practices.

**Human capital:** improving dialogue, particularly with regard to intra-group mobility, and increasing anti-discrimination and stress prevention measures.

**Customers-purchasing:** developing the responsible purchasing policy.

**Community:** increasing commitments in terms of employment and training and partners policies on our Company.

## Focus on subsidiaries

### ADP Ingénierie

ADP Ingénierie (ADPI) is a French company specialising in airport design. It carries out, at an international level, major airport development projects and complex buildings such as terminals, runways, control towers and aircraft maintenance centres. ADPI acts as a consultant, prime contractor or assistant to the appointed contracting party. Hub One has one fully-owned subsidiary, Hub One Mobility.



#### Rating

ADPI's overall rating was up 5 points with two notable advances: customers and purchasing (+26 points) and human capital (+13 points). The drop in the governance score was due to a change of framework. The rating agency highlighted: a structured governance, anti-corruption tools and marked commitment when dealing with CSR issues; a highly formalised environmental management; a clear and legible human resources policy, supported by training, dialogue and professional development initiatives; a true quality management system and a monitored service provider selection system.

### Aéroports de Paris Management

This subsidiary specialises in airport management and in long-term equity investments in airport companies. It is directly or indirectly responsible for the operation, management and development of 21 airports with traffic of over 41 million passengers.

#### Rating

Its overall score was up 10 points with four remarkable advances in the areas of «community» (+15 points), «customers-purchasing» (+13 points), «environment» (+12 points) and «governance» (+10 points). The rating agency primarily noted its sound governance, CSR oversight body for concessions, CSR reporting for several equity investments; a level of a maturity approaching excellence in terms of the environment with the majority of concessions obtaining ISO 14001 certification; good mobility management, a robust approach to customer quality and the existence of ethical guidelines for purchasers; the introduction of reporting on initiatives for the benefit of local communities through the concessions.



### Hub One and its subsidiary, Hub One Mobility

Hub One is a group which specialises in information and communication technologies for professionals. It designs and installs systems for the digitisation of business lines, places and uses in order to provide tailor-made solutions to meet the requirements of major accounts and SMEs. Its solutions and expertise combine the activities of a telecoms (fixed, radio and mobile) operator, of a mobility and traceability integrator and of all the associated services. Hub One has one fully-owned subsidiary, Hub One Mobility.



#### Rating

Hub One gained 5 points overall (67/100), with a sharp rise for human capital (+25 points) where it achieved «excellence».

Hub One has operated an independent and highly structured CSR policy since 2008 (its first year of non-financial rating). It conducts annual reporting, has developed stakeholder consultation tools and has signed several charters – not including Aéroports de Paris charters – relating to its field of activity.

The rating agency noted the maturity of its environmental and energy management policies; job stability and the structured nature of its employment policies, a quality management system, mature responsible purchasing approach and, on a societal level, the offer of paid leave for employees. Rated for the first time, Hub One Mobility attained the advanced level and benefited from Hub One's CSR roll out policies and systems.



### HUB SAFE (formerly Alyzia Sûreté)

HUB SAFE (formerly Alyzia Sûreté) operates various airport security activities in Parisian airports: passenger and on-board baggage security checks, staff security checks, control of road access in airside areas at airports, canine security. Its services extend to ensuring cargo is secure using specially trained dogs, and event-related security (Salon du Bourget). A benchmark for airport safety, HUB SAFE is one of the largest companies on the French market. It relies on the Alyzia training centre in order to maintain its expertise and disseminate it beyond the Group.

#### Rating

For its first rating, HUB SAFE attained a level of maturity approaching excellence (71/100) with a remarkable score for community involvement (89/100). The rating agency highlighted the robust nature of its CSR commitments, the ongoing roll out of a CSR strategy and the successful incorporation of ethical and environmental protection principles into company operations. The use of numerous monitoring indicators and the roll out of positive human resources initiatives were also scored positively. The very high score for community involvement recognised the essential role played by the company in terms of promoting the integration of those furthest from the labour market.



# Responsible purchasing – 2015 review

- 1 **Supplier CSR and environmental performance**
- 2 **Solidarity purchasing**
- 3 **Increased revenue with SMEs (local involvement)**
- 4 **Partnership relations with suppliers**
- 5 **Partnership relations with suppliers**
- 6 **Relations partenariales avec les fournisseurs**

- 70% of contracts signed using CSR criteria in the selection process.
- Social audits conducted on all cleaning contracts in 2015.
- €830,000 in revenue with the protected and adapted sector in 2015 (initial target €600,000). 10 active markets.
- Roll-out of social integration clauses. 14 contracts in 2015 of which 10 relating to the East pier project (24,500 hours worked).
- Over 29% of our suppliers are SMIs and SMEs (source: Easypics).
- 70% of purchases made locally.
- Annual barometer sent to suppliers. 2015 result: 59/100.
- Supplier payment times reduced from 62 to 59 days between 2010 and 2015.
- Purchases under 15,000 brought under control.
- Internal control unit set up within the Purchasing Division since 1 January 2015.
- Supplier CSR Charter set up (09/2014).
- Continue co-innovation drive with innovative companies.

