

2010

Corporate Social Responsibility Report



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The largest airport area in Europe

8 departments involved

1,281 municipalities

6,686 hectares

Nearly 1,000 companies use the 3 airports and employ 115,000 people

PARIS-CHARLES DE GAULLE

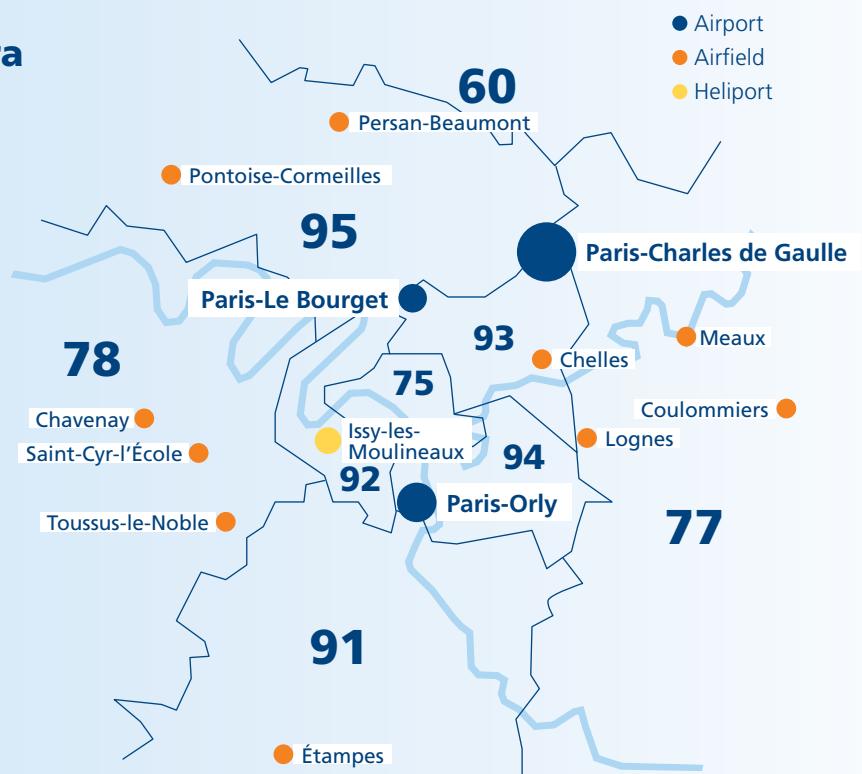
- 4 runways, 9 passenger terminals
- 3,527 hectares
- 7th largest airport in the world for passenger traffic

PARIS-ORLY

- 3 runways, 2 passenger terminals
- 1,540 hectares

PARIS-LE BOURGET

- N° 1 European airport for business aviation



1st

– Ranked 1st among airport groups in Europe for freight and mail

2nd

– Ranked 2nd among airport groups in Europe for passenger traffic

A decisive year

2010 was an important year for our group. We signed our second economic regulation contract with the French government for the 2011-2015 period. This contract reflects our commitment to make quality of service and customer satisfaction our key priorities in the years ahead, along with the company's sustainable growth strategy. An investment program of 2.4 billion will be dedicated to this program.

We have an ambitious aim: to become the reference airport player in sustainability and corporate social responsibility, and the women and men of our company will help us achieve this grand ambition. We shall step up our level of responsiveness to address the rapid changes in the aviation industry.



Our new five-year strategic plan will change the way we work by focusing on across-the-company measures and closer cooperation between employees as well as with our partners. Through our recently-opened Service University, we shall be able to embed a culture of quality of service at the heart of our organization. Budgets have been earmarked to improve the service we owe our customers.

While business performance and competitiveness will drive this transformation, we want to move forward by applying the very best environmental, social and societal practices. We are strengthening this momentum each day by continuously improving our skills and services. Our long-lasting commitment to the broader community was underscored in 2010 by new economic cooperation partnerships with social development agencies and local employment offices, and by fine-tuning the missions of the Aéroports de Paris Foundation.

Aéroports de Paris is proud today to have achieved a solid financial performance during the last five years and made huge strides in every aspect of its corporate and social responsibilities. It is this work on two different but complementary fields that makes us specific and settles our engagement.

Pierre Graff
Chairman and CEO



Cross-talk

Bernard Cathelain,

Executive Director and Chief Development Officer

Didier Hamon,

Environment and Sustainability Director



Have you managed to roll out the Grenelle Environment Initiatives announced in 2009 satisfactorily?

BC : We voluntarily agreed to seven proactive commitments as part of the Grenelle Environment effort. They are mainly focused on the company's energy consumption and on reducing CO₂ emissions. Achieving Level 2 of the *Airport Carbon Accreditation* this year testifies to a genuine reduction in our direct CO₂ emissions. We took part last year in this programme headed by ACI-Europe, the profession's organizing body. On the energy side, renewable energy production on our sites since 2010 and the systematic adoption of HEQ for our buildings are a good reflection of our commitments.

Has the company's performance in environmental and social responsibility made progress?

DH : In 2010, the Vigeo agency gave us a complete non-financial audit on the six key areas of societal responsibility: corporate governance, the environment, human resources, human rights, behaviour in the market and engagement with society. We have extended this rating to cover our four main subsidiaries – a major milestone in the final year of our 2006-2010 strategic plan. For Aéroports de Paris SA, we achieved a rating close to excellent and an overall Group rating of level 3 out of Vigeo's rating scale of 5, reaching the target set in our strategic plan.



We now have sufficient assessment data to continue with our policy of harmonizing these practice right across the Group. We're the only airport group in Europe to carry out this exercise annually.

What social and societal issues will the company address in the 2011-2015 period?

BC : At the social level, we want to work towards a more effective diversity agenda, and ensure that diversity is more deeply embedded in our corporate culture and in the Group's corporate culture as a whole. We are aiming to obtain a "Diversity" label in 2012 for Aéroports de Paris SA. More specifically, we are continuing our Human Resources effort to resolve gender inequalities both in wages and in terms of women's access to management positions. At the level of the broader community, we shall not change our key concerns, but we shall fine-tune our organization to ensure that actions are more visible and more effective. We shall provide more information for local residents, and amplify our local aid for the socio-economic development of our immediate communities, while contributing to improve the aid for soundproofing system.

What are your expectations for 2011?

DH : With the decision in late 2010 to launch a biomass boiler at Paris-Charles de Gaulle, in addition to the geothermal energy now coming on stream at Paris-Orly, we're on target for reaching the 23% proportion of renewables in the energy mix set by Grenelle for 2020. In 2011, I expect this energy process to extend to a solar panel project and a new contract for "green" electricity. So for us, 2011 will very definitely be both an energy and an energetic year.

Identity Card ⁽¹⁾

2,739 M€ ⁽¹⁾

CONSOLIDATED SALES		
2008	2009	2010
2,527	2,633	2,739

83.4 MN

NUMBER OF PASSENGERS		
2008	2009	2010
87.1	83.0	83.4

12,219

AEROPORTS DE PARIS WORKFORCE		
2008	2009	2010
11,789	12,063	12,219

2.2 M€ ⁽²⁾

SOCIAL COMMITMENT		
2008	2009	2010
2.2	2.2	2.2

2,858,174 m³

WATER CONSUMPTION		
2008	2009	2010
3,118,487	2,854,558	2,858,174

1,185 GWhep

INTERNAL ENERGY CONSUMPTION		
2008	2009	2010
1,359	1,304	1,185

156,117 teqCO₂

GREENHOUSE GAS EMISSIONS		
2008	2009	2010
146,308	143,271	156,117

ISO 14001 CERTIFICATION

Paris-Charles de Gaulle

Paris-Orly

Paris-Le Bourget

Issy-les-Moulineaux heliport

GOVERNMENT AND LOCAL AUTHORITIES

- Contribution to the local economy⁽³⁾ **39**
- Land taxes⁽³⁾ **59**
- Other taxes and fees⁽³⁾ **63**
- Corporate commitment and the foundation Aéroports de Paris **2.8**

Distribution of wealth ⁽¹⁾ (million of euros)

SUPPLIERS

- Total **660**

LOAN ISSUE

- Total **660**

INVESTMENTS

- Capacity, renovation and quality, property **501**

CONSOLIDATED REVENUE **2 739**

- Revenue from airport services
- Rental revenue
- Retail revenue

EMPLOYEES

- Staff costs **793**
(Salaries, social charges, shareholding, incentives, provisions for labour commitments)

SHAREHOLDERS AND BANKS

- Dividends (paid in 2010 for the year 2009) **136**
- Reimbursement of debt **463**
- Net financial expenses **187**

(1) Data at December 31, 2010. Representation of the redistribution of revenues does not take into account all accounting operations. Therefore the amount of items in the table does not correspond to Group revenues for 2010.

(2) Excluding the Aéroports de Paris Foundation.

(3) Paid in 2010 for 2010 taxes.

Identity Card

Main subsidiaries

AÉROPORTS DE PARIS MANAGEMENT	• Operating and equity investment in airport companies	100 %
ADPI	• Engineering design	100 %
HUB TELECOM	• Telecommunications operator	100 %
ALYZIA HOLDING	• Airport assistance	100 %
CŒUR D'ORLY INVESTMENT	• Property management	100 %
ROISSY CONTINENTAL SQUARE	• Property management (40% general electric / fonciere ariane)	60 %
SOCIÉTÉ DE DISTRIBUTION AÉROPORTUAIRE	• Airport retailing (50% Aelia - Hachette)	50 %
DUTY FREE PARIS	• Airport retailing (50 % The Nuance Group)	50 %

The airport city

Airports are specially designed to handle all the operations involved in the landing and take-off of aircraft. This requires a whole range of related services and creates business that are directly or indirectly linked across the airport. In all, several thousand companies are involved in airport operations and providing services to passengers.

AÉROPORTS DE PARIS

- Organizing and operating the airport
- Airport services airlines & professionals: industrial services, supplies water/energy, car parks
- Property (leasing, construction)
- Retailing & services

ENTERPRISES

- Airlines and suppliers of ground handling
- Security, air cargo and mail suppliers (Post Office, FedEx)
- Shops, restaurants, hotels, banks, car rental, smes, cleaning and maintenance companies

STATE SERVICES

Air traffic management, safety and security

- General direction of civil aviation (DGAC) – Coordination Of Air Traffic
- Border police (PAF)
- Air transport gendarmerie (GTA)



Putting a sustainable strategy to work

As the gateway to France's premium tourist destination, Aéroports de Paris is a major international air transport hub. As a result of its location, world-class infrastructure and competitiveness, it is ideally positioned to take full advantage of the expected growth in air traffic over the medium and long term.

► Aéroports de Paris owns and operates the three major airports in the Paris area (Paris-Charles de Gaulle, Paris-Orly, and Paris-Le Bourget). The company provides airlines, passengers and freight and mail operators with high quality facilities, and a range of services tailored to their needs.

► The airports handle most major international airlines, including Air France and airlines belonging to the major SkyTeam, Star Alliance and Oneworld partnerships. In 2010, Aéroports de Paris had a total of 178 airline customers. Flights leave for more than 360 cities in 115 countries from Paris-Charles de Gaulle and Paris-Orly. With 83.4 million passengers handled in 2010, the Group's airport system (Paris-Charles de Gaulle and Paris-Orly) is the 5th largest in the world and the second largest in Europe.



Aiming for sustainable development

The sustainable development goals of the 2006-2010 Strategic Plan were to develop awareness of the company's shared interests with neighbouring communities and achieve a score of 3 in the Group's non-financial rating. These goals have been achieved with the signing of a local agreement on employment, training and the economic development of Orly and with the organization of the Rencontres du Grand Roissy event in January 2011.

Fulfilling the 2006-2010 contract

The 2006-2010 strategic plan has reached its term. By focusing on the Aéroports de Paris Group's three main activities it has managed to:

- step up terminal capacity;
- upgrade quality of service;
- expand its service portfolio;
- develop its property potential.

During the same period, the Group signed its first economic regulation contract (CRE 1) with the French government, resulting in positive outcomes in investment, quality of services, and pricing.

2011-2015 strategic plan and the CRE 2

The Group's strategy for the next five years is in line with its three previous priorities:

- Improve customer satisfaction;
- Boost business performance;
- Become the European benchmark in sustainable development and corporate social responsibility.

The second economic regulation contract was signed in 2010 and features three innovations:

- An ambitious commitment to boost customer satisfaction;
- The withdrawal of property diversification and retailing activities from the scope of the regulations;
- A controlled strategy for airport fees for airlines.



A Vision for 2015

Thanks to the men and women who work in the company, Aéroports de Paris' ambition is to become the reference airport group for customer satisfaction, business performance and sustainable development.

1 – Customer Satisfaction

The Group aims to achieve a quantum leap in performance over 3 to 5 years and become a recognized European reference in this area. An investment programme dedicated explicitly to quality of service has been decided on: quality of facilities and services, optimizing existing facilities.

2 – Business performance

The rollout of the Customer Satisfaction policy will be linked to 10 quality of service indicators.

Aéroports de Paris improved its business performance during the previous strategic plan. The Group's ambition is to continue to improve its profitability and create value for all its component companies. The Group will:

- continue to expand its retailing activities;
- strengthen its property development policy;
- improve productivity.

3 – Sustainable Development and Corporate Social Responsibility

The Group intends to apply best practices and become the European benchmark in sustainable development and corporate social responsibility. The implementation of its Grenelle Environment commitments will form the core of its responsible airport agenda.

Informing and consulting stakeholders

Aéroports de Paris has identified six stakeholder groups: civil society, the government and its public and general interest bodies, Group employees and companies based in its airports, financial partners, customers, and business partners.

► The company uses a wide range of information and consultation tools tailored to each category of stakeholder. This approach forms part of the ISO 26000 guidelines on corporate social responsibility (CSR).



Government and public bodies

The government, European institutions, public and general bodies.

Information Tools

- Project-centric
- Reference Guides
- Report on Activity and Sustainable Growth
- Environment and Corporate Social Responsibility report

Methods of consultation

- Work groups
- Participation in local, regional, national and European groups
- Discussions with Ministries and government agencies



Civil society

Local residents, associations, local authorities, NGOs, opinion leaders and relays, international civil society, professional auditors.

Information Tools

- www.aeroportsdeparis.fr
- *Entre Voisins* e-newsletter and www.entrevoisins.org (residents)
- Environment and corporate social responsibility report
- Report on Activities and Sustainable Growth
- Media
- Environment and Sustainable Development Centres (environment, employment, and training)
- Site visits

Methods of consultation

- Airport Job Forums
- Exhibitions on sustainable development Environmental advisory committees
- Aéroports de Paris Foundation (community involvement)



Employees

Aéroports de Paris employees, the works council, trade union organizations union, employees at airport companies.

Information Tools

- Aéroports de Paris intranet
- In-house media, newsletter
- Information and awareness raising booklets for staff
- Internal and external e-newsletters
- Environment and Corporate Social Responsibility Report

Methods of consultation

- Annual Social Climate Survey
- Works committee
- CHSCT Consultative Committee
- HRD Club for airport-based companies



Financial Partners

Reference shareholder (the French government), banks, investors, individual shareholders.

Information Tools	Methods of consultation
<ul style="list-style-type: none"> Shareholders Newsletter and internet guide www.aeroportsdeparis.fr Quarterly results Reference document Report on Activities and Sustainable Growth 	<ul style="list-style-type: none"> General Shareholders Assembly Shareholders' Club Shareholders Meetings Ecole de la Bourse Site visits

Economic partners

Service providers, suppliers, subcontractors.

Information Tools	Methods of consultation
<ul style="list-style-type: none"> Conferences www.ecoairport.fr (business) www.airportsmart.com 	<ul style="list-style-type: none"> Airportsmart: a tool for consulting suppliers and www.airportsmart.com Self-assessment questionnaire Market and consultations Prevention plans



Customers

Passengers and their companions, user associations, airlines using the airports, handling companies, shops in terminals.

Information Tools	Methods of consultation
<ul style="list-style-type: none"> www.aeroportsdeparis.fr <i>Aéroports de Paris Magazine</i> (passengers) Customer Guide (passengers) Mobile services (passengers) E-newsletter (Passengers and businesses) www.ecoairport.fr (businesses) Quality Review Committees in the presence of customers and partners Airport Guidance Committee (COA) 	<ul style="list-style-type: none"> www.ditesnous.fr Satisfaction Surveys on departure and arrival (passengers) One phone number: 3950 Environment Partners' Club (airport businesses) Interactions with companies Operational Quality of service committees

Hublink

The Hublink alliance between Aéroports de Paris and Schiphol Group created in 2008, aims to strengthen the competitiveness of the two companies and includes a corporate social responsibility agenda. Joint publications focus on four action areas: reporting according to the guidelines of the Global Reporting Initiative, membership of the Global Compact, and joint non-financial rating using the ISO 26000 international standard. In 2010, both companies exchanged details of their strategic projects and decided on ways of working together. This collaboration will build mixed teams led by a joint manager with exchanges of staff members. A joint training program is due to be implemented in 2011.