## Notable successes acknowledged by third parties

Significant improvement in our extra-financial rating in 2014 (+8 points) for customers-purchasing, up from 73/100 in 2012 to 81/100 in 2014.



2014 Responsible Supplier Relations Label obtained in March 2014.



DJSI index included in September 2015: Supply Chain Management axis 77 points (+ 15% compared to 2014).



Only airport group featured



Still ranked



Ranked since 2013



AAA rating, December 2013



## 2012-2015 review of purchases from the protected sector

	2012	2013	2014	2015
<b>Revenue purchasing target (€000)</b>	<b>300</b>	<b>400</b>	<b>500</b>	<b>600</b>
<b>Total (€000) total (k€)</b>	<b>328</b>	<b>387</b>	<b>530</b>	<b>827</b>
<i>o/w revenue on contracts</i>	213	277	383	624
<i>o/w revenue on contracts</i>	115	110	147	203
Change n/n-1 (%)		18%	37%	56%
Target gap	9%	-3%	6%	38%
Contract coverage rate	65%	72%	72%	75%
Number of active contracts	5	7	7	10
Number of active suppliers	11	17	24	24
“20/80” in purchasing categories	Mail (34%) Cleaning of vehicles (28%) caterers (15%) Green spaces (11%)	Mail (31%) Cleaning of vehicles (23%) Green spaces (20%) Signalling eq. (15%)	Mail (27%) Green spaces (23%) Cleaning of vehicles (17%) Caterers (11%)	Mail (25%) Green spaces (2%) Works (18%) Cleaning of vehicles (13%)
Number of significant purchasing categories	7	8	9	11

In our 2013-2015 disability agreement, we committed to doubling the number of services outsourced to the protected and adapted employment sector, up from €300,000 to €600,000. In December 2015, we exceeded this target by 38%, with an annual amount of €830,000 in 2015.

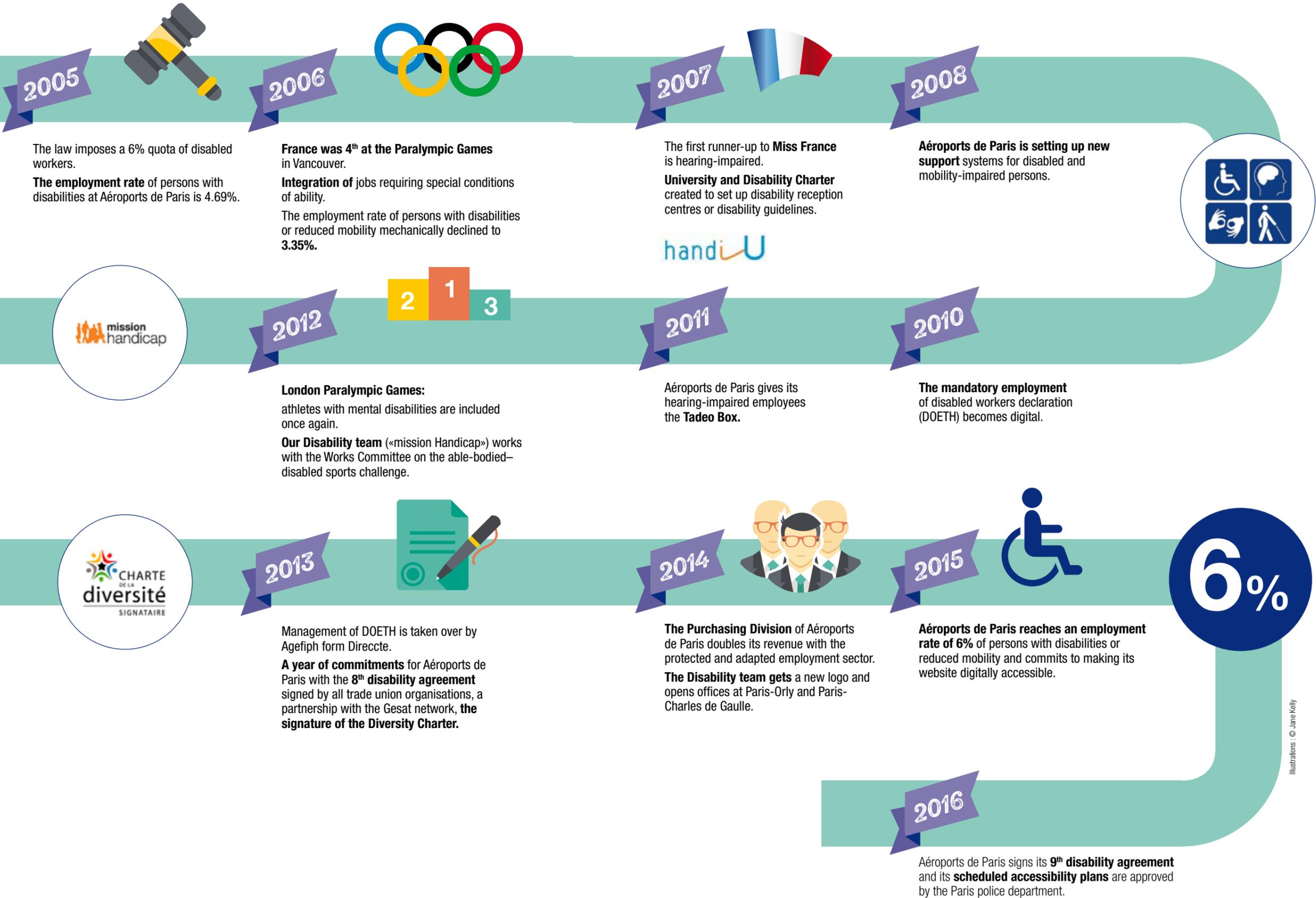
The table shows:

- that the number of services outsourced to the protected and adapted employment sector has increased by a factor of 2.5 in three years;
- that we have continued to outsource historical activities to this sector (mail, green spaces, cleaning of vehicles) and have widened their scope;
- that we have introduced significant new purchasing categories (works and IT services), enhancing the panel of suppliers;
- that we have doubled the number of contracts, helping us achieve our target of optimising budgetary commitments.

# Aéroports de Paris and the Disability Law

In the 10 years since the Disability Law was introduced, Aéroports de Paris has achieved an employment rate of 6% of persons with disabilities or reduced-mobility.

**Enactment of the Disability Law**



**2005** The law imposes a 6% quota of disabled workers. **The employment rate** of persons with disabilities at Aéroports de Paris is 4.69%.

**2006** **France was 4<sup>th</sup> at the Paralympic Games** in Vancouver. **Integration of jobs** requiring special conditions of ability. The employment rate of persons with disabilities or reduced mobility mechanically declined to **3.35%**.

**2007** The first runner-up to **Miss France** is hearing-impaired. **University and Disability Charter** created to set up disability reception centres or disability guidelines.

**2008** **Aéroports de Paris is setting up new support systems** for disabled and mobility-impaired persons.

**mission handicap**

**2012** **London Paralympic Games:** athletes with mental disabilities are included once again. **Our Disability team** («mission Handicap») works with the Works Committee on the able-bodied-disabled sports challenge.

**2011** Aéroports de Paris gives its hearing-impaired employees the **Tadeo Box**.

**2010** **The mandatory employment of disabled workers declaration (DOETH)** becomes digital.

**CHARTRE DE LA diversité SIGNATAIRE**

**2013** Management of DOETH is taken over by Agefiph form Direccte. **A year of commitments** for Aéroports de Paris with the **8<sup>th</sup> disability agreement** signed by all trade union organisations, a partnership with the Gesat network, **the signature of the Diversity Charter**.

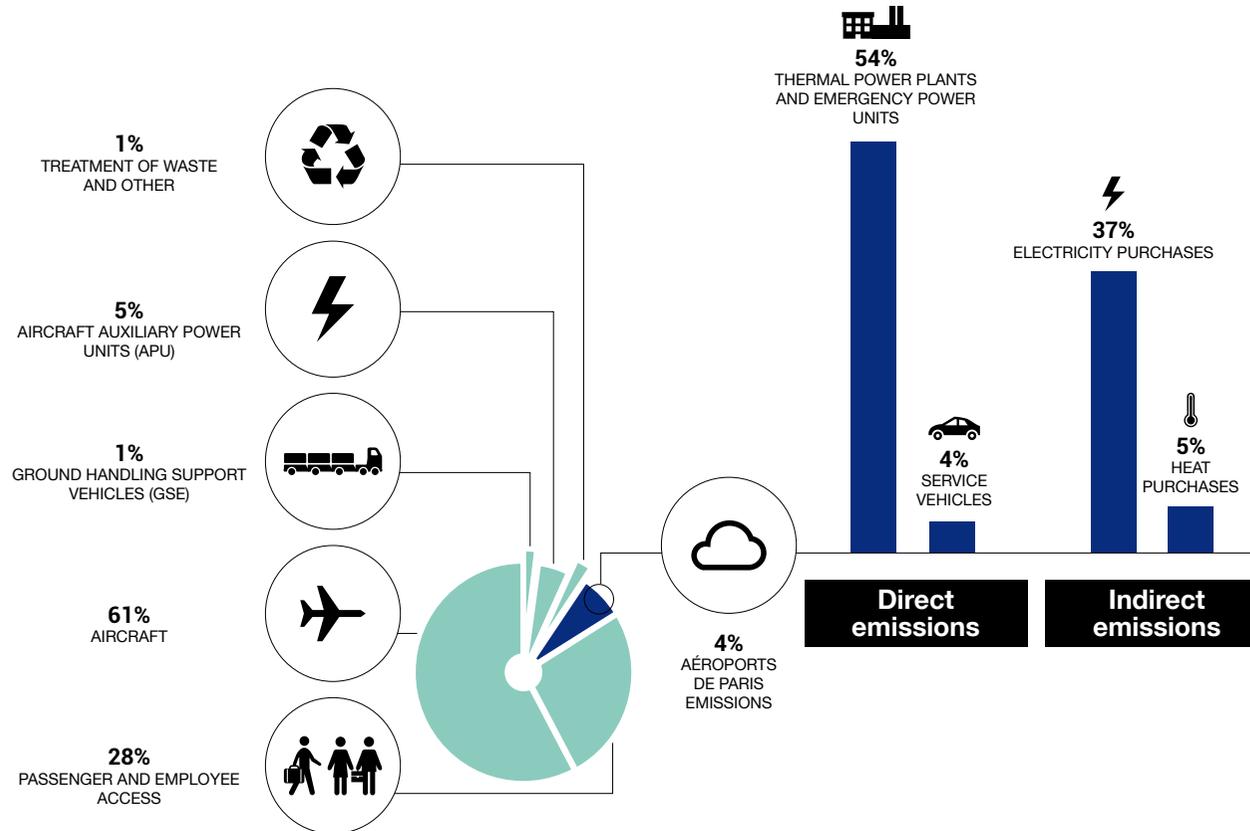
**2014** **The Purchasing Division** of Aéroports de Paris doubles its revenue with the protected and adapted employment sector. **The Disability team gets** a new logo and opens offices at Paris-Orly and Paris-Charles de Gaulle.