Think and Act Clubs

To bring together airport stakeholders to examine economic, social and societal challenges, Aéroports de Paris has organized business clubs on its 3 main sites.

- Airport Player Clubs** carry out partnership initiatives to promote and develop the airport area as a whole.
- HRD Clubs** are designed to bring HR executives together to focus on training, employment, employee quality of life, disability and new laws.
- Environment Partners Clubs** bring together environment officers to discuss and share environmental best practices for eco-efficient airports.

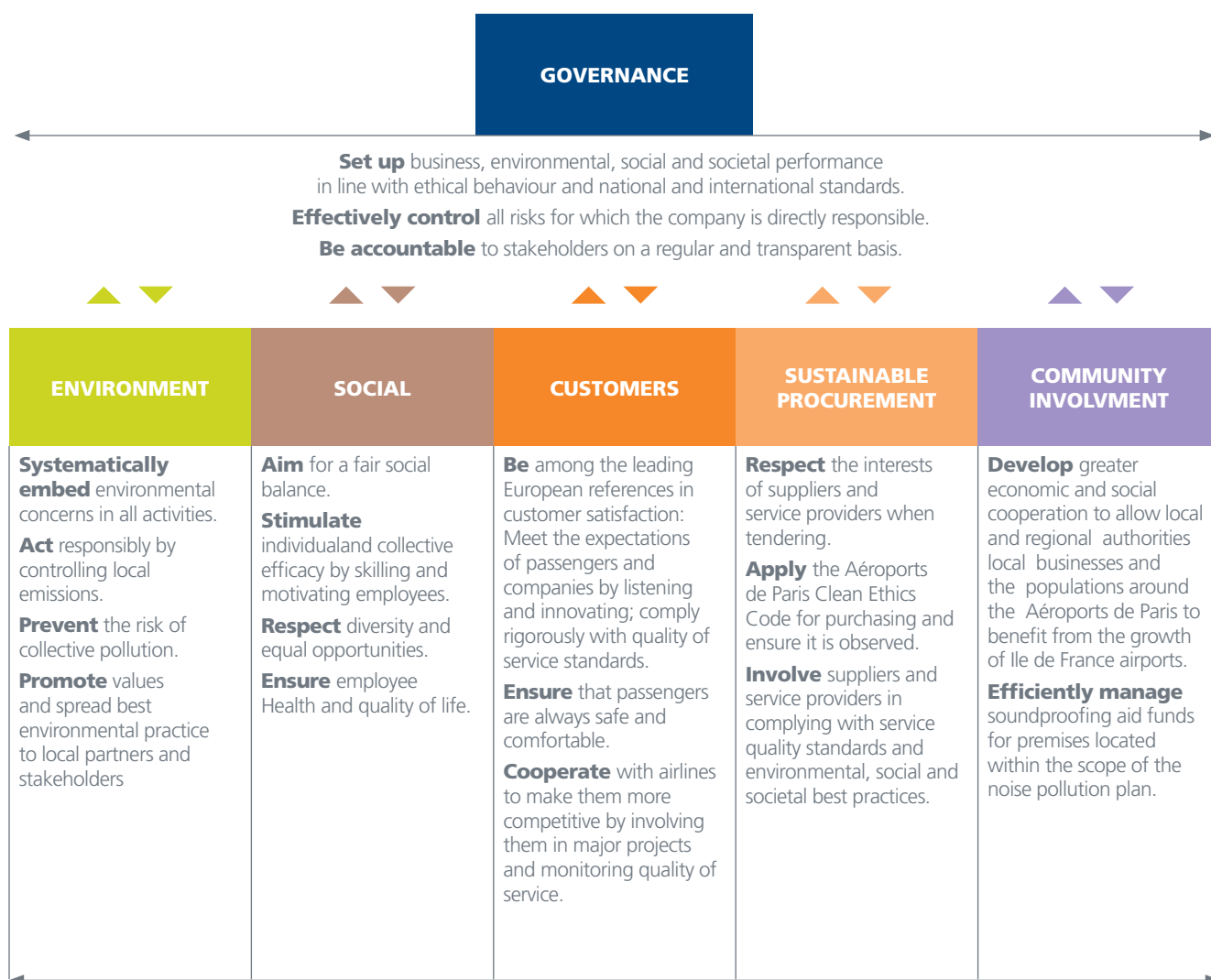
Social responsibility priorities

Corporate social responsibility (CSR) puts the principles of sustainable development to work across the enterprise. CSR calls on companies to take their own initiatives to improve society and protect the environment, in tandem with their stakeholders.

► For several years, Aéroports de Paris has been enacting its corporate social responsibility through a policy of proactive sustainable development to support its growth. This is based on five fundamentals: respect for human rights, reducing the impact of its operational footprint, concern for its employees, respect for the interests of its customers and suppliers, and economic cooperation programmes with the surrounding community.

Reporting to stakeholders

- Every year Aéroports de Paris provides a detailed account of its sustainable development activities in the Environment and Corporate Social Responsibility report on the basis of GRI (Global Reporting Initiative) criteria.
- The adoption of the CSR standard ISO 26000 is being examined with a view to applying it as a reference guide for Group performance.



Senior management Roles and responsibilities

Aéroports de Paris' corporate social responsibility policy is driven from the highest level of Senior Management.

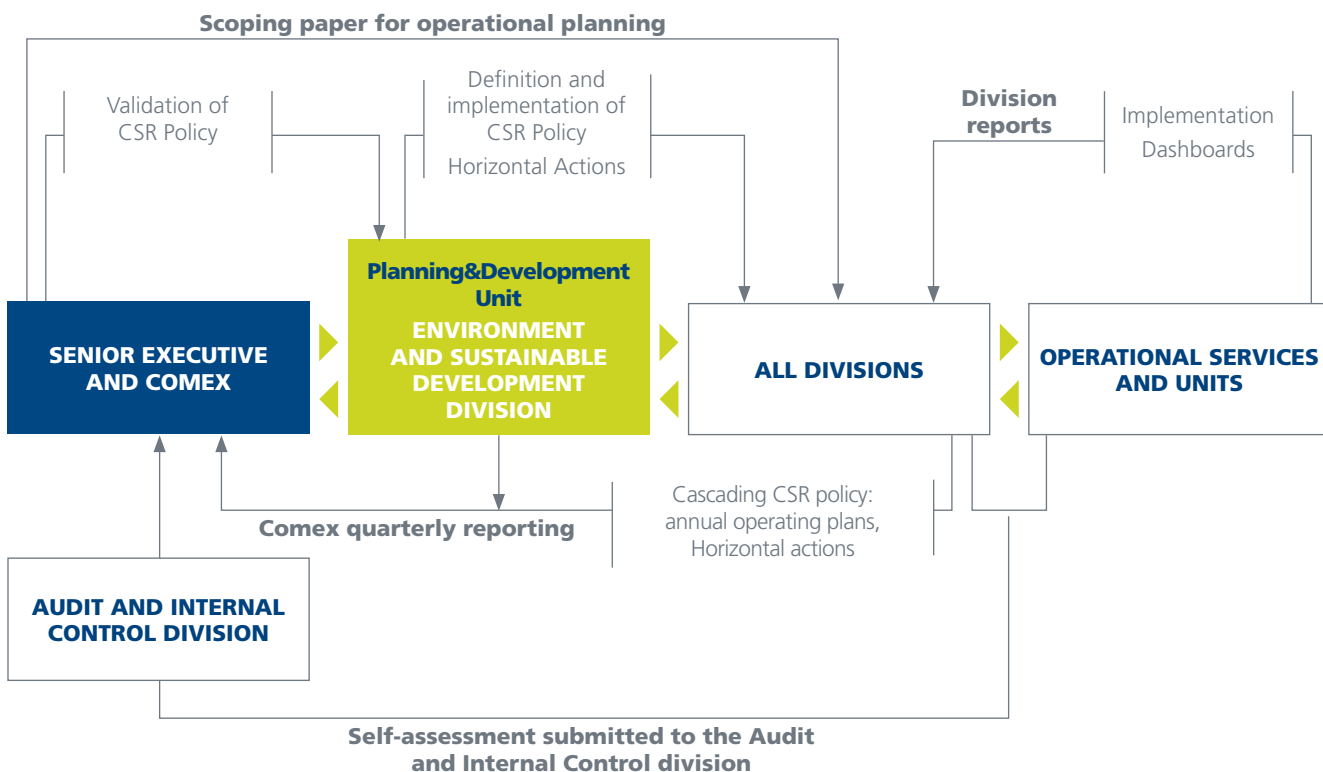
- ▶ The Environment and Sustainable Development Division forms part of the Planning&Development Unit and makes proposals to the Executive Committee concerning corporate environmental and societal commitment at Group level.
- ▶ The Executive Director and Chief Development officer is a member of the Executive Committee. The Director of Environment and Sustainable Development acts as advisor to the Chairman and CEO and the VP for Corporate Social Responsibility.
- ▶ The Audit and Internal Control Division and the Security and Risk Management division ensure that all risks are covered and carry out all necessary checks and amendments.
- ▶ Sustainable development and corporate social responsibility policy is applied in all of the company's functional and operational business units. Each division implements actions in its own areas and participates in joint projects with other divisions.



- Aéroports de Paris and Schiphol Group, the operator of Amsterdam airport, continue to collaborate in the Hublink alliance, in accordance with the Joint Declaration signed in December 2009 on their sustainable development ambitions.



Validation and Implementation of Sustainable Development policy



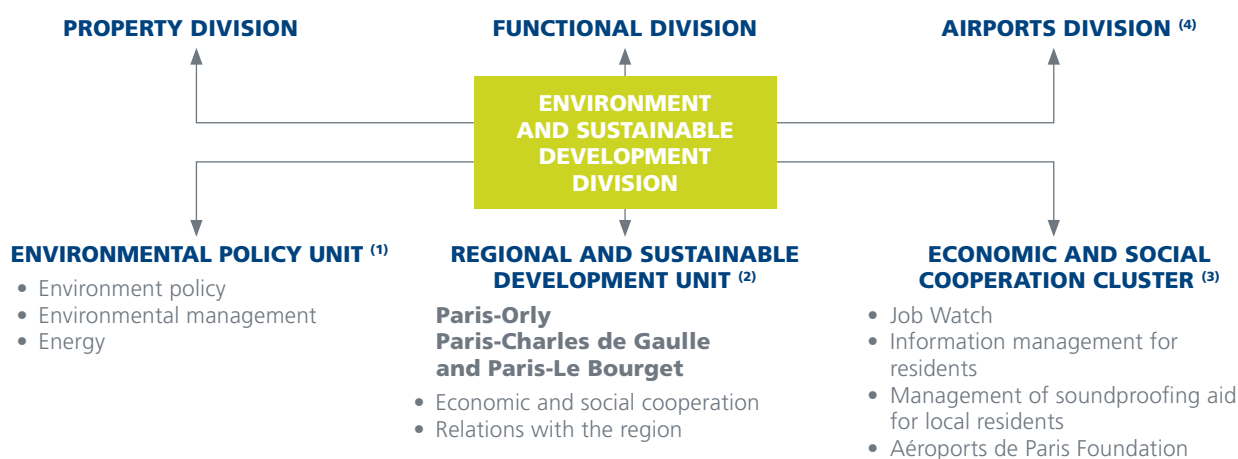
The Environment and Sustainable Development Division

Main tasks

The Environment and Sustainable Development Division's main tasks are:

- Gain support for the development of airports in the Paris region by all stakeholders: government, local and regional authorities, the IATA, the judiciary, local residents, environmental protection, associations etc.
- Draw up the support agenda for environmental management across the entire scope of Aéroports de Paris SA;
- Provide optimal management for noise pollution aid financed by the tax on aircraft noise (TNSA);
- Draw up strategies that enable local companies to benefit from activities in Paris airports, notably through business cooperation, and hiring and purchasing policies;
- Help local communities in difficulty (Aéroports de Paris Foundation);
- Supervise non-financial rating audits for Aéroports de Paris and its subsidiaries.
- Keep local residents informed.

Organization of the Environment and Sustainable Development Division



(1) The environmental policy unit oversees strategic directions in environmental issues, monitors technical and regulatory specifications and provides technical support to other divisions.

(2) The two regional units for sustainable development propose guidelines for economic and social cooperation policy and relations with regional authorities. They drive discussions among partnership structures and local networks, and represent the company in dealings with local public or private stakeholders.

(3) Four-special units handle specific information campaigns for stakeholders assistance to residents in synergy with territorial delegations.

(4) Airports divisions are responsible as part of environmental policy for maintaining the certification of environmental management systems.

1

2010 Overview

Strategy and Corporate Governance

- Economic Regulation Contract 2011-2015 (CRE2) (p. 5).
- Integration of ethics rules in the internal regulations of Aéroports de Paris SA (p. 14).
- Establishment of a department dedicated to internal control in the Audit and Internal Control Division and internal control guidelines (p. 14-15).
- Complete non-financial notation of Aéroports de Paris SA and its principal subsidiaries (p. 16-17).

Environment

- Renewal of ISO 14001 PARIS certification for the airports of Paris Charles de Gaulle, Paris-Orly and Paris-Le Bourget and the heliport at Issy-les-Moulineaux (p. 21).
- Geothermal facilities at Paris-Orly (p. 23).
- Certification to Level of the Airport Carbon Accreditation (p. 25).
- Seal of approval of Airport Collaborative Decision Making for Paris-Charles de Gaulle (p. 28).
- Biodiversity Study (p. 32).

Human Resources

- Implementation of management system for jobs and skills and launch of Managers project (p. 36-37).
- New agreement on gender equality and the employment of people with disabilities (p. 39).
- Working group on developing a diversity policy in 2011 (p. 39).
- Appointment of two mediators for the system for detecting and managing the risk of harsh work conditions (p. 41).

2

3

Other divisions

Contribution of each Division to sustainable development policy

DIVISIONS*	CSR focus	Key horizontal actions with other divisions
HUMAN RESOURCES	<ul style="list-style-type: none"> • Employment policy • Human and social rights • Equal opportunities • Diversity • Health • Training 	<ul style="list-style-type: none"> • Training in CSR, quality of service • Monitoring major outsourcing Markets (Social action) • Cooperation in social actions for local regions
CUSTOMER SATISFACTION	<ul style="list-style-type: none"> • Quality of services to airlines, passengers and businesses • Service University 	<ul style="list-style-type: none"> • Disseminating a customer-centric culture (training, experiments, indicators, etc.)
MARKETING, RETAILING AND COMMUNICATION	<ul style="list-style-type: none"> • Retailing relationships in terminals • Respecting the customer (claims processing) 	<ul style="list-style-type: none"> • Customer satisfaction surveys
PROPERTY	<ul style="list-style-type: none"> • Quality of Service to business users In airports • Environmental quality of real estate assets 	<ul style="list-style-type: none"> • Third-party environmental performance
ENGINEERING ARCHITECTURE CONTRACTING	<ul style="list-style-type: none"> • Environmental quality of new or renovated buildings, ethical practices for building tenders 	<ul style="list-style-type: none"> • Monitoring the environmental quality of projects
IT AND TELECOMMUNICATIONS	<ul style="list-style-type: none"> • Security • Protection of personal privacy 	<ul style="list-style-type: none"> • Energy savings • Awareness raising about IT security • Quality of service and innovation
INNOVATION	<ul style="list-style-type: none"> • Quality of service to passengers in terminals (Action plans, experiments, cutting-edge technologies) 	<ul style="list-style-type: none"> • All projects
FINANCE AND ADMINISTRATION	<ul style="list-style-type: none"> • Group of five divisions with relevant CSR skills to supervise guidelines and rules for ethics. 	<ul style="list-style-type: none"> • Economic and social cooperation relationships • Communication about economic and social responsibility
Purchasing Division	<ul style="list-style-type: none"> • Respect for ethical rules for tenders • CSR criteria in solidarity purchasing contracts • Training buyers 	<ul style="list-style-type: none"> • Generalising purchasing policy

* Excluding airport divisions and the Environment and Sustainable Development Division.

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Customers and sustainable purchasing

- Budget dedicated to quality of service in the CRE2 (p. 44).
- Finalising the Service University (opening in 2011) (p. 44).
- Creation of Operating Committees for quality of service combining Aéroports de Paris and airlines (p. 44).
- Extension of the PARAFE passenger checking system (p. 46).
- Establishment of an innovation centre (p. 47).
- Reorganization of the Purchasing division and development of policy of sustainable purchasing (p. 49).

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Community Involvement

- First year of Hubstart Paris® (p. 53).
- Sustainable development Guidelines for Pôle d'Orly (p. 53).
- Aéropole is labelled as an international Business incubator by Regional Development Agency (p. 54).
- First conference on Aéroports de Paris And Air France investments in SMEs (p. 54).
- Participation at the first European Conference Of Regional Employment and Training Observatories (p. 55).
- Draft Regional Programme on skills training for airport jobs (p. 57).
- Second agreement between the Aéroports de Paris Foundation and the Fondation de France (p. 58).
- Public information campaign on rates of aid for soundproofing for joint operations (p. 61).

Corporate Governance



13 — Effective and accountable corporate governance

14 — Security and reliability to develop the company's business activities

16 — Sustainable performance evaluated by a third party

17 — The corporate responsibility of subsidiaries

Effective and accountable corporate governance

Aéroports de Paris is a public limited liability company with a board of directors, internal regulations specifying the scope of the Board's responsibilities, and operations. Board Member Guidelines govern the rights and duties of each director, and a code of ethics relating to share transactions and respect for French regulations on insider trading, breach of insider trading laws and market manipulation is appended to the internal regulation.

► On the advice of the Remuneration Committee, the Board determines the remuneration of corporate officers, in compliance with the recommendations of the AFEP-MEDEF, of 6 October 2008 for the remuneration of executive officers of companies whose shares are admitted to trading on a regulated market. In April 2009, the Board decided to apply the AFEP-MEDEF guidelines for the corporate governance of listed companies published in December 2008.

The Board of Directors

The Board of Directors is a collegial body that determines the Company's business directions and ensure that they are implemented. It consists of 18 members including six directors appointed by the General Shareholders' Meeting, six directors representing the government and six directors elected by employees. In accordance with the company's statutes, three censors take part in Board meetings in an advisory capacity. The term of office for directors and censors is five years as of July 15, 2009.

Matters examined in 2010

During 2010, the Board of Directors focused its attention on:

- Strategy and investments, particularly the adoption and financing of the investment programme;
- The 2011-2015 economic regulation contract;
- Risk management and internal controls;
- The statutory and consolidated accounts;
- The budget for fiscal 2011;
- The remuneration of corporate officers;
- The results of the internal assessment of the Board's activities;
- The Modification of staff status particularly with respect to the implementation of the Managers project.

Assessment of the Board

The internal ruling of the Board of Directors specifies that it should discuss its own ways of working once a year. The internal evaluation of the Board of Directors during fiscal 2009 was entrusted to an independent director and presented to the Board at its meeting of August 30, 2010. In comparison with previous assessments, both internal and external, there was growing satisfaction by the Board about the conditions under which it carries out its mission.

Special committees

Three advisory committees provide input to the decisions taken by the Board: the Audit Committee, the Strategy and Investments Committee, and the Remuneration committee.

The Audit committee

- It examines the corporate and consolidated accounts. It regularly reviews with senior management the Group's major risks. It ensures that risks are effectively tracked and that internal controls are monitored. It ensures the existence of a process for preparing and validating financial communication.
- The audit committee has concluded that its internal ruling is based on the recommendations of the AMF published on July 22, 2010 in the Final Report on the audit committee.
- **In 2010, the Audit Committee met 6 times with a member attendance rate of 96%.**

The Strategy and Investments Committee

- It gives its opinions on the definition and implementation of Aéroports de Paris Group's strategic directions. It examines the internal and external growth plans made by the Company and its subsidiaries.
- **In 2010, this Committee met twice with a member attendance rate of 83%.**

The Remunerations Committee

- It makes proposals on the amounts of and changes to the total remuneration of corporate officers. It checks the information given to shareholders about this matter.
- **In 2010, the Committee met twice with an attendance rate of 100%.**

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In 2010, the Board of Directors met 10 times, with a member attendance rate of 78%.

Security and reliability to develop the company's business activities

In a context of more stringent international and national regulatory requirements, and to ensure its on-going performance, Aéroports de Paris continued to step up its internal controls and risk management procedures. These are designed to give the company optimum control of its risks and reach its strategic, operational and financial targets.

► The action programme for the 2006-2010 strategic plan aims to identify, analyse, disseminate and reduce risks, control the security of its business operations, and handle any emergency or crisis under the best possible conditions.

► Aéroports de Paris has developed a permanent internal control process comprising a set of resources, behaviours, processes, procedures and actions designed to control the risks inherent in its operations, keep its activities under control and ensure effective operations and the efficient use of its resources.

► The Board has selected the French Market Watchdog (AMF) framework of reference from January 2007, updated in July 2010, for its internal control and risk management scheme.

Internal control guidelines and coordinators

The Aéroports de Paris Group's internal control charter was signed on January 11, 2010 by the Chairman and CEO, providing the basic organization for internal control within the Group: the regulatory frameworks for reference and internal standards, the actors, roles and responsibilities, and the related governance.

In the Audit and Internal Control Division, the Internal Control Department develops, manages and carries out internal controls for the entire Group.

Internal Control coordinators were appointed in 2010 in each division of the company and in the Group's main subsidiaries, on the model of the risk management coordinators appointed in 2009. Their role and mission are defined in the internal control guidelines.

The 2010 action plan

In 2010, work on internal control focused on:

- Integrating ethical rules into the Aéroports de Paris SA internal regulations and continuing with the 3-year plan for preventing fraud and corruption, via awareness raising and training about tenders;
- Strengthening the control environment, mainly through the updated Aéroports de Paris organisation plan which was approved by the Chairman and CEO in June 2010. This plan outlines the legal framework for the company's activities and clarifies the roles and responsibilities of the divisions;
- Designing and developing the GRC tool (Governance/risk/compliance) that sets out a common reference guide for internal control and risk management and outlines the relations between the key principles;
- Harmonizing internal control systems and integrated management procedures.

A rigorous ethics agenda

Updated in April 2010, the Aéroports de Paris SA internal regulation defines the permanent rules of general discipline and sets out the enforcement process for hygiene, health and safety. It incorporates existing guidelines such as the code of purchasing ethics and the code for stock market conduct, a update of the code for information security conduct and rules of business ethics.



Improving risk management

The risk management system includes:

- a structured organizational framework and a risk management policy;
- a risk management process organized on the basis of an identification/analysis/risk processing model;
- continuous monitoring.

The department of Risk Management and Prevention in the Security and Risk Management Division is responsible for overseeing this facility and intends to give all stakeholders an accurate, collaborative and shared global vision of risks and their level of control. It has therefore defined and driven risk management policy and objectives on the basis of continuous improvement. This policy must ensure that any risks that could prevent Aéroports de Paris from achieving its goals must be optimally identified and controlled.



Key risk management actions in 2010

Actions for managing risk started in previous years were continued:

- Updating the Group risk management map;
- Defining and implementing action plans, especially for major risks;
- Defining and identifying unacceptable risks that require priority attention and treatment;
- Preparing a risk register and map for key business entities;
- Drafting business continuity plans;
- Incorporating systematic risks into key structural projects for the Company and its subsidiaries.



Respecting the principles of the Global Compact

The Global Compact is a UN body that sets out 10 principles on human rights, labour standards, protecting the environment and fighting corruption. Aéroports de Paris signed the Global Compact in 2003 and ensures that it abides by these principles under all circumstances. Each year, it provides proof of its compliance with these commitments by communicating about its best practices. The best practice recognized by the UN in 2010 is to obtain *Airport Carbon Accreditation* for measuring and limiting CO2 emissions.

Highlights

- In 2010, Aéroports de Paris improved its plan for business continuity in case of a health crisis on the basis of feedback from the management of the outbreak of H1N1 in 2009.
- Feedback on managing the events related to the eruption of Iceland's Eyjafjöll volcano in April 2010.
- A preliminary analysis of the management of events during the snowfall in December 2010 was made in early 2011.
- The administrative security facilities in airport divisions was given wider scope and resources in operational units at Paris Charles-de-Gaulle and Paris-Orly terminals using an identical organization.
- Three training sessions on internal controls and risk management were organized in 2010 for Internal Control and Risk Management Coordinators.

Awareness raising

- A film, "*Internal control ... but more*" was made in 2010 by the Audit and Internal Control and Marketing, Retail and Communication divisions. It was put on the Aéroports de Paris intranet for all staff, to illustrate an article on internal control published in *Le Journal d'Aéroports de Paris* company newsletter.

Risk factors are described in Chapter 4 of the company reference document, available at www.aeroportsdeparis.fr

Sustainable performance evaluated externally

Each year since 2003, Aéroports de Paris SA has had its sustainable development policy performance evaluated by an independent non-financial rating agency.

► In 2010, Aéroports de Paris' 6 areas of sustainable performance were evaluated by the Vigeo agency: corporate governance, environment, human resources, human rights, behaviour in the market, and community involvement. For each of these areas, Vigeo's assessment of the company's level of commitment is based on an analysis of the management system's 3 components: policy, application, and results.

► Aéroports de Paris is the only major airport group in Europe to agree to a non-financial rating. Consolidated by number of employees or revenue per area, the audit delivered a convincing level of commitment (level 3) for the Group's enforceable environmental social and governance goals.



2010 performance for Aéroports de Paris SA

The Group's corporate governance performance was considered robust (3+), reflecting solid management systems and significant progress such as the continued rollout of internal control and risk management, and an environmental target as one criterion for executive remuneration.

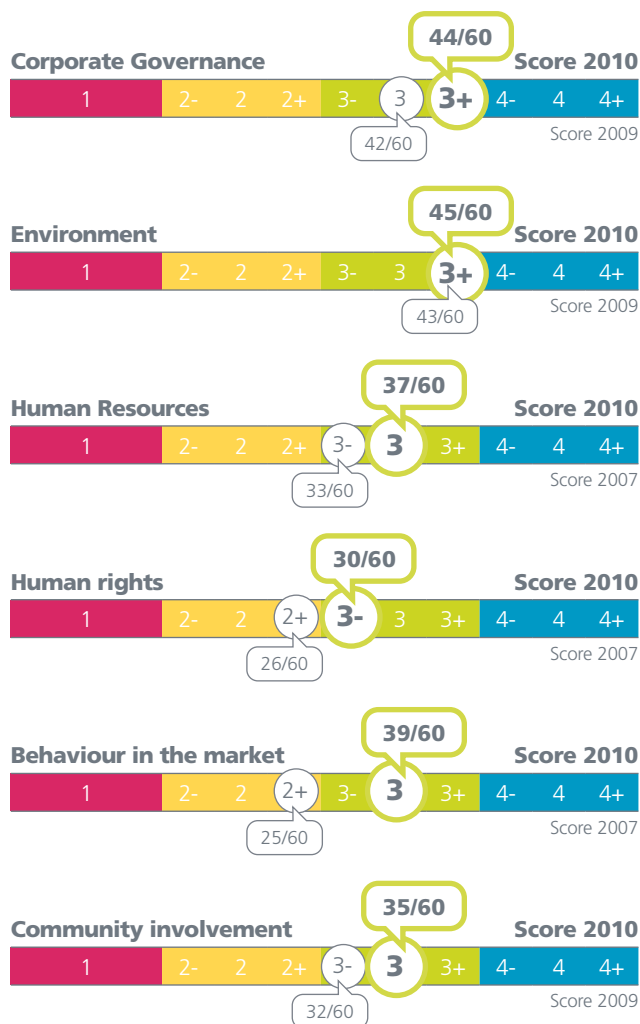
For the environment, commitment was deemed robust (3+) and performance close to excellent (4). The agency noted the high level of integration of environmental concerns into the company's strategic decisions, the solidity of the associated organization, and the clarity of its policy.

Human resources performance was considered solid (3) and highly consistent across the 7 goals of this dimension. Strong points include the importance given to training, staff involvement, and managerial career management.

The commitment to human rights was rated as acceptable (3-), the strong points being the agenda targeting employees with disabilities.

Behaviour in the market is deemed acceptable (3) with a marked improvement over 2007 (for customer satisfaction, responsible purchasing, control of high risk purchases targets), and a convincing commitment to prevent corruption (4).

Community involvement is considered acceptable (3), showing efficient, partnership-based actions, backed by substantial resources and adapted to economic conditions.



Vigeo rating scale

Intangible commitment: very low to low degree of risk control assurance insurance	1
Initial commitment: low to moderate degree of risk control insurance	2- 2 2+
Constructive commitment: reasonable degree of risk control insurance	3- 3 3+
Advanced commitment: reasonable degree of risk control insurance and innovative approaches for anticipating emerging risks	4- 4 4+

- Aéroports de Paris featured in the ASPI Eurozone® Index in 2009 along with the **120** highest rated companies for community or societal involvement in Europe.
- The ambition of Aéroports de Paris is to become the European reference in its business sector for corporate social responsibility.

Social responsibility in subsidiaries

► In accordance with the decision of the Group Committee meeting of April 15, 2009, the four major Aéroports de Paris SA subsidiaries (100% subsidiaries) underwent a non-financial rating in 2010 – Aéroports de Paris Management, ADPI, Alyzia Holding and Hub télécom. This assessment of their social responsibility commitment was conducted by the non-financial rating agency Vigeo. The results of this audit will drive action plans for areas identified as needing improvement.

Aéroports de Paris Management

Aéroports de Paris Management is dedicated to managing airports and taking stakes in airport companies. It operates, manages and directly or indirectly develops 26 airports with a total traffic of over 50 million passengers. This subsidiary has 50 employees including 30 expatriates in eight countries.

Rating for Aéroports de Paris Management

The rating concluded that a global commitment has now been initiated (2+) with a better score than in 2008. The strategic and managerial appreciation of the environment and human resources reflect convincing commitment (3- to 3). The environmental challenge involves the sharing of best practices among customers and the labour issue for the management of expatriates, the development of skills and the company's contribution to social progress at local level. In the area of governance, Aéroports de Paris Management has begun to introduce a risk management system and internal control processes.

ADPI

This engineering consultancy was established in 2000 and offers general project management services including building design and site supervision for airport projects and major public or private infrastructure projects. With a staff 600 from 40 nationalities, ADPI has completed nearly 500 projects in 80 countries.

Rating for ADPI

ADPI's performance is considered convincing (3-), having made progress in 4 out of 5 areas, including its improved expertise in environmental issues and its strategic vision for human resources. ADPI will roll out its commitment to social responsibility in its 9 overseas facilities.

Alyzia

The Alyzia group provides ground assistance to airlines at the Group's airports together with security services for Aéroports de Paris SA. It employs 3,200 people.

Rating for Alyzia

Alyzia is deemed to have initiated (2) its processes for this first year, and has taken a positive approach in all areas. Commitment to respect for human rights is considered convincing (3). Vigeo particularly emphasized Alyzia's role in local job creation and fighting discrimination. Alyzia continues its social responsibility momentum begun by the Division and underscored by this first rating.

Hub télécom

Hub télécom is a telecommunications operator specializing in electronic communication services and networks in airports and high business-traffic sites. Hub télécom also provides solutions for traceability and geolocalization for the transport and logistics sector. The company is ISO 9001 certified and employs over 700 people.

Rating for Hub télécom

Hub télécom's commitment is considered convincing (3), demonstrating «reasonable» a control of environmental, social and governance risk. In the environmental field, the company has implemented a policy of reducing its CO2 emissions, analysed its carbon footprint and carried out an energy performance audit. It has built a product and service portfolio with a positive environmental impact. Hub télécom also monitors the health impact of exposure to electromagnetic radio waves on its business sites.

- In 2010, Aéroports de Paris SA signed a second partnership agreement with Transparency International France involving also its 4 subsidiaries ADPI, Aéroports de Paris Management, Alyzia and Hub télécom to promote ethical behaviour and transparency for everyone.