**2015** **Aéroports de Paris reaches an employment rate of 6%** of persons with disabilities or reduced mobility and commits to making its website digitally accessible.

**6%**

**2016** Aéroports de Paris signs its **9<sup>th</sup> disability agreement** and its **scheduled accessibility plans** are approved by the Paris police department.

# 2014 emissions resulting from the activity of the three main airports (bilan ACA)



## External airport emissions

+2,4%  
tCO<sub>2</sub>

**Total: 1,875,142 tCO<sub>2</sub><sup>(1)</sup> in 2014**  
(1,831,145 tCO<sub>2</sub> in 2013)

(1) External emissions in 2014 for Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget. This increase is mainly due to the rising passenger numbers.

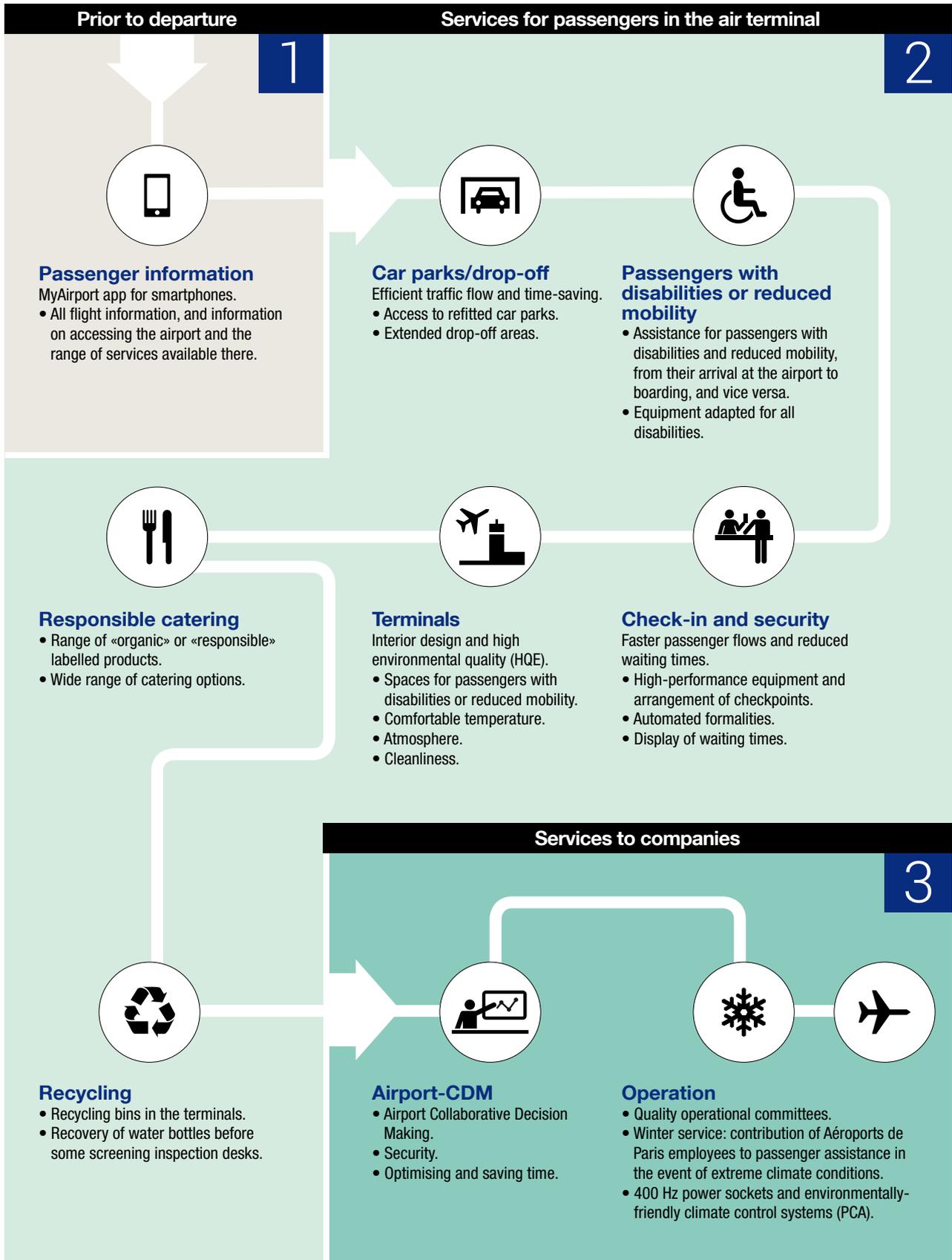
## Internal emissions (Aéroports de Paris)

-40,9%  
tCO<sub>2</sub>

**Total: 76,932 tCO<sub>2</sub><sup>(2)</sup> in 2014**  
(130.151 tCO<sub>2</sub> in 2013)

(2) Internal emissions (Aéroports de Paris) in 2014 for the three airports. The reduction was due to the drop in the consumption of fossil fuels by thermal power plants and the increase in our renewable energy production.

# Our range of responsible services

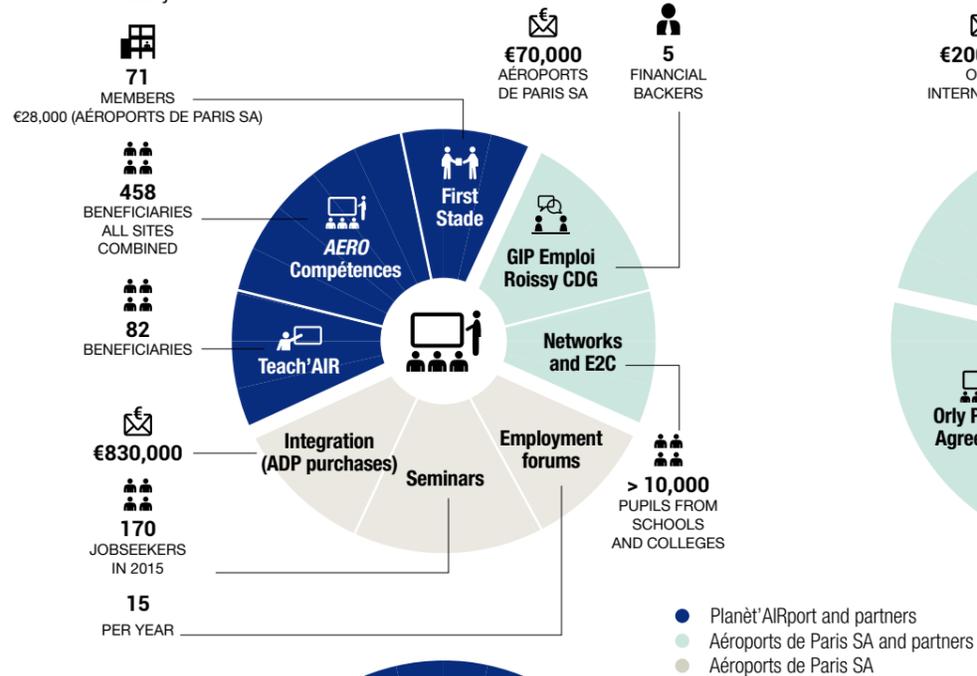


# The partnerships of our economic and social cooperation <sup>(1)</sup>

1

## Employment partnerships – airport jobs for local residents access

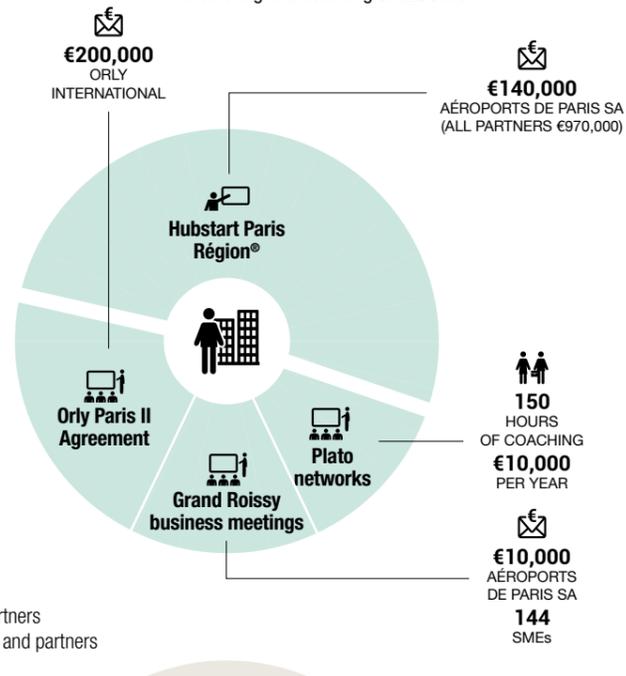
- Support employment opportunities
- Vocational training
- Integration through economic activity/community and solidarity economy
- Mobility