Overall rating per subsidiary

Aéroports de Paris Management	2+
ADPI	3-
Alyzia	2
Hub télécom	3-

Overall score

Groupe Aéroports de Paris										35,5/60	Score 2010
1	2-	2	2+	3-	3	3+	4-	4	4+		

The environment



- 19** — Roadmap
- 20** — Controlling environmental risk
- 21** — Global environmental management
- 22** — An ambitious energy policy
- 23** — Promoting available renewable energy
- 24** — Constructing high performance buildings
- 25** — A recognized, certified drop in emissions
- 26** — A corporate travel plan to help employees manage mobility
- 27** — Supporting large intermodality projects
- 28** — A cooperative airport
- 29** — Accurate environmental monitoring
- 30** — Waste management in line with Grenelle 2
- 31** — New solutions for storm water
- 32** — Protecting nature and biodiversity
- 33** — Partners for eco-efficient airports



_ The Aéroports de Paris roadmap

Goals	Progress
Energy efficiency - high environmental quality buildings	
<ul style="list-style-type: none"> ● Design/construction of new buildings ● Rehabilitation of existing buildings 	<ul style="list-style-type: none"> ⓪ ⓪
Carbon footprint (CO₂)	⓪
Renewable energy	
<ul style="list-style-type: none"> ● Implementation of renewable energy production systems ● Purchases of renewable energy 	<ul style="list-style-type: none"> ⓪ ⓪
Transportation	
<ul style="list-style-type: none"> ● Action in the Company and Inter-company Business Commuting plan 	⓪
Waste	
<ul style="list-style-type: none"> ● Recovery of 30% of general waste ● Organic waste recycling ● Sorting passenger waste 	<ul style="list-style-type: none"> ⓪ ⓪ ⓪
Water	
<ul style="list-style-type: none"> ● Reducing drinking water consumption 	⓪
Biodiversity	
<ul style="list-style-type: none"> ● Reducing the use of pesticides ● Biodiversity action plan 	<ul style="list-style-type: none"> ⓪ ⓪

 **Starting**
 **On-going**
 **Advanced**
 **Attained**

This roadmap shows progress points over the medium term (2011-2015).

Controlling environmental risk

Aéroports de Paris' ambition is to excel in the environmental management of its own pollution, including waste production, water consumption, and emissions of pollutants. Active in the fight against climate change, Aéroports de Paris controls its energy consumption and is developing renewable energy. The company is also involved in international research programmes dedicated to reducing the footprint of civil aviation.

► Following on from decisions made at the French Grenelle Forum, Aéroports de Paris has made 7 commitments to reduce its carbon footprint and improve its energy agenda. In November 2010, Aéroports de Paris was certified to level 2 of the *Airport Carbon Accreditation*, demonstrating an effective reduction in greenhouse gas emissions. This accreditation is certified by an independent auditor.

► Implementing this policy also implies everyday commitment from the entire company. The company regularly organizes awareness-raising campaigns and training sessions.

► Aéroports de Paris is mobilizing its partners around a cooperative approach to the continuous improvement of environmental practices.

The 7 commitments of the Grenelle Environment Forum

- Lower aircraft average taxiing time by 10% at Paris-Charles de Gaulle airport by 2015, in association with other stakeholders involved.
- Apply a high-quality environmental approach to new construction projects.
- Reduce the company's internal energy consumption by 20% per passenger between 2004 and 2020.
- Launch a renewable energy installation programme.
- Reduce CO2/km emissions by 30% in the light vehicle fleet by 2012.
- Contribute in partnership with airlines to limiting the use of auxiliary power units for aircraft.
- Promote carpooling among people working in Paris airports.

Environmental Policy

Commitment

- Systematically factor in the environment to its activities
- Act as a responsible player in controlling local emissions
- Prevent the risk of collective pollution
- Promote its values and share best practices with environmental partners and local stakeholders

Roll-out

- Apply existing best practices; compliance with regulations and additional corporate commitments in a spirit of continuous improvement
- Reduce energy consumption, improve transport methods around the airport, construct HEQ® buildings
- Earmark the requisite technical and human resources; involve employees, businesses and regional partners
- Communicate transparently on environmental impacts, support actions for environmental management by all other players in the airport hubs

- Aéroports de Paris has earmarked a budget of **39** million for the 2011-2015 period for investments in limiting its environmental impact.



Global Environmental Management

Aéroports de Paris has certified the Environment Management systems (EMS) it has implemented in its airports at Paris-Charles de Gaulle, Paris-Orly, and Paris-Le Bourget and the heliport at Issy-les-Moulineaux to ISO 14 001. This international standard of environmental management is based on a system of continuous performance improvement to ensure the effectiveness of the system. To be sustainable, this requires employee involvement at all levels of the organization and close monitoring with a review every year of the EMS on each site.

► In 2010, the certifications of the three airports and the heliport were renewed by independent audit company. Certification of the integrated management system at Paris-Charles de Gaulle (concerning compliance with ISO 9001 for quality management, ISO 14001 and OHSAS 18001) was maintained. Paris-Orly and Paris-Le Bourget were also recognized for their compliance with the OHSAS 18 001 standard for their work health and safety management systems. Paris-Orly laid the foundations for an integrated management system (IMS) to be rolled out in 2011.

► Aéroports de Paris is developing an energy management system to address the requirements of the new EN 16 001 energy management standard.

Dashboard

An environment dashboard built around 8 environmental indicators is being developed by management at the 3 airports. These data will then be consolidated by the Environment and Sustainable Development Division and submitted quarterly to the Executive Committee of Aéroports de Paris.



When the Works Council gets committed

The independent Works Council (EC) at Aéroports de Paris is equally attentive to the environmental concerns of the employees. Under its leadership, battery collection bins have been installed in the cafeterias of Aéroports de Paris. Activities on the theme of sustainable development were organised in 2010 at the PARIS-ORLY media library. The Bilan Carbone® (carbon footprint) for the head office restaurant was completed in 2010. The Works Council also identifies humanitarian targets.



9,220 hours

In 2010, more than 9,220 hours were spent on environmental training.

Information and training

Following the adoption of the Grenelle Act 1 and 2, the Environment and Sustainable Development Division produced fact sheets listing the regulatory obligations applicable to Aéroports de Paris. Twice a month, the Environment and Sustainable Development Division circulates a newsletter devoted to a technical environment watch. Aéroports de Paris is also continuing with its training and awareness efforts on such complex topics as managing chemicals or controlling demand for energy. Employees who take on responsibilities in the field of environmental management have a full day's comprehensive introduction to EMS, sustainable development and the ISO 14001 standard. Aéroports de Paris also asks its partners and Employment agencies to apply its environmental awareness guidelines for temporary staff. These guidelines have been recognized as best practices by the UN Global Compact.

An ambitious energy policy

Revised in 2007, the European Directive on energy efficiency in buildings stipulates that the energy consumption of office and residential buildings should be reduced by 38% by 2020. This goal was transposed into national law in 2009 by the Act for implementing the Grenelle Environment Forum or "Grenelle Act 1".

- ▶ One of the goals of the Aéroports de Paris 2011-2015 strategic plan is to lower internal energy consumption by 12.4% per square meter of building between 2009 and 2015, equivalent to 2.2% per year.
- ▶ Since 2008, the company has had an energy steering committee decision-making body that draws up the company's energy policy and analyses its actions. This policy is guided by the Environment and Sustainable Development Division and its implementation by the Airport, Property, Engineering and Architecture Divisions and operating units.
- ▶ Starting in 2009, the company drew up a programme of energy audits for buildings. Between 2010 and 2012, 18 heat, lighting and electromechanical audits will be carried out in terminals and buildings on the three Paris Region sites. They complement other studies in recent years. This campaign will identify potential energy savings and stimulate improvement programmes.

At Orly sud, a dedicated energy control unit

Paris-Orly has been experimenting with a new energy management system. Its permanent staff has 4 technical members (electricians and heating engineers) who have monitored the energy audit for the Orly Sud terminal, set up the terminal's metering plan and supervised the installation plan. Working closely with the integrated airport command centre, the team has boosted coordination for controlling demand for energy. There was positive feedback from other operating units reflecting the benefits of rolling out this organizational model to other units in Paris-Orly and Paris-Charles de Gaulle.



Action Plan for T3

The energy audit of terminal T3 at Paris Charles de Gaulle has led to an ambitious plan to reduce energy consumption: 28 actions ranging from optimizing the air filtering chain and installing presence detectors in certain areas, to programming the schedule for fan coil units will be carried out. They will help save 3,465 MWh/year and prevent the emission of 360 tonnes of CO₂ per year. Ultimately, the terminal's energy bill is expected to drop by 125,000 a year.

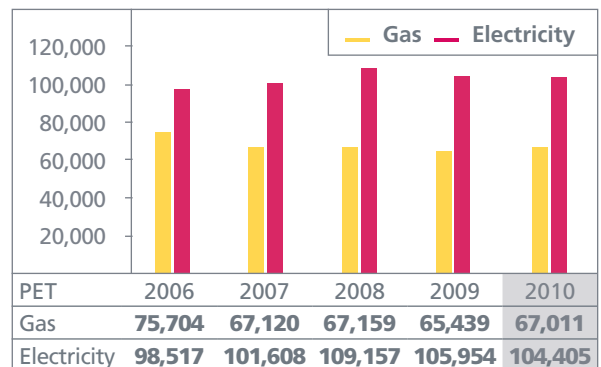
Recovery efforts

- In September 2010, Aéroports de Paris produced energy savings certificates (ESC) worth **60,000 MWh** cumac on the domestic market. These certificates derive from energy saving actions for which Aéroports de Paris was able to demonstrate corresponding gains in energy consumption.



Changes in gas and electricity consumption at Aéroports de Paris SA

2006-2010 (PET)



The increase in gas consumption in 2010 was due to a severe winter.

Promoting available renewable energy

Adopted in December 2008, the EC Climate Energy Package enjoined European Union Member States to reduce their greenhouse gas emissions by 20% by producing at least 20% of their final energy from renewable sources. This was transposed into the French Grenelle Act 1 and by the multiyear Investment Schedule (PPI), which has set a target for renewable energy of 23% by 2020. As an energy producer through its thermal and gas plants and own heat networks, Aéroports de Paris has embedded these objectives in its 2011-2015 strategic plan.

► The Aéroports de Paris strategic plan will reduce by 12.4% internal energy consumption per square meter of building between 2009 and 2015, equivalent to 2.2% a year. This must be achieved by controlling energy consumption in existing buildings and ensuring that new buildings demonstrate high energy performance. The strategic plan also includes a 15% increase in renewable energy production. Several types of renewable energy are being studied or implemented including geothermal, solar and biomass.

A geothermal plant built in 2010

In 2010, Aéroports de Paris built a geothermal plant that is due to cover 50% of the heating needs at Paris-Orly. The Orly site is located over the Dogger, a large pool of naturally-heated water (74°C) at a depth of 1,800 metres. Heat is extracted through a heat exchanger and sent by conduction to the heating water distributed over the terminal network. The geothermal power plant will produce 40,000 MWh/year of heat and reduce CO₂ emissions by 9,000 tonnes a year on the site.

Solar energy production under study

Aéroports de Paris is analysing opportunities to produce electricity from solar energy using photovoltaic panels. These ground-or roof-based facilities must comply with the specific conditions of airport activity.




A wood boiler at Paris-Charles de Gaulle

Aéroports de Paris has decided to feed the heating network at Paris-Charles de Gaulle with the wood-powered energy. An on-site biomass plant produces heat by burning chips of wood residue collected from forestry holdings within 50 km of Paris-Charles de Gaulle. With a capacity of 14 MW, the facility will produce 25% of the heat consumed in terminals. It should come into service in 2013. The biomass plant will reduce the carbon footprint of Paris-Charles de Gaulle by 18,000 tonnes of CO₂ per year. It is part of ADEME and the Ile-de-France region policy of supporting the use of renewable heat. This boiler will make a major contribution to reaching Grenelle environment targets.

Using waste to produce biogas under study

Aéroports de Paris is examining the relevance of an anaerobic digestion facility for organic waste from its airports. This would produce a gas similar to natural gas. This biogas can be used as fuel in a cogeneration plant or as biofuel for a fleet of vehicles. The residues of biogas could be used as a fertilizer.

- Energy accounts for about **95%** of CO₂ emissions related to Aéroports de Paris activities. 
- In 2010, energy consumption at Paris-Orly, Paris-Le Bourget Paris-Charles de Gaulle totalled just over one million MWh. **40%** of this energy was consumed as electricity, **45%** as hot water heating and **15%** for cooling buildings.

Constructing high performance buildings

The 2012 Heating Regulation (RT 2012) came into effect on January 1, 2011 putting stringent limits on primary energy consumption in all new buildings. It takes up the levels set by the BBC-Effinergie seal of approval: a limit of 50 kWh consumption of primary energy per square meter per year. Or 3-5 times less than the level recommended in previous regulations. To anticipate this development, Aéroports de Paris is building to the demanding environmental constraints of High Environmental Quality (HQE), and low consumption buildings. The HQE® approach is also applied to rehabilitation operations. The renovation of terminal 2B at Paris-Charles de Gaulle will apply this standard.

Innovations

Completed in 2010, building 643 at Paris-Orly is HQE® compliant. This office building is occupied by ADPI, an Aéroports de Paris subsidiary, and has dual-flow mechanical ventilation and reversible air conditioning. The Works Council building at Paris-Charles de Gaulle, due to be completed in 2011, will have a "green" roof to increase insulation, and will be heated by a heat pump. Spanning 18,000 m², the future GB3 freight terminal will be HQE® certified, in line with the guidelines to which the GB2 freight terminal contributed. Satellite 4, the future 2E terminal departure lounge at Paris-Charles de Gaulle due to be inaugurated in 2012, will act as a benchmark, as its design underwent an HQE® audit in 2010. Using an optimized external covering and high-quality, low-cost heating and cooling, the S4 will use 30% less energy than the average terminal today.

LEB buildings

As a building developer, Aéroports de Paris is encouraging its partners to follow the rules of sustainable construction. Low-energy buildings (LEB) in the future Cœur d'Orly business district covering 70,000 m² will be equipped with technology to limit energy consumption and link up with urban heating and refrigeration networks. Part of the heating will come from the geothermal power plant at Paris-Orly. Hot water will be produced by roof-based thermal solar panels. The Continental Square 3 office building due to open in 2012 in Roissy-Pole will also be LEB.

Understanding LEB

It takes special skills to design an energy-efficient building, and construct an HQE®, building. The Aéroports de Paris Engineering and Architecture Division organizes regular training sessions for its employees. In 2010, 8 sessions were devoted to LEB design and the renovation of very low energy consumption. 71% of staff involved in these operations have been sensitized to environmental and energy problems.



Artenae: uniting skill sets

Established in 2008, the Airport Architecture and Environmental Techniques cluster (Artenae) brings together skills of the Aéroports de Paris Engineering & Architecture Division for sustainable development operations. It keeps a regulatory and technical eye open on energy and the environment. Artenae also assists contractors during the preparation of investment approval files and defining environmental requirements for building or renovation projects.

- In 2007, the planned GB2 freight terminal at Paris-Charles de Gaulle was used to develop an HQE® certification reference guide in the logistics sector.
- Construction sites supervised by Aéroports de Paris meet HQE® criteria for reducing their impact on the environment.



A recognized, certified drop in emissions

Aéroports de Paris was certified in 2010 to levels 1 and 2 of the *Airport Carbon Accreditation* (ACA). Level 2 of this certification rewards efforts for managing CO₂ and certifies a reduction in CO₂ emissions at Paris-Charles de Gaulle and Paris-Orly. This has been validated by an independent auditor and meets the requirements of ISO 14064.

► In 2004, internal energy consumption at the two airports generated 125,000 tonnes of CO₂ emissions. In 2009, emissions of CO₂ attributable to internal consumption had dropped to less than 100,000 tonnes.

► Aéroports de Paris has already initiated actions that will enable it to request level 3 *Airport Carbon Accreditation*.

Progress in reducing indirect emissions

Having completed its mapping of greenhouse gas emissions (level 1), Aéroports de Paris has now demonstrated that it has a plan to manage and reduce CO₂ emissions (level 2), covering policy, targets, organization, monitoring, and staff training. This plan will move to level 3 by producing estimates of emissions from Aéroports de Paris stakeholders and actions to encourage them to reduce emissions. This level also targets indirect Aéroports de Paris emissions related to air and road traffic.



Three main sources of emissions

There are three types of sources of CO₂ emissions at Paris-Charles de Gaulle and Paris-Orly:

- stationary (thermal power plants and backup units);
- mobile (vehicles and special equipment);
- off site (energy purchases).

Thermal power plants are responsible for 80% of emissions, compared to 15% for energy purchases, less than 2% for vehicles and under 1% for backup units.

4 levels of accreditation

Airport Carbon Accreditation is an accreditation programme for carbon management, set up in June 2009 by ACI-Europe, the European branch of the global association of airports. This accreditation evaluates and recognizes the efforts undertaken by airports to reduce their greenhouse gas emissions. It requires checks to be carried out by an independent third party and includes 4 levels of accreditation: mapping, reduction, optimization and neutrality.



Reduction of direct emissions

- Since 2007, the automatic CDGVAL metro from Paris-Charles de Gaulle has avoided emissions of 2,500 tonnes of CO₂ a year, by replacing twenty shuttle buses.
- In 2011, the geothermal power plant at PARIS-ORLY will prevent the emission of 9,000 tonnes of CO₂ a year.
- In 2013, the Paris-Charles de Gaulle biomass plant will avoid 18,000 tonnes of CO₂ emissions a year.
- The gradual renewal of the light vehicle fleet by introducing cleaner vehicles and acquiring electric vehicles will reduce CO₂ emissions of the Aéroports de Paris fleet.