2

## The appeal and promotion of territories

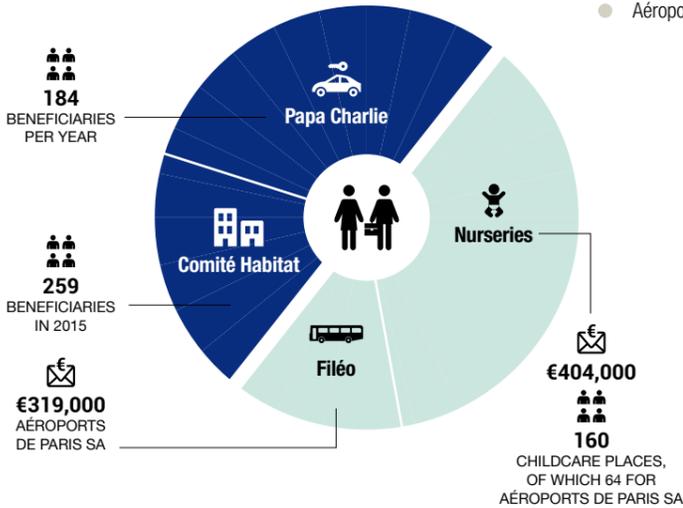
- Local marketing, international promotion
- Incubators, support for innovative projects and business creation
- Mentoring and coaching SMEs/SMLs



3

## Airport employees – quality of life

- Nurseries
- Transportation
- Housing

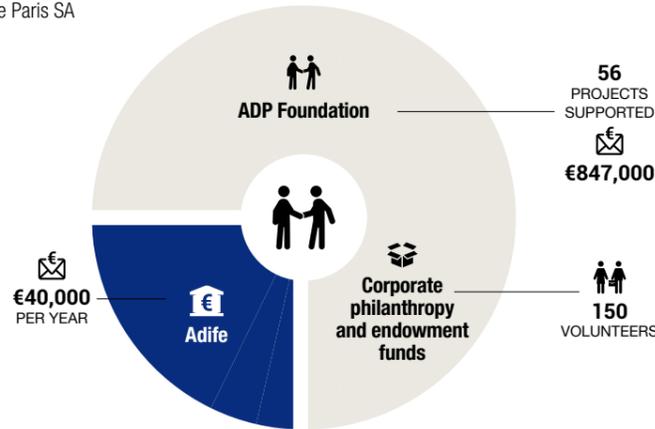


4

## ADP Foundation

- Local initiatives
- Tackling illiteracy
- International
- Employee involvement

## Adife regional endowment fund



**€2.2M**

allocated each year to our community initiatives.

**10**

Around 10 departments constantly mobilised to implement our commitment.



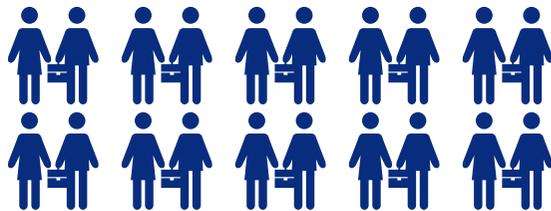
(1) Scope: Aéroports de Paris SA.

## Planèt'AIRport results

	2014	2015
Reception, information, advice	5,320	<b>4,317</b>
Support	281	<b>276</b>
Vocational training	361	<b>480</b>
Employment contracts	149	<b>266</b>
Mobility	185	<b>157</b>
Housing	90	<b>123</b>
<b>Total number of beneficiaries</b>	6,386	<b>5,619</b>

**5,619**  
beneficiaries

Planèt'AIRport in 2015



## AERO Compétences review

	2011-2013	2014-2015
Places per year	685	<b>441</b>
Places per year	1,493	<b>1,323</b>
Qualified (2 school years)	851	<b>196</b>
<b>Total budget</b>	€2,215,000	<b>€1,399,000</b>

**AERO Compétences partners:** Planèt'AIRport (agent and operator), Camas formation, Prom'hôte, Campus 93, Greta BIP 93, Aéroports de Paris.