The low impact of airports

- According to the Intergovernmental Panel on Climate Change (IPCC), commercial aviation accounts for **3%** of anthropogenic greenhouse gas emissions, **10** times less than sea transport.
- Of this **3%**, airport-sourced emissions account for only **5%**, according to ACI-Europe.



A corporate travel plan to help employees opt for greener travel

► Since 2005, Aéroports de Paris has implemented a Business Commuting Plan (BCP) that aims to reduce the environmental impact of employee transport. The latest employee commuting survey at Aéroports de Paris shows that 85% of home-work trips are made by car, 10% in public transport and 2% by carpooling.

Reducing travel needs during the day

Under the BCP, a network of 20 videoconference rooms has been set up on the company's different sites. There are also the six self-service offices for staff working across two or more sites. On the homepage of the Group's intranet, the "Transportation and Travel" tab gives information on mobility management and public transport available for all the corporate sites. To reduce the need for mobility, Aéroports de Paris has been using the MOCS information tool since 2010. This allows people to chat, exchange audio and video files and collaborate on online documents with other employees. The company is training its employees to use these tools to better manage their movements (conference calls, video conferences, transit offices).

Reducing the impact of vehicles

In partnership with Air France, Aéroports de Paris offers a carpool service via www.covoiturage-aeroports.fr. About 1,700 employees from both companies have registered. Aéroports de Paris also offers aid for purchasing cars on the basis of the vehicle's CO₂ emissions, and eco-driving courses under the training plan or the individual entitlement to training.

115,000 people

Every day, nearly 115,000 people travel to Aéroports de Paris sites to work.

A 2010-2012 action plan

The action plans associated with the corporate commuting plan was revised in 2010. It comprises 11 actions covering both travel restrictions, changing the infrastructure and green driving. It was given a first review in November.

Clean light commercial vehicles

Aéroports de Paris has made a commitment to order 200 electric vehicles as part of a broad call for tenders launched in 2010 by twenty or so public enterprises and local authorities, headed by La Poste. For several years, Aéroports de Paris has been acquiring low-pollution light and utility vehicles. A third of its light vehicle fleet is powered by LPG, CNG or electricity.

Towards an inter-company BCP

At Paris-Charles de Gaulle, Aéroports de Paris has taken the lead with Servair, Air France, Fedex, La Poste and the Yvelines-Val d'Oise Chamber of Commerce and Industry to brainstorm the formation of an inter-company BCP affecting 50% of the employees working on the site.

- 36% of employees use videoconferencing.
- At the end of 2010, 732 computer workstations were equipped with the MOCS communication tool.
- 33 loans were granted to employees in 2010 to purchase a vehicle emitting less than 120 gCO₂/km.



Supporting large-scale intermodal projects

Aéroports de Paris is involved in the policy dialogue around major transportation projects for Ile de France airports. In addition to the public debate on the future of the Grand Paris automatic metro, there are other projects under consideration such as the RER B Nord+ and the CDG express. The Group's goal is to make airport hubs easier to reach by using intermodal transport in the centre of its sites.

► The challenge is economic, social and environmental. These projects will benefit air passengers, site employees, local residents and people in the Ile de France. They increase the attractiveness of this region and the competitiveness of companies, and make it easier to find a job. Currently 70% of air passengers reach Paris-Charles de Gaulle by road and 80% for Paris-Orly, and over 90% of employees in airport companies drive to work.

► Aéroports de Paris has published its proposals in the reports on each public debate: Roissy-Picardie, Grand Paris, Interconnexion Sud high speed lines. The company would like to see the development of an intermodal system that leverages the TGV train service on its sites.

Proposals for the airport sites

Paris-Charles de Gaulle

- Two automatic metro stations at Roissypole as part of the Grand Paris plan.
- A further RER station in the freight area to support an already large employment base.
- CDG Express: this express rail link project between the Gare de l'Est and the airport has been reconfirmed and maintained by the government.

Paris-Orly

- Two terminal stations for the automatic metro as part of the Grand Paris plan for the two lines to the heart of the airport with a connection to the future TGV station.

Paris-Le Bourget

- Two stations for Paris-Le Bourguet, one directly for the business airport, the other to provide a correspondence with the RER B line.



10 million people use CDGVAL

Since 2007, 10 million people have used the Aéroports de Paris automatic CDGVAL metro line each year. This line carries traffic between terminals at Paris-Charles de Gaulle and the TGV/RER lines. Each year this saves 750 tonnes of diesel fuel and avoids 2,500 tonnes of CO₂.



Roissy Carex, high speed transport for European freight

Throughout Europe, there is an increase in freight and cargo activities at airports. This growth is hampered by the scarcity of night-time air slots, energy costs and speed limits on trucks. Euro Carex (Cargo Rail Express), a major French initiative requested by global air freight players, is a plan to build a high-speed European freight network linking Paris-Charles de Gaulle to other major business centres in Europe. A similar infrastructure could be built at Lyon Saint Exupéry airport, Liege airport, Schiphol (Amsterdam), Cologne-Bonn and around the London area. The project has been recognized by the European Commission and forms part of the Grenelle Environment Plan. Aéroports de Paris is a member of the Roissy Carex association formed to study the economic feasibility of the French connection.

- According to the Euro Carex Association, each train could carry **100 tonnes of goods**, the equivalent of **7 Boeing 737s**.



A cooperative airport

In partnership with the French Civil Aviation Authority and Air France, Aéroports de Paris began as early as 2006 to develop a Collaborative Decision-Making system (CDM) at Paris-Charles de Gaulle. This aims to optimize airport operations and traffic flows by encouraging better coordination between all players. It is based on the improved sharing of information in real time between all parties so that everyone can take the appropriate decisions and maximize the use of resources and capacity.

► In November 2010, Paris-Charles de Gaulle received the "CDM Airport" seal of approval.

A CDM airport

Since November 16, 2010, Paris-Charles de Gaulle has been labelled as a "CDM Airport" by Eurocontrol, the European Agency for the Safety of Air Navigation. The airport is the third to receive this seal of approval after Munich and Brussels. Paris-Charles de Gaulle is now the first of Europe's very large airports to achieve this degree of maturity in cooperative operations.

The advantages of coordination

CDM helps reduce taxiing time and waiting on the edges of runways. This means greater fuel savings and lower CO₂ emissions for airlines. Ground handling companies only position their vehicles at the appropriate time, lowering the environmental footprint in the airport and greater capacity. The air navigation services have better visibility of traffic, thereby reducing the risk of error and speeding up flight departures and making air routes more fluid. There are also discussions with airports, such as between Paris-Charles de Gaulle and Amsterdam Schiphol.



New ground procedures

As part of the AIRE research programme involving the USA and Europe (Atlantic Interoperability Initiative to Reduce Emissions), Aéroports de Paris and Air France have tested new ground procedures that would significantly reduce CO₂ emissions from aircraft using Aéroports de Paris airports.

3.16 kg

is the amount of CO₂ emissions from 1 litre of kerosene.

Ground power for planes

For several years, Aéroports de Paris has been reducing the emissions of aircraft on the ground. Most air stations are equipped with a 400 Hz power socket, giving electric power to the aircraft when parked. These sockets replace the diesel units (GPU) or auxiliary power units (APU) which emit local CO₂ and other pollutants. Aéroports de Paris is also experimenting with air conditioning equipment on the ground.

Fuel in a post-oil world

- Airlines have organized several test flights of commercial aircraft using new types of fuel: biokerosene (kerosene mixed with plant-derived fuels), produced from algae, or biomass-based fuels from natural gas or coal.
- Airports are supporting these experiments by examining the potential impact on their services.

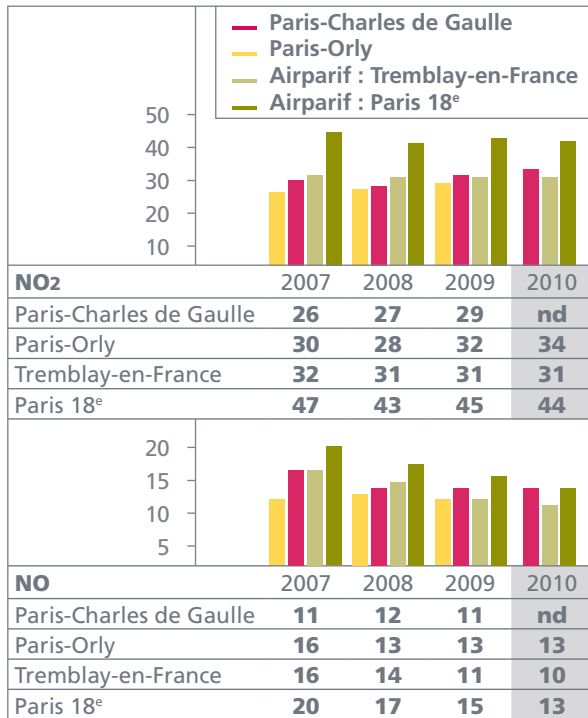
Accurate monitoring of the environment

► The Aéroports de Paris laboratory is tasked with continuously monitoring air quality on the airport sites and measuring aircraft noise. Measuring air quality is one of the company's obligations as it operates officially-authorized facilities and power plants. Like air quality, noise measurement is another Aéroports de Paris obligation.

Air metrics

The Aéroports de Paris laboratory is COFRAC-accredited and uses three fixed stations for measuring air quality. These are installed at Paris-Charles de Gaulle and Paris-Orly. A review of air quality is published each year. In 2009, Aéroports de Paris and Airparif signed a partnership agreement. This collaboration covers sharing information and joint work on air quality.

Air quality data (µg/m³)



Bee hives

Bees were introduced to Paris-Charles de Gaulle in October 2007 for use as bio-indicators. In 2010, Paris-Charles de Gaulle joined the Abeilles, sentinelles de l'environnement® programme, (Bees as guardians of the environment) launched by the French National Union of Beekeepers (UNAF). An analysis of the honey and pollen collected in 2010 from four hives revealed no pollution. In 2010, children from local schools built and installed six hives at Paris-Orly near the Environment and Sustainable Development Centre. The honey collected showed no sign of pollution.



Mapping noise

The Aéroports de Paris laboratory has a network of 40 permanent and 5 temporary stations for measuring noise. When correlated with aircraft trajectories, noise levels give an analysis of the sound level of each aircraft. The laboratory then draws noise maps on the basis of calculations, representing curves of equal sound intensity reflecting the ground noise impact of air traffic around an airport. These make it possible to draw exposure maps to aid site planning around the airports. They are also used to prepare noise discomfort plans, which entitle local residents located in the most areas to special soundproofing.

- Measuring and mapping noise make it possible to evaluate the benefits of continuous descent by aircraft, first experimented in 2010. According to the Airport Pollution Control Authority (ACNUSA), continuous descent would reduce the noise level recorded at Saint-Arnoult-en-Yvelines by **6 or 7 dB(A)** compared to stepped descent.

A supervisory authority with extended powers

The Grenelle Act 2 has extended ACNUSA's scope. The Authority will now control not only noise, but also environmental pollution generated by air transport, including emissions of local pollutants.

- **215,641** aircraft movements at Paris-Orly in 2010;
- **491,933** aircraft movements at Paris-Charles de Gaulle in 2010.

Waste management in line with Grenelle 2

Any company is responsible for eliminating its own waste, and must ensure that this complies with the regulations. Aéroports de Paris has defined rules for sorting, organizing waste collection, locating containers, and transporting everyday waste.

- ▶ In 2010, a new collection tender for the treatment of industrial waste was set up at Paris-Charles de Gaulle and Paris-Le Bourget.
- ▶ A Waste Reference Guide has been circulated to all airport players presenting the methods for sorting and collecting business-sourced waste as well as hazardous waste.

European Week for Waste Reduction

In November 2010, the 2nd European Week for Waste Reduction was held, and for the first time Aéroports de Paris and 30 member companies of the Environmental Partners Clubs and the Entr'aide Samu Social association participated in this event. Thirty employees at 15 action stands showed films and information media. Open houses were held on the green waste recycling site at Paris-Charles de Gaulle. Visits were organized in site sorting centres and in the Rungis incineration plant. Nearly 2,500 employees at Aéroports de Paris were sensitized to better waste management.

Grenelle 1 and 2

Grenelle Act 1: 7% reduction in waste production within 5 years, 75% recycling of everyday business waste in 2012 (63% in 2008), 45% recycling by 2015 of household waste and similar (24% in 2004), 15% reduction by 2012 of volumes of landfilled or incinerated waste.

Grenelle Act 2 requires detailed information on waste from buildings, biowaste, items of furniture and the harmonization of recycling instructions.

The Greenpifs: recycling waste in terminals

Passengers are not allowed to take large volumes of liquids into cabins. Each time people board planes, dozens of water bottles are abandoned at checkpoints (PIF). To recycle this waste, Aéroports de Paris agents known as Greenpifs have installed plastic bottle collectors near Paris-Charles de Gaulle checkpoints. These collectors will become a standard feature.

More recycling and reducing at source

- During the first two weeks after the introduction of a battery collection facility at Terminal 1 in Paris-Charles de Gaulle, 70 kg of batteries were collected.
- Paper sorting is now standard in all administrative premises at Paris-Charles de Gaulle. This now extends to the company's internal and external partners.
- Launched in January 2010, the introduction of new copiers, scanners, and network printers continued throughout the year. These machines are set by default to print black and white on both sides. Users need a badge to work them and this helps reduce the volume of printing. It has led to a reduction of over 40% in the number of print-outs made.

A new life for old uniforms

- Earlier this year, Aéroports de Paris collected the old uniforms and work clothes of its employees. Nearly 400 boxes of clothes and shoes were recovered by the Emmaus movement. They were redistributed to the needy in the Ile de France and in Ukraine.

1.2 tonnes

The Greenpifs recovered 40,000 bottles in 2010, helping recycle 1.2 tonnes of plastic.



New solutions for storm water

Aéroports de Paris manages the complete water cycle on its sites: drinking water, wastewater collection, and the collection and treatment of rainwater. At the same time, the company constantly monitors its networks, the quality of wastewater discharged into departmental networks and of rainwater released into the wild.

► Facilities managed by Aéroports de Paris include large sealed surfaces covering 1,500 hectares at Paris-Charles de Gaulle and Paris-Orly. These areas run a risk of environmental pollution. By leaching them, rainwater can carry accidental pollution (hydrocarbons, for example) or chronic pollution (winter melt used for the de-icing runways or airplanes).

► To meet regulatory requirements and reduce the risk of deteriorating the aquatic ecosystem, Aéroports de Paris has a rainwater collection system with pollution isolation and retention ponds that limit downstream outflows. When necessary, water is treated in rainwater stations (STEP) before being released into the river Orge (for Paris-Orly) or a tributary of the river Marne or Seine for Paris-Charles de Gaulle.

Marsh water treatment

In the wild, a marsh is a flooded area where plant species grow that like water-sodden soil. These plants can filter out water pollutants, so Aéroports de Paris has decided to exploit this feature. After two years of successful tests (more than 90% drop in pollution), the company is set to use a large-scale filter marsh at Paris-Orly. Planted with hardy species with high filtration Powers, such as irises, reeds and glaucous sedge, this wetland will extend the current system for treating winter melt. After analysis, the treated water will pass through a lagoon with filters before being released into the Orge.

Ice is stronger than nuts

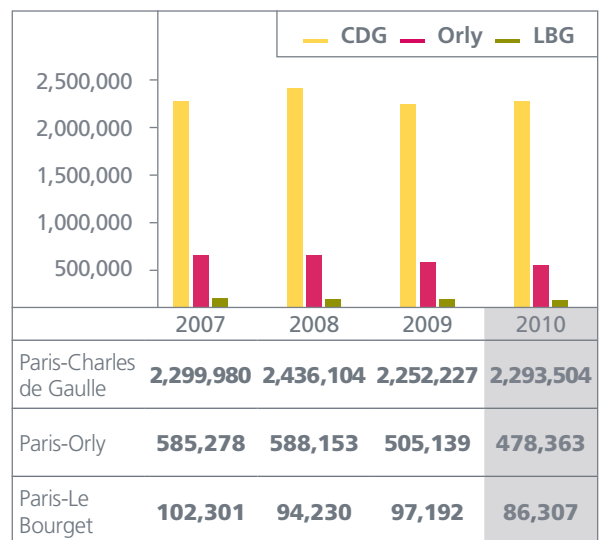
At Paris-Charles de Gaulle the runways are lit up by 20,000 beacon lights. These projectors must be regularly cleaned to light the way for pilots and ground staff. Previously, these beacons were cleaned by spraying them with crushed walnut shells. But this powder had to be rinsed with water which filled up with dust and polluted the runoff water. Now, clean-up crews project micro beads of dry ice. This cryogenic technique is as effective as walnuts, But does not require rinsing and creates no unwanted residue.



Looking ahead

Rainwater management master plans are being finalized to support development projects on the two main airports. These plans are used to prepare actions to limit and offset sealing. They comply with national and local regulations such as the Water Management Master Plan for the Seine-Normandy basin and other local water planning and management schemes.

Drinking water consumption Internal and external scope (m³)



These figures correspond to the consumption of total Drinking water on Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget. Internal Aéroports de Paris SA consumption and external consumption (companies, passengers, contractors etc.) are consolidated on each site and include leakage. Each year, 70,000 m³ of rainwater are reused at Paris-Orly.

Protecting nature and biodiversity

► Biodiversity: 2010 was the year of preserving biodiversity. In Nagoya, Japan, the international community signed the first agreement to fight against the erosion of life forms on October 29. Aéroports de Paris fully underwrites this objective. In line with Grenelle Environment, the company launched a biodiversity diagnosis in 2010. By creating inventories of wildlife and flora, Aéroports de Paris is identifying the richest and most vulnerable ecological zones around the Paris-Orly and Paris-Charles de Gaulle sites. Biodiversity policy and its action lines will be defined in 2011.

► Pesticides: Grenelle Environment puts restrictions on the use of certain pesticides in France. On September 3, 2010, Aéroports de Paris made a formal commitment to the Secretary of State for Ecology to reduce pesticide use by signing the Framework Agreement on the use of pesticides in non-agricultural areas. This agreement involves only using chemical pesticides as a last resort and training staff in alternative maintenance practices for green spaces.

► The use of products on the airport sites is carefully scheduled to maximize their effectiveness and minimize the quantities used. Treatments are regularly monitored.

Humans and flowers

Airports are highly "mineral" sites. Aéroports de Paris employees are trying to reverse this trend. At Paris-Orly, the access areas to the main terminal have been redeveloped and planted, as has the new drop-off for the Sud Terminal. Alongside the 2009 plan to manage the parks at Paris-Charles de Gaulle in a new way, the terminal entrances and access roads have been planted with flowers and lawns. Vegetable waste goes to a composting unit created in 2010, as at Paris-Orly. This avoids sending waste to a landfill and reduces the use of fertilizer by encouraging composting.



Sharing "biodiversity" data

In 2010, Aéroports de Paris and the General Council of Seine-et-Marne prepared a Memorandum of Understanding on a biodiversity. Under this agreement, the two parties will exchange best practices, flora and fauna inventories and species monitoring. The partners will carry out awareness actions together for employees and the general public.

A garden planted by schoolchildren

Preserving biodiversity is everyone's business. The company is partnering two landscaping schools near Paris-Charles de Gaulle. High school students at Fénelon Vaujour (77) and Jean-des-Barres d'Oissery (95) planted a botanical garden near the Environment and Sustainable Development Centre. Opened on June 15, the garden helps raise awareness about biodiversity.

- On the Paris-Charles de Gaulle site, there are **1,400** hectares of green space.
- At Paris-Orly, there are **850** hectares of green space.
- **800,000** trees and shrubs have been planted on 570 hectares of natural assets at Paris-Charles de Gaulle.



100%

Paris-Charles de Gaulle recycles
100% of its plant waste.

Partners for eco-efficient airports

The environmental performance of airports is a concern for the businesses and administrative facilities working there. To educate and support its partners, Aéroports de Paris has created the Environmental Partners Clubs (CPE) at its Aéroports de Paris, Paris-Orly and Paris-Le Bourguet airports. Membership is open to any airport-based enterprise. These act as centres of participative dialogue aimed at supporting and sharing members' environmental management systems.

► Every year, the Clubs agree on a joint action plan. This programme is monitored through annual reviews. The Clubs participate in events such as National Sustainable Development Week, Mobility Week, and the European Waste Reduction Week by organizing activities to educate their employees.

► In 2011, Aéroports de Paris plans to promote Environmental Partners Clubs among airlines and ground handling companies. There are also plans to publish an advocacy booklet for new companies to give to their employees, covering the environment, safety, security and quality.

► In a further effort, 27 partners joined Aéroports de Paris in 2009 and 2010 to sign a pact on 8 commitments about the environment at Paris-Charles de Gaulle.

Ecoairport.fr

The extranet site www.ecoairport.fr was overhauled in 2010. It provides members with tools for self-assessment, including an "Ecomap" to make an environmental diagnosis. The site is dedicated to dialogue and information on the actions of working groups for good practices and the latest legislation in environmental issues.

- In 2010, the Clubs brought together **218** members including **4** new partners. 
- **65** Ecomaps have been completed since the creation of the Clubs and they are available on the Ecoairport site.
- The Paris-Charles de Gaulle environment covenant was signed by **4** new companies in 2010: Sheraton, Rex Rotary, Ricoh and Conibi.



Sustainable development: increasing awareness

Each year, members of the Clubs prepare for Sustainable Development Week. In 2010, 67 companies and local partners (compared to 49 the previous year) participated in the thirty actions organized at the three Paris region airports and on three general aviation sites. Over 7,400 people were sensitized to environmental issues by forty or so employees of Aéroports de Paris and its partners. With the new "Eco-test yourself" electronic quiz, 1,323 people assessed their knowledge of problems related to sustainable development – four times more than in 2009 when there was only a paper questionnaire. During this 7th Sustainable Development Week, 23 Eco-action certificates validated by ADEME, were awarded, including 12 for Aéroports de Paris' partners.

Communicating about biodiversity challenges

In partnership with the Gondwana agency, Club partners from around Paris-Charles de Gaulle had an Environment coffee break in October 2010 dedicated to biodiversity. Twenty representatives from business partners and Aéroports de Paris discussed this community subject and the actions taken on the airport sites.

Human Resources



35 — Roadmap

36 — Offering new career opportunities

38 — Motivation through compensation

39 — Promoting equal opportunities and diversity

40 — Employee well-being and health



_ The Aéroports de Paris roadmap

Goals	Progress
Quality of employment conditions <ul style="list-style-type: none"> ● Objectivity and transparency of remuneration schemes 	
Managing jobs and skills <ul style="list-style-type: none"> ● Quality of job management ● Skills development and employability 	
Quality of working conditions <ul style="list-style-type: none"> ● Protecting safety and health ● Organizing work time carefully 	
Professional and social relations <ul style="list-style-type: none"> ● Promoting employee participation ● Promoting social dialogue and collective bargaining 	
Non discrimination <ul style="list-style-type: none"> ● Preventing discrimination and promoting gender equality ● Preventing discrimination and promoting equal opportunities for vulnerable groups 	
Respect for fundamental human rights <ul style="list-style-type: none"> ● Respect for fundamental personal rights 	

Starting
 On-going
 Advanced
 Attained

This roadmap shows progress points over the medium term (2011-2015).
 Source: the Vigeo non-financial rating agency.

Offering new career opportunities

Social policy and human resources management is the primary driver of modernization and progress, and forms part of Aéroports de Paris' strategic thrust. To match skills and jobs to its changing activities, the Group wishes to increase individual and collective empowerment by stepping up the professionalism, motivation and commitment of its employees. Its policy is based on social balance, respect for diversity, equal opportunities, and health and quality of life at work. Aéroports de Paris spreads these values of corporate social responsibility throughout the company and also with its stakeholders.

► In 2010, the Human Resources Department reviewed the organization of its human resource management. In the first quarter of 2010, Senior Management presented social partners with its strategy and its predictable impact on employment structure over the next three years. Since 2009, the company has restricted hiring new recruits in favour of internal mobility.

► The Human Resources Department operates at Group level. A Human Resources Committee lays down common Group directions for Aéroports de Paris SA and its subsidiaries. A Group committee presents the company's strategic directions to partners.

The GPEC: anticipating and adapting

Aéroports de Paris makes use of a dedicated jobs and skills management system (GPEC). GPEC helps anticipate corporate needs and handle their effects on skills and employment. It enables employees to adjust to changes in the Group while actively building their careers.

6,236 people

trained and 190,964 hours of training given in 2010.

A new management method

Managers act as relays for HR policy in the company's divisions. They carry out a threefold mission:

- setting human resource targets in their units and anticipating needs;
- developing skills and abilities, helping achieve career projects, reflecting on career mobility Prospects for their colleagues during the annual performance appraisal;
- disseminating corporate culture and helping prevent risks.

Managers have been trained in these new missions since 2008. They use special guides for preparing annual appraisals and a special IT tool to support the annual meeting.

Career mobility

The company invests in the voluntary mobility of its employees. Mobility opens up more attractive careers, promotes motivation, develops employability and matches resources to needs. A Career Mobility Centre was set up in 2011. Various tools are available for employees on an intranet site that provides information on positions available in the Group, jobs and career paths. It allows job resumés to be placed on online. Mobility aids are provided through the GPEC.

Tools to encourage career mobility

- Sustainability and expansion of the role of mobility
- Career Mobility Centre
- Manager Supervision Centre
- Intranet, online resumés
- Mobility spaces
- Highlighting job areas with hiring difficulties; actions to enhance awareness of the Group's business specialities



Reorganization

As part of the strategic directions for the 2011-2015 period, Aéroports de Paris has reorganized its Property Management Division. The social aspect of this reorganization was agreed on with social partners in November 2010. Support for the restructuring is based on volunteering, without any forced redundancies, and a programme of skills adjustment and development. Under the Economic Regulation Contract for 2011-2015 signed with the government, Aéroports de Paris pledged to reduce staff in the parent company by 2% per year over the contract period.



Professionalization and corporate culture

Professionalizing the workforce and career mobility are based on collective and individual training aligned with corporate strategy and a changing managerial culture. The customer-satisfaction approach to training will be provided by the new Service University from 2011. Corporate social responsibility and sustainable development form part of several training modules. Four half-days were spent on this topic in 2010.

Creative employees

Two participatory innovation efforts - Innov'idées and Innov'équipes - invite employees to come up with new ideas individually or collectively to drive the company forward. The best ideas for promoting sustainable development, cost control and customer service are awarded prizes and are put into action. In 2010, 55 ideas were filed, 13 received awards, and three of the project were rewarded during the special initiative day in June: using heat from backup units to heat part of Terminal sud at Paris-Orly; a secure storage area for baggage containers made from refurbished boats at Paris-Orly; and the collection and recycling of water bottles at passenger checkpoints at Paris-Charles de Gaulle.

Motivating managers

After careful consideration, the Aéroports de Paris Managers project came into force in January 2011. It is designed to recognize manager performance more effectively and provide better ways for motivating managers. This project includes methods for setting clear, measurable, individual goals, managing for job development in a new way, and a dynamic remuneration system. The entire scheme hinges on the professional appraisal meeting.

- Remuneration must reflect the quality of each manager's contribution, without applying age criteria. The promotion system is now more flexible. The variable, more motivating aspect is pegged to the rate of attaining targets. A target audit for managers and a perception survey were carried out in 2010.
- The annual job appraisal interview provides support for defining job projects. It comes with several information tools to provide managers with better visibility for their careers. In 2010, a working group experimented with a «mobility spaces» model that offers various possible bridges between jobs within the Group.
- Aéroports de Paris is also implementing a system for hiring young high-potential managers to take up core strategic operational management positions.

- Employees: **12,219** (Group)
- Hiring:
10 manager incubators
165 apprentice and work-study contracts



Motivation through compensation

Attractive remuneration and good social security benefits offer two additional sources of motivation for Aéroports de Paris employees. The Group is offering interesting remuneration packages with very good health insurance/retirement benefits.

- ▶ A wage agreement was agreed on for 2010.
- ▶ To peg compensation to the company's strategic targets, remuneration packages also incorporate sustainable development and quality of service criteria.

2010 wage agreement

A new wage agreement was signed in January 2010. It includes a wage increase of 1.4 %, special provisions for low wages, a commitment to reduce the gender wage gap, higher motivation for the variable portion of executive pay, and the extension of Universal Service (CESU) employment checks to new recipients. In December 2010, a wage agreement underwrote the provisions for 2011.

Social survey

As usual, Aéroports de Paris invited employees to speak out in October for its 2010 social survey. Focused on employees' feelings, the social survey is based on an anonymous poll run by an outside firm. The results of the 2010 survey will be presented to staff in the first quarter of 2011. This survey gives managers better insight into the lives of the employees in their unit, and prompts improvements and progress metrics. In 2009, some divisions did better due to improved internal communication.

Profit-sharing linked to sustainable development

For financial 2010, Aéroports de Paris SA paid employees their sixth share-holding premium and 23rd incentive bonus. The profit-sharing agreement now in force covers the years 2009, 2010 and 2011. It applies 3 similarly-weighted criteria modulated by the company's business performance: absenteeism, customer satisfaction, and energy consumption.

Employee savings plan

In 2010, Aéroports de Paris negotiated agreements on the revision of employee savings plans with its social partners. These agreements will simplify and harmonize the plan for all Group employees. All employees can have their savings invested for 5 years in the Group savings plan (PEG) and/or a retirement savings plan in the collective Group pension plan (PERCOG). At the end of 2010, more than 1,400 employees had subscribed to the PERCOG, compared with fewer than 70 at the end of 2009.

Solidarity investment funds

Aéroports de Paris, in agreement with trade union organizations, selected a socially supportive mutual fund (the Amundi Label Solidaire) in 2009 which forms part of the Group savings plan and the PERCOG. The socially supportive part of the fund is invested in the investment company France Active that finances projects for the environment, integration and fighting social exclusion. This fund is known as a socially responsible investment (SRI).

Aéroports de Paris SA data

- 2010 profit sharing: **€9,164,000**
(Average gross premium: **€1,366**)
- Participation 2010: **€10,588,000**
(Average gross premium: **€1,578**)
- Diversified employee savings (at 31/12/10):
€66,672,400 (9,078 investors).
- Employee shareholding (at 31/12/10):
€110,398,700 (6,670 investors).

82%

of Aéroports de Paris employees are shareholders via the Aéroports fund. The equity share owned was 2.2% in 2010.



Promoting equal opportunities and diversity

Through a proactive social policy and corporate agreements, Aéroports de Paris undertakes with respect to all its employees to respect social and gender diversity and equal opportunities at work. The Group is signatory to the Global Compact, and fights against discrimination at work.

► Aéroports de Paris pays special attention to informing all divisions and all employees of its commitments. Disability contact people were appointed in 2010. Employees are kept informed through internal media and Publications, during seminars and at national events. Managers, staff representatives and the network of human resources correspondents attend special training sessions.

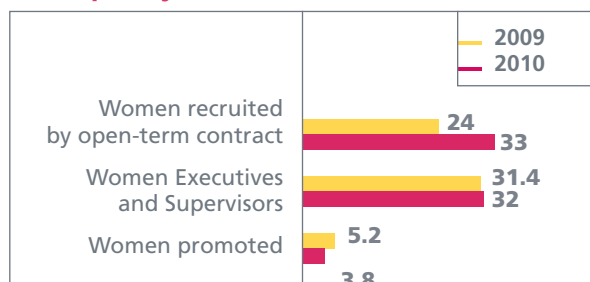
Gender equality

The third agreement on equality at work between men and women (2011-2013) signed on December 29, 2010 reaffirms the commitments of the 2006-2009 agreement to promote diversity, mobilize corporate players, and aim for an optimum work/family balance. Two of the key goals of the agreement are to facilitate access to managerial positions and ensure equal pay for women. Following an audit in 2010, Aéroports de Paris earmarked a special budget to cover the gender wage gap in 2011. Communication tools and training modules will be updated.

Disability

The 7th agreement on jobs for people with disabilities (2010-2012) was signed in January 2010. The agreement provides inter alia for a minimum hiring rate and greater use of purchasing from relevant sheltered sectors. An agreement was signed in June with the National Union of Sheltered Workshops. The agreement also provides for assistance to disabled employees or those who have a disabled dependent. In 2010, Aéroports de Paris organized its second Handicafé during the 14th Week for the Employment of People with Disabilities, and participated in forums on this issue.

Job equality for men and women (%)



Disability

Number of disabled workers hired
Scope: Aéroports de Paris SA

	2010	2010-2012
Long-term contracts	5	11 (minimum)
Assisted / fixed term contracts	8	20
Work-study contracts	1	9
Interns	7	15

Senior employees

The agreement on seniors' jobs and job retention signed in December 2009, entered into force in January 2010. This agreement guarantees the right for older employees to continue to have a motivating occupation by developing mentoring. It provides for leveraging their experience and guarantees access to training to adapt their skills to company as it changes. The Group is committed to a recruitment rate of 4% for the term of agreement (7.9% in 2010). End of career support measures, including part-time work, timetable adjustments and aid for pension buy-back have been implemented.