**€1,399,000**  
Total budget

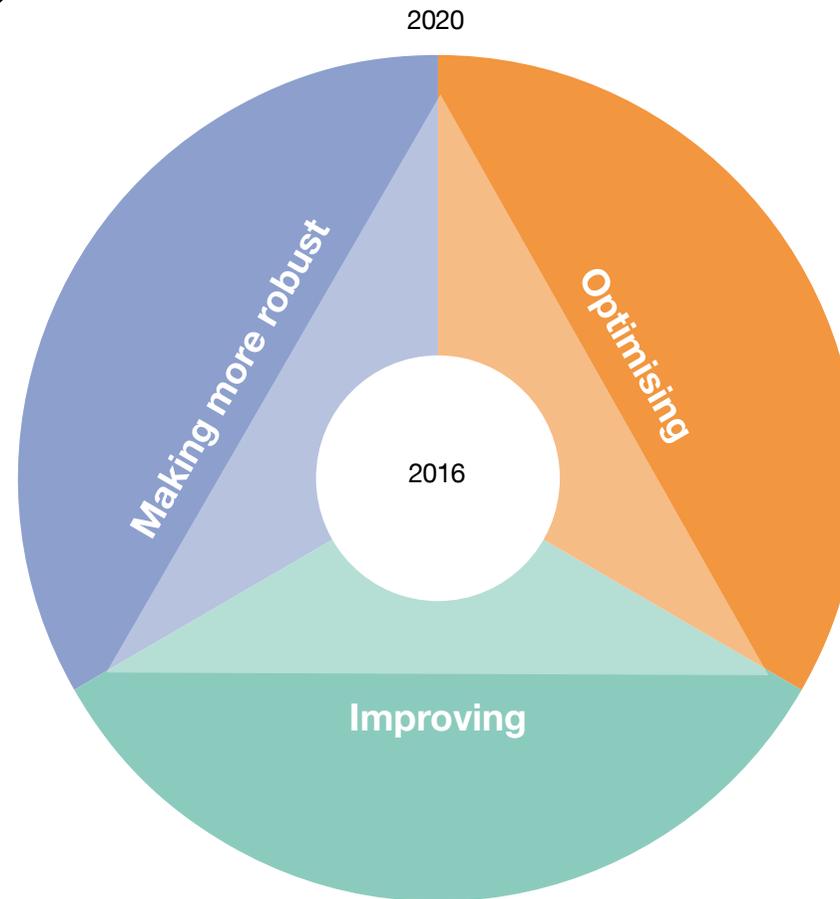
AERO Compétences (2014-2015)

# ENERGY EFFICIENCY PROGRESS PLAN 2016-2020

1

## Making our facilities more robust with energy management

- Roll out an ad hoc metering plan.
- Check maintenance plan in energy facilities (particularly water networks).
- Review temperature regulation facilities, particularly in terminals.



2

## Optimising operations (operations and maintenance) in terms of energy

- Identify sources of energy loss and set up an action plan to solve these by optimising operations, improving operating practices and incrementally improving facilities.
- Gradually review all operating procedures to include energy control.
- Roll out an awareness raising and training plan for staff whose activity has the most effect on energy control, particularly by setting personal targets in this area.

3

## Improving buildings and equipment

- Systematically analysing positive or negative energy effects for all works.
- During renovation or refurbishment operations and for new facilities, choose the most energy efficient equipment and techniques: the “energy” criterion must be taken into account by the programme and by the “purchasing” process).
- Schedule the replacement of energy-intensive equipment and structures and set up automated systems.
- Test environmentally friendly technologies in pilot facilities (e.g. lighting systems).

## WETLAND FILTRATION AT PARIS-ORLY

**1 Lifting wells for rainwater treatment**

Runoff water is collected by the rainwater treatment system.

**2 Buffer pond**

In winter, water is sent to a 10,000 m<sup>3</sup> buffer pond for initial treatment lasting 24 to 48 hours. Aircraft and runway de-icing products contained in this water is digested by bacteria.

**3 Wetland filtration**

The water is then conducted into the wetland filtration facility. With a surface area of 6,500 sqm, this is made up of reeds planted in sand and granules. The sand acts as a filter. The plants oxygenate the mineral filtrate.

**4 Retour au Step**

The water is returned to the rainwater treatment system before being discharged into the natural environment.

## 2015 energy indicators

### Changes in our energy consumption

Topic	2015 target	2014 result	2015 result	Target reached	Trend
Energy efficiency (compared to 2009)	12.5%	6.3%	8.7%	X	↗
Renewable energies	15%	15.9%	12.2% <sup>(1)</sup>	X	↘
CO <sub>2</sub> (compared to 2009)	-25%	-41.1%	-34.3%	✓	↘

(1) In 2014, we achieved 15.9% of renewable energy production but large-scale maintenance work on the biomass boilers in 2015 temporarily downgraded our result.