- 15.2% of the company's permanent staff are over 50 and 13.7% are over 55.
- Training for seniors: 69% (average)
- 12 applications for part-time work
- 2 cases of pension buy-back



Towards a diversity policy

The launch of the diversity scheme at Aéroports de Paris was approved by the Executive Committee in June 2009. In 2011, the Group will develop a diversity policy to shape existing corporate agreements and reinforce its corporate social agenda. It will aim for Diversity seal of approval in early 2012. A diversity audit was carried out in 2009 by the IMS Entreprendre pour la Cité association at the request of Aéroports de Paris SA. The steering committee formed in 2010 prepared the priority action plan. Aéroports de Paris aims to sign a corporate Diversity agreement by the end of 2011.

Employee well-being and health

The 2010 annual plan for the prevention of occupational risks built on the Ministry of Employment and Health Guidelines for the 2010-2014 Health at Work plan.

► Aéroports de Paris already anticipated these measures in 2009 and continued this work in 2010. The company has focused in particular on chemical risk, road accidents and psychosocial risks. The legal document was updated according to the new statutory listing. Prevention policy was covered by communication actions in 2010, including psychosocial risks. In 2009, this policy was circulated to all Group employees. New prevention campaigns are planned for 2011, especially about road risks and pedestrian safety.

► 8 committees on health, safety and working conditions (CHSCT) are spread over 20 sites, and 20 safety officers have been assigned to operating and functional divisions.

► Intranet sites used by the health at work department and the Health Protection Committee to deliver practical information and advice to employees.

A medical and technical commission

For several years, Aéroports de Paris has made use of a multidisciplinary medical and technical commission which brings together the work of doctors and prevention of occupational hazards officers under the leadership of the Director of Human Resources. This commission decides on additional areas of study to support the annual prevention plan.



Expatriates

Group expatriates and French staff working overseas are covered by a special protection scheme that permanently monitors security conditions in countries where they are visitors or residents. They can consult an alert system and an intranet information site. There are regular awareness-raising sessions about safety, tailored to each overseas destination.

Monitoring technical risks

In 2010, Aéroports de Paris continued to track the risk of asbestos at Paris-Charles de Gaulle and Paris-Orly and should complete the process at Paris-Le Bourget in 2011. A traceability procedure for chemical risks has been operational since 2009. In 2010, similar procedures were finalized for exposure to noise and ionizing radiation. They will go into operation in 2011. Staff were made aware of the new labelling of chemicals as part of the prevention from carcinogens, mutagens and reprotoxic agents (CMRs). An alternative to CMRs plan will be put forward in 2011. An analysis of exposure to vibration is underway. A better quality tool for monitoring and assistance in evaluating regulatory compliance must be introduced in 2011.

Senior employees

The medical and technical commission started a project on work hardship for older employees. There are three steps: identifying high-risk groups, group interviews, and an action plan. Monitoring indicators were decided on in November.

Pedestrian and road traffic

Falls to the ground and on stairways represent more than half the accidents that occur in the Group. Preventive signage was introduced in 2009 and 2010 on all sites. A study of pedestrian routes is underway to identify the danger spots and introduce corrective measures. Road safety was dealt with in a second prevention campaign on the 3 airports in association with the CRAMIF. In 2011, Aéroports de Paris will prepare its road accident prevention policy. The company has also organized post-accident inquiries into pedestrian and road accidents.

35 defibrillators

have been installed on several Aéroports de Paris sites. The operation was completed in 2011 with demonstration sessions and scenarios for staff.

Prevention plans for partners

After auditing the situations in the common facilities for baggage sorting and handling, Aéroports de Paris has drawn up prevention plans with air transport service providers. These plans could extend to other third-party operations in terminals.

Preventing psychosocial risks

The working group on psychosocial risks created in 2008 developed a system in 2009 for detecting and dealing with hardship at work. A multidisciplinary alert network was tasked with detecting these risks. It consists of physicians, the social department, managers and CHSCT representatives. In 2010, internal and external mediators were appointed. Agreement was reached with all trade union organizations on methods for preventing psychosocial risks on December 23, 2010 for a period of 12 months. The joint psychosocial risk prevention group established in early 2010 will spend this period developing a shared diagnosis of the situation.

The mediator's tasks

- Start a dialogue and seek compromises.
- Alert the Human Resources Division of any collective malaise, deterioration of the social climate or problems arising from organizational change.

Treating absenteeism at the roots

To reduce absenteeism, Aéroports de Paris is focusing on listening closely to employee experiences. A framing method and preventive action program is being finalized in each sector. A project manager was appointed in 2010 in the Human Resources Division to help managers understand the causes of absenteeism and seek out solutions.



Encouraging healthy living

In 2010, the health protection committee launched a programme to promote physical activity and a healthy life style. Employees took part in special events focused on physical activity. The committee's intranet site now provides nutritional counselling and fitness tips as well as advice on health.

Quality of life

In the framework of agreements on gender equality and the employment of disabled people, Aéroports de Paris employees can take advantage of Cheque Emploi Service Universel (CESU) to pay for services to young children, home help, extracurricular activities, and disability support. Additional aid is provided to people with disabilities to adapt their homes and vehicles or to finance a different method of transport. Two nurseries were opened in 2006 and 2009 at Paris-Charles de Gaulle and Paris-Orly.

- The three airports are all certified to OHSAS 18001.
- Aéroports de Paris is a member of a network of large companies, moderated by ANACT to discuss experiences of psychosocial risk.
- CESU: **681** beneficiaries in 2010, including **23** disabled workers and **14** children with disabilities.

Rate of accidents at work

Scope: Aéroports de Paris SA

	2009	2010
AT (accidents at work)	160	151
TF (frequency)	15.5	14.6
TG (severity)	0.99	1.00

Customers and Sustainable Purchasing



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_ The Aéroports de Paris roadmap

Focusing on customers	Progress
Customer satisfaction <ul style="list-style-type: none"> ● Becoming one of the best European companies 	
Customer-centric culture <ul style="list-style-type: none"> ● Corporate training in customer culture 	
Quality of service to airlines <ul style="list-style-type: none"> ● Quality standards and collaborative approaches 	
Quality of service to passengers <ul style="list-style-type: none"> ● Satisfaction surveys, quality standards, innovation 	
Quality of Service for business partners	
Quality of infrastructure and buildings <ul style="list-style-type: none"> ● Upgrading terminals, new capacity 	
Sustainable purchasing goals	Progress
Suppliers and providers <ul style="list-style-type: none"> ● Purchasing ethics ● Factoring CSR into tenders and contracts ● Purchasing from SMEs 	  

 **Starting**
 **On-going**
 **Advanced**
 **Attained**

This roadmap shows progress points over the medium term (2011-2015).

Improving quality of service with partners

Aéroports de Paris' ambition is to rank among the best in Europe for customer satisfaction. This began in 2008 with the creation of the Customer Satisfaction Department and was confirmed in July 2010 with the signing of the second economic regulation contract (2011-2015). Satisfying customers is one of the five pillars of the Group's strategy. It makes the airport sites more attractive, client companies more competitive, and delivers greater comfort to passengers. In addition to business performance, better customer service forms part of our corporate responsibility. The company has earmarked some €52 million for stepping up its quality of service over the next five years.

► The action programme aims to constantly adapt the service portfolio more closely to passengers' expectations and fit them into airline plans for passenger treatment and infrastructure. This approach is based on strategic and operational programmes, compliance with quality standards, and close cooperation with partners. It extends to suppliers and licensors whose contracts now require compliance with customer quality standards and include progress plans.

► In 2010, a customer quality director was appointed to site divisions at Paris-Orly and Paris-Charles de Gaulle. Aéroports de Paris carried out or participated in several field experiments with airlines, service providers and government services.

► The Aéroports de Paris Service University due to open in 2011, will underscore the culture of service by embedding concern for quality in all daily customer services.



Working together

In 2010, airlines actively participated in drafting the economic regulation contract (CRE) 2011-2015. They helped define quality of service indicators and levels of performance related to passenger satisfaction. At their request, the CRE established operational cooperative structures in the form of operational quality of service committees. These committees bring together airlines, ground handling companies and Aéroports de Paris. They are tasked with tracking CRE indicators and driving the action plans. Five operational committees have already met at Paris-Charles de Gaulle and Paris-Orly.

Paying closer attention to airlines

In 2011, Aéroports de Paris will expand its airline marketing team in the Strategy division. These additional resources will be used to make boost the development of new flight destinations from Paris, develop and run an air transport market watch to anticipate the impact of new developments on the company. They will also serve to provide a structure for listening to airlines and provisioning customer knowledge sharing tools.

Consultation mechanisms

- Airport Operators Committee (COA), for discussions on quality policy, sustainable development, and environmental and safety issues.
- Economic Advisory Commission composed of aeronautical user representatives, professional aviation organizations and Aéroports de Paris, tasked with giving opinions on pricing proposals for airport fees and investment programmes.
- Réussir Ensemble, a cooperation scheme with Air France.
- Agreements signed with Star Alliance and Oneworld.
- In 2011: Quality of service operational committees

Refurbishing the airports

Satisfying airlines and passengers also depends on the quality of the infrastructure. Aéroports de Paris has since 2006 taken steps to increase its airport capacity and has invested in renovating its existing terminals. In their 2015 configuration, the airport sites will be more efficient, comfortable and attractive. In 2011, several major restructuring projects will start in Paris-Charles de Gaulle. The company is organized to ensure the highest levels of customer satisfaction while the work goes on.



- Under the Hublink industrial alliance between Aéroports de Paris and Schiphol Group, several strategic projects will help improve the quality of service to airlines and passengers: harmonizing passenger handling processes, optimizing connections between the two airports and developing common approaches for non-aviation activities, including retailing.



Joint, bottom-up solutions

In 2009 and 2010, Aéroports de Paris and its partners carried out 4 quality experiments to improve the passenger experience: two at Paris-Charles de Gaulle and two at Paris-Orly. Each involves fifty employees from Aéroports de Paris, airlines, service providers and government services. For 9 weeks, these people acted as passengers, tested their ideas for improvement and measured their impact among passengers before validating them. These experiments examined the routes taken for connecting flights and quality of service on departure and arrival. This partnership led to effective solutions that have already been implemented. The experiments helped promote the sharing of best practices and synergy among on-site personnel.



The Service University

The Aéroports de Paris Service University is opening at Paris-Charles de Gaulle in the first quarter of 2011 in 1,000 m² of office space. This unit is dedicated to building and managing service relationships through 5 missions: developing skills, enhancing and disseminating successful experiences internally and with customers and partners, opening up to external best practices, encouraging horizontal cooperation, and providing advice and guidance. The University will be open to all Aéroports de Paris employees at any level in the hierarchy, job or managerial role. In due course it will also be open to public and private Aéroports de Paris partners.

- **178** airline customers (more than **12** movements in the year).
- Tools: Passenger Observatory, airline satisfaction survey, the ACI Airline Quality Survey.
- Up to **40%** of targets set for Aéroports de Paris managers focus on customer satisfaction.



Succeeding together

Since 2006, Aéroports de Paris and Air France cooperate in the Réussir ensemble scheme to boost their joint performance in delivering passenger services. In 2010, efforts focused on optimizing the operational processes, services and infrastructure to make the Paris-Charles de Gaulle hub more effective in 2012 when satellite 4 opens. Initiatives continued in the areas of corporate social responsibility, the environment, training and safety.

A better reception and more support for passengers

Aéroports de Paris handled 83.4 million passengers in 2010. Of the 10 indicators given in the economic regulation contract for 2011-2015, five directly measure passenger satisfaction. To best meet passenger expectations, Aéroports de Paris has introduced a scheme to improve the quality of services involving travel (departure, arrival, connections) and build a range of other services to support passengers in transit.

► In 2010, Aéroports de Paris rolled out an action plan organized in 2009, which sets out four priorities based on passenger surveys: cleanliness, hospitality, smooth pedestrian itineraries, and improved directions.

Direction-finding and reception

In 2010, Aéroports de Paris stepped up its reception staff and with its partners organized awareness sessions and training on reception for customer-contact staff. After redesigning terminal and public transport signage in 2008 and 2009, the company has improved signage for access roads and car parks. Road signs are modelled on national standards. In car parks, the new signage has now been phased in. It is clearer, using colour codes and large-size pictograms.

Border crossing

Two improvements are gradually being brought in to reduce waiting times at passenger checkpoints (PIF). The PARAFE automatic biometric recognition system for police control, and screening (IFU) for European passengers arriving in or leaving the Schengen area, both facilitate border crossing. With the IFU, connecting passengers do not need to go through a second security screening. Reception staff are now helping all the passengers to prepare for screening checks.

With the border police and security service providers

- At Paris-Charles de Gaulle in 2010, the SMART experiment brought together the French border police authority (DPAF), Air France and Aéroports de Paris. More than 50 participants were asked to make suggestions for reducing waiting times, streamlining queues and reception practices at border crossings, and optimizing DPAF activities. These will be introduced in 2011.
- To streamline screening at Paris-Orly, security staff have been working in tandem with Aéroports de Paris on new passenger reception and information procedures. Guidelines on reception quality will be drafted in 2011.

Cleanliness and comfort

Aéroports de Paris signed new cleaning contracts in 2010 with demanding quality requirements. New toilet facilities that have been tested and approved by passengers will be progressively phased in for all terminals starting in 2011. In the general and duty free areas, more comfortable seating is being installed. A total of 23,000 seats have now been installed at Paris-Charles de Gaulle and Paris-Orly, and 5,000 were renewed in 2010. Water fountains will be introduced in 2011.

Free time in departure areas

Departure lounges now offer various amenities for relaxation or working, with play areas for children, video games, Internet cafes and Wi-Fi terminals, and power sockets for recharging computers. There is a broader variety of shops at the entrance to these areas, and more than 1,000 m² of new shops opened in 2010. New catering contracts have been signed with quality standards. Strollers for children help parents to move around more easily.

Disabled and reduced mobility

Aéroports de Paris is responsible for providing assistance to passengers with disabilities or reduced mobility in its facilities.

- Aid from drop-off to aircraft seat and vice versa.
- Parking and drop-off locations: 92 interactive signalling kiosks Adapted to all types of disability.
- 11 reception areas.
- Special arrangements at reception desks, checkpoints and in lounges.
- 400 specially trained reception staff.



Airport communications 2010-2015

► Aéroports de Paris set up an innovation coordination unit in 2010 as part of the Planning and Development Unit. It brings together all corporate expertise to stimulate the management of innovation to address customer expectations. The topics include the use of new information technologies to develop innovative new services and make the airport a more communication-intensive environment.

1 Planning your trip

- **Online services** (www.aeroportsdeparis.fr): Information on flights and airlines, travel time from home, connections, access, procedures etc.; booking services (Parking Premium, Résa Parking for holidays; lounges, Wi-Fi sessions etc.).
- **email service:** info, theft, alert.
- **www.ditesnous.fr**, imagine your ideal airport: a website for passengers.

2 Services mobiles

- **Free mobile and iPhone applications (My Airport)**
In French and English: Real time flight information, departure lounges, airline information, e-information services, information on access and transport.
- **Currently testing:** geolocalization in the airport.



3 Access and public areas

- **Terminals information terminals:** public transport, directions, services, internet connection.
- **Roaming agents** with iPads.
- **Touchpad** to measure customer satisfaction.
- **Terminals** in car parks so passengers with disabilities or reduced mobility can identify themselves.

4 Check-in and border crossing

- **Automatic check-in**
- **Security screening;** display of waiting times and TV.
- **Police controls:** PARAFE gate (biometric fingerprint recognition system for border crossing. Control time: 30 seconds).
- **Currently testing:** automatic baggage drop.

5 Boarding area

- **Internet café & Wi-Fi** for relaxation and work.



Business services on airport sites

Nearly 1,000 businesses operate on the three Aéroports de Paris sites, with a total of over 115,000 employees. This number is expected to rise with the development of the future Cœur d'Orly business district, the Aéroville shopping and service centre and the extension of Roissypole at Paris-Charles de Gaulle. These projects form part of a real estate strategy for Aéroports de Paris founded on the *Green Airport City* concept. This future airport city will offer high environmental quality and be easy to reach. For companies working on the sites or wishing to set up business there, access and quality will be highly competitive factors.

- ▶ As planner, developer and investor, Aéroports de Paris builds lasting relationships with its business customers by focusing on providing quality services and promoting better cooperation to meet their needs and gain their loyalty more effectively.
- ▶ The company is driving forward its sustainable development policy and incorporates these values into its commercial leases.