# 2014 materiality matrix

## Crucial challenges

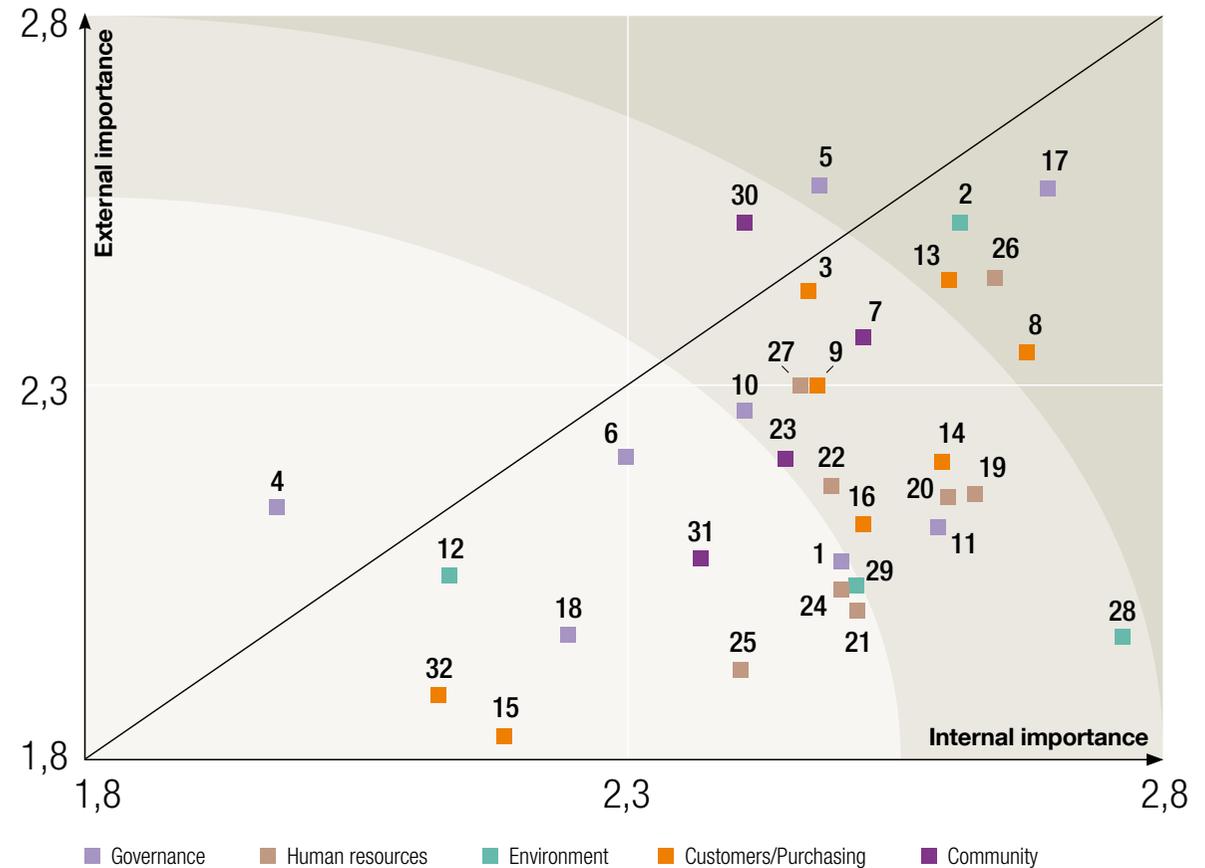
- 2 Improving environmental performance
- 5 Business continuity and media crisis management
- 8 Dialogue and relations with airlines
- 13 Quality of hospitality and service for all passengers
- 17 Airport security
- 26 Health and safety in the workplace

## Major challenges

- 3 Appeal for airlines (marketing and price)
- 7 Dialogue and relations with public stakeholders
- 9 Dialogue and relations with development partners
- 10 Efficient management of risk, audit and internal control systems
- 11 Operational efficiency for airlines
- 14 Accessibility in terminals for persons with disabilities or reduced mobility
- 16 Respect for fundamental customer and consumer rights
- 19 Labour relations and employee satisfaction
- 20 Employment management, attractiveness and talent retention
- 22 Performance-based management and profit-sharing schemes for employees
- 23 Quality of life for employees working in airport areas
- 27 Working conditions for employees of Aéroports de Paris partners
- 28 Access to airport areas
- 30 Dialogue and engagement with local stakeholders

## Challenges to be monitored

- 1 Improving the company's economic performance
- 4 Members and working methods of the Board of Directors
- 6 Developing airport passenger capacity
- 12 Fight against climate change
- 15 Quality of service for BtoB non-airline customers
- 18 Preservation of buildings
- 21 Skills management, employability, career paths and internal mobility
- 24 Respect for fundamental employee and partner rights
- 25 Diversity and equal opportunities
- 29 Noise pollution management
- 31 Commitments to help develop host communities
- 32 Local sustainable purchasing



## Materiality matrix

The materiality matrix provides a spatial representation of the relative position of each challenge. We are pushing ahead with our improvement efforts in all areas, either because they stem from our corporate ethics, or to ensure regulatory compliance, or because the issue exceeds the framework of the company



**Group General Secretariat**

Annual declaration of support for the United Nations Global Compact

The Aéroports de Paris Group aims to become the European benchmark for corporate social responsibility, in particular with regard to ethics as a principle of governance.

In 2003, we signed up to the United Nations Global Compact and its 10 principles. Since then, each year we have reaffirmed and strengthened our CSR approach to ensure that our development is line with the principles inspired by the Universal Declaration of Human Rights and respects the fundamental conventions of the International Labour Organisation.

I am happy to say: «We support the Global Compact».



Augustin de ROMANET

## Contact

**Didier Hamon**

Group Secretary General  
Environment & Sustainability Director



This airport is participating in Airport Carbon Accreditation