Renovated buildings

In 2010, Aéroports de Paris continued its programme of renovating buildings occupied by client companies at Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget. This work was designed to promote energy conservation and improve the climatic conditions in these premises. They were mainly focused on insulating the buildings and enhancing facilities such as heating and air conditioning, central technical resources, occupancy sensors, and lighting in public areas. This program will be continued in 2011.




Quality on a daily basis

From 2009, the Property Division set itself 3 targets to address the daily needs of businesses: monitoring the quality of common areas in buildings, holding meetings with tenants and renewing internal and external signage. Quality controls of cleaning services have been stepped up and a contract for ground litter collection was signed in 2010, and new waste pens and extra sorting bins were installed. In agreement with businesses, waste sorting in offices will soon become the norm. The signage is being renewed. Four meetings were held with tenants in 2010 and have been extended to all airport sites. They are intended to inform companies, understand their needs and involve them in Aéroports de Paris property projects. A workflow to optimize claims and track information is now in place.

A business-eye view

A satisfaction survey was carried out in 2010 with companies using the sites, and will be renewed every year. Mystery visits were also launched to measure how far the services provided by Aéroports de Paris meet service quality standards.

- Two guides: *Relocating to Paris-Charles de Gaulle* (2009) 
Relocating to Paris-Orly (2011).
- **2,580,000 m²** of buildings including **1.16 million m²** owned by Aéroports de Paris;
- **446 acres** of undeveloped land.
- Business activities: tertiary activities, commercial or industrial, hospitality, airport services, cargo, safety and maintenance services.

1,000

Nearly 1,000 businesses are located on Aéroports de Paris sites.

A proactive, sustainable purchasing policy

The principles of the Aéroports de Paris sustainable procurement policy were established in 2009. They incorporate environmental and social requirements in regulations on consultations and specifications, the need to inform providers and suppliers of the principles of the Global Compact and Aéroports de Paris best practices; the commitment of specifiers and purchasers to sustainable purchasing; and the development of long-term partnerships with service providers and suppliers.

► A purchasing code of ethics appended to the Aéroports de Paris SA contract sets out the ethical rules for suppliers and service providers. Each employee undertakes to respect the resulting rules of conduct. This code is provided as a guide by the Purchasing Division and appended to contracts with suppliers and service providers. The code of ethics tailored to the needs of subsidiaries is due to be drawn up in 2011.

► The Purchasing Division was reorganized in 2010 to boost collective performance. This new organization should help reduce the risk of extra costs and fraud. The scope of this Division is currently confined to Aéroports de Paris but will be extended to the entire Group in due course.



The ten commitments

In February 2010 Aéroports de Paris signed the Ministry for the Economy's Good Practices Charter which governs relationships between large companies and SMEs. This Charter comprises 10 commitments designed to protect and support small businesses. A mediator was appointed for Aéroports de Paris.

Evaluating responsible behaviour in businesses

To ensure that service providers and suppliers comply with standards and that their practices can be assessed more easily, Aéroports de Paris has worked with a specialized consultancy to create a self-assessment questionnaire. This has three parts: environment, social responsibility, and ethical behaviour. The first questionnaires were sent out to 300 companies and the results were consolidated at the end of 2010. Companies can also carry out their self-assessment online at AirportSmart.com. Meanwhile, Aéroports de Paris has created a social audit and environmental reference guide for high-risk suppliers. It carried out the first audits at the end of the year.

Doubling purchases from the sheltered sector

Aéroports de Paris will increase purchases from special companies and the sheltered sector, with the aim of doubling them by 2012 (€300,000 in 2009, €600,000 in 2012). The Purchasing Division will include this sector in consultations with companies, and intends to select it for a number of tenders or lots. An agreement been signed with the National Union of Sheltered Enterprises (UNEA) to help management select likely suppliers. The list of 10 sectors of activity compiled by the UNEA was distributed to departments in 2010. These new provisions are in line with recruitment commitments made by Aéroports de Paris as part of the 2010-2012 professional agreement on jobs for people with disabilities.

Trained and informed buyers

- Training buyers to be aware of corporate social responsibility has been packaged as a one-day session for new buyers. Two half-day sessions are planned for 2011 for existing buyers.
- With respect to environmental terms, buyers can use advice sheets prepared by Factea, a sustainable development consulting firm.

- **980** million euros per year spent on purchases, including **819** million for the Ile-de-France and **161** million elsewhere. 
- **3,235** suppliers, **2,350** of them from the Ile de France.
- **49%** of the contracts in 2010 include CSR clauses.

Community involvement



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- 55** — Tracking changes in airport jobs
- 56** — Supporting jobs in local communities
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- 59** — Helping local employees in their everyday lives
- 60** — Receiving and informing local residents
- 61** — Aids for soundproofing



_ The Aéroports de Paris roadmap

Goals

Progress

Enhancing the attractiveness of the business clusters (Pôle d'Orly, Grand Roissy)	🕒
SME support	
● Helping business start-ups and SME access to Aéroports de Paris markets	🕒
Cooperation with local and regional authorities	🕒
Supporting local employment and training	
● Developing a coherent portfolio of training and support and communicating it to job stakeholders	🕒
Solidarity (Aéroports de Paris Foundation)	
● Supporting job integration projects, developing Aéroports de Paris employee volunteering	🕒
Circulating information about jobs and business support	🕒
Aid for soundproofing	🕒

🕒 Starting 🕒 On-going 🕒 Advanced 🕒 Attained

This roadmap shows progress points over the medium term (2011-2015).

Cooperating with the region

Each year, Aéroports de Paris spends 2.2 million on the economic and social cooperation with its immediate region. The three Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget airports are recognized as major economic sites by the Ile-de-France master plan (SDRIF) and form part of the Grand Paris plan for these areas, where more than 115,000 people work in around a thousand companies. Direct and indirect jobs related to their activity account for 6% of all regional jobs.

► Aéroports de Paris is exercising social responsibility by forming partnerships with social and business players in this major airport pool, including representatives from political, consular, and civil society bodies, and government services.

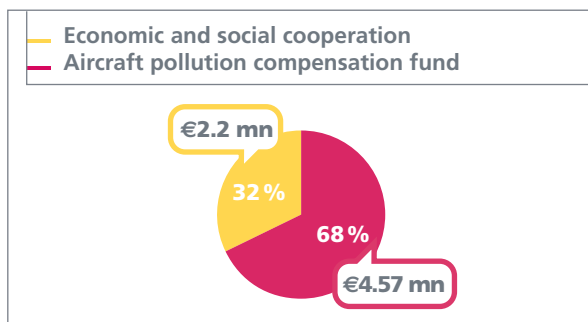
► In 2010, the company stepped up its dialogue with local authorities on business issues and access to jobs. With its partners it has continued to promote its airport sites through Hubstart Paris® for Grand Roissy and the Pôle d'Orly. Aéroports de Paris has also contributed to the discussions on the Grand Paris plan.

Organization

To meet the specific expectations of its many stakeholders, Aéroports de Paris has created two local sustainable development officers in the Environment and Sustainable Development Division: one for Paris-Orly and the other for Paris-Charles de Gaulle and Paris-Le Bourget. The company is also working through partnerships on jobs and economic growth. A grants committee created in 2009 is tasked with managing funding for economic and social partnerships with local regions.

The local residents' budget

Total €6.77 million



Sustainable development at Paris-Charles de Gaulle

In 2008 a series of recommendations for the sustainable development of the Paris-Charles de Gaulle airport were made public, and a focus and strategy group was given the responsibility for implementing them. A review of the two years' work was presented in January 2011 when the first Grand Roissy Forum met at the initiative of the Préfet for the Ile-de-France. These forums bring together such regional stakeholders as government services, elected officials, business players and planning departments involved in jobs and training, and residents' associations.

Partnership Charters

The partnership charters that Aéroports de Paris offers local municipalities are designed to establish lasting, trusting relationships by sharing information and developing joint actions. The charter is currently being updated to address new local expectations. A more developed economic and social dimension will focus on jobs and supporting local businesses. Draft charters tailored to the size and objectives of the municipalities in question are under study. A pilot charter with the town of Draveil (91) is focused on neighbourhoods, colleges and priority information on jobs in partnership with the employment centre.

2010 charters

- 10 charters for Paris-Charles de Gaulle
 - Seine-et-Marne: Compans, Moussy-le-Vieux, Monthyon, Mauregard
 - Val d'Oise : Belloy-en-France, Le Plessis-Gassot, Le Mesnil-Aubry, Maffliers, Baillet-en-France,
 - Oise: Lagny-le-Sec
- 2 charters for Paris-Orly
 - Essonne: Draveil and Marcoussis

40 charters have been signed since 2008.

Working alongside business clusters

► Aéroports de Paris is closely involved in the business clusters at Orly and Roissy on the basis of existing regional agreements or those still to be signed. These two clusters form part since 2009 of the eight business clusters identified by the Grand Paris plan.

Hubstart Paris® takes off at Roissy

Through the collective effort to promote the Hubstart Paris® brand internationally, the Grand Roissy area is opening up to play a full role in the global development of airport sites, achieve a balanced economy, attract new, high added-value businesses, and benefit the local communities. Hosted by the Paris Ile de France Regional Development Agency (ARD) and actively maintained by Aéroports de Paris, Hubstart Paris® has more than 20 public and private partners, who have pooled their skills to promote their region, and prospect and welcome international investors. There have been more than 50 operations since 2009 and three brochures published on air freight, property and aviation business. A website was created in December 2010. Hubstart Paris® draws on the Datagora resource centre.

- For more information, go to: www.hubstart-paris.com



Pôle d'Orly: a sustainable development charter

Aéroports de Paris has been working alongside Pôle d'Orly since 2005, and plays a role in the two governance bodies of Regional Agreement on Jobs, Training and Economic Development of the Pôle d'Orly hub signed in 2009. The Pôle d'Orly sustainable development charter emerged from this activity after two years of collegial work and is due to be signed in 2011. Broadly speaking, signatories must continue to carry out ambitious, joint horizontal actions to energize the cluster, promote access to employment, and improve the quality of life.

Orly International

The Orly International international business centre was founded in 2006 at the initiative of the Regional Council for the Ile-de-France, the General Councils of Essonne and Val-de-Marne, and Aéroports de Paris. In 2010, it drove forward the Regional Agreement for Pôle d'Orly. It plays a partnership role in promoting the cluster to enhance the value of its real estate, market the local regions, develop high value industrial or service sectors, and support jobs and training.



10 cooperation

agreements with local authorities were signed or renewed in 2010 for Paris-Charles de Gaulle.



The Roissy CDG job booster

The Roissy CDG job booster organization (GIP) was renovated in 2009 and in 2010 rolled out its action programme for jobs, training and corporate support for human resources. This partnership structure operates within Grand-Roissy. Working closely with the FONGECIF and AFPA employment and training organizations, this body created a job centre for precarious and seasonal workers. This "STEP employment" project helps job seekers for six months, reviewing their skills, building a project and exploring employment opportunities.

- The Pôle d'Orly regional agreement was signed by the Ile-de-France, the General Councils of the Essonne and Val-de-Marne, the government, the Essonne local community, consular offices, ADOR and SIEPOR.
- The Roissy CDG job booster (GIP) brings together Roissy players involved in jobs and training, the government, public employment service, local authorities, and business stakeholders and social partners.



Supporting business relocation in the region

Aéroports de Paris builds on two partnership structures to help new enterprises or support existing ones to move to the locality – a business incubator and local resource centre. Regularly renewed agreements with consular bodies and assistance for companies form part of a tool kit to support SMEs on economic, social and environmental questions.

► The Aéropole business incubator, certified as a “technopole” was founded in 2000 by Aéroports de Paris and its economic partners. It is located at Paris-Charles de Gaulle and offers a 3-stage start-up package: nursery, incubator, and company hotel. Aéropole is the only interdepartmental incubator in the Ile de France, and was given the seal of approval as an international incubator by ARD in December 2010.

► Since 2009, Aéroports de Paris in partnership with the local job centre has hosted a branch of Coopactive, a job and activity cooperative for self-employed businesspeople.

The Aéropole start-up package


This incubator was established in 2009 and is open to owners of projects under contract with incubators. It enables them to test their project over a period of 1 to 12 months free of risk by benefiting from office space and shared services.

This structure targets start-ups that are less than 3 years old. These are provided with fully-equipped premises and shared services. Aéropole helps them integrate with the local economy and puts them in touch with its network of partners.

The company hotel provides further services. Companies can continue to benefit from this support package for two years, with a gradual step-up in rents, plus Aéropole consulting services.

Datagora

The agenda for this resource and value-add centre for the Roissy general employment area has been enlarged. Datagora is a one-stop social and information source for French companies wishing to do business abroad. It provides technical support to Hubstart Paris®, promotes Grand Roissy on the international scene and also provides business intelligence about Paris-Charles De Gaulle and Paris-Le Bourguet.

- In June 2010, Aéroports de Paris organized a business convention on purchasing with the Seine-et-Marne ICC, the Seine-Saint-Denis ICCP and the Val-de-Marne ICCP. It was attended by 150 SMEs and 8 large companies. 
- The Val-de-Marne ICCP organized a conference on Aéroports de Paris and Air France Industries investment for an audience of SMEs from the Val-de-Marne.

Distribution of funding

Aéropole 2010	€ 000s
Aéroports de Paris	679
Other partners	54
Loyers payés par les jeunes entreprises	293
Total Budget	1,026

- Aéropole partners: Departments and economic expansion committees (72, 93, 95), 3 ICC, Trades centres in Meaux, Val-d’Oise and Seine-Saint-Denis, MEDEF, Air France, Aéroports de Paris.
- 31 companies, 4 of them foreign.

Datagora 2010	€ 000s
Aéroports de Paris	100
Other partners	354
Total Budget	454

- Datagora partners: Ile-de-France, Departments (77, 93, 95), 3 ICCs, 3 Development agencies, Regional Development Agency For Paris Ile de France, Pays de Roissy-CDG Association Aéroports de Paris.
- 1,052 visitors and 190 visits, 31 (16%) for foreign groups.



Tracking changes in airport jobs

Job and Training Watch centres have been created to make it easier to gain visibility over changes in the nature of jobs in the Paris airports. These observatories are tasked with:

- ▶ **identifying:** every two years, they organize a complete survey of businesses and public services on the three airports. They list all firms, their size, number of jobs per sector, types of employment contracts, work schedules, breakdown by gender, domicile and the employees' transport methods;
- ▶ **forecasting:** the observatories carry out research to assess future job trends in major airport employment sectors;
- ▶ **sharing:** the observatories create partnerships with other business intelligence agencies and with the key social and economic players in the immediate locality and in Ile-de-France.

2010 review

In 2010, the database of businesses and public services was redesigned and updated, and a new census of employees working on the sites of Paris-Charles de Gaulle Paris-Orly and Paris-Le Bourget was completed. The first forecast on freight occupations was completed at the end of the year. In 2010 the Observatories participated in the first European Conference of Regional Labour Market Observatories which aimed to create a network to exchange practices and standardize collection and analysis methods. The Observatories contribute to the work of the Ile-de-France Regional Observatory on Employment and Training (Orefi), the Pôle Orly and the Job GIP at Roissy CDG.

Data sheets for finding a job

Aéroports de Paris working together with the Employment Centre has drafted 36 airport job description cards for job applicants, And high school and college students, in nine vocational sectors to give them a better idea of types of occupations and the training courses that go with them. These cards are distributed by the employment centre and by all employment agencies such as the Roissy CDG GIP and local employment missions. They are also available in Aéroports de Paris' Environment and Sustainable Development Centres.



- Job Watch observatories are governed by framework agreements between the government, the region, local authorities, consular services, government job agencies, the employment centre, the Jobs and Vocational Training centre, the AFPA – and airport companies including Aéroports de Paris.



Breakdown of jobs by sector

Sector	Paris-Charles de Gaulle ⁽¹⁾	Paris-Orly ⁽²⁾
Establishments	620	300
Air transportation (passenger, freight, maintenance)	49.9%	42.3%
Airport services (assistance, cleaning)	15.8%	25.2%
Messaging, freight	10%	3.2%
Shops, hotels, restaurants, catering	10.5%	9.3%
Public service	5.6%	10%
Safety, security	5.7%	6.4%
Other	2.5%	3.6%
Total workforce	85,600	24,200

(1): Data at 31/12/2009, (2): Data at 31/12/2008

- Employees: **77%** of employees work staggered hours at Paris-Charles de Gaulle and **73.2%** at Paris-Orly. The gender breakdown is **62%** men and **38%** women at Paris-Charles de Gaulle and **66.7%** men and **33.3%** women at Paris-Orly. Over **90%** of employees use their own vehicle.

96% long-term contracts in the airports.

Supporting jobs in local communities

For over 12 years, Aéroports de Paris has been helping find employment for people in the departments bordering its sites. This effort also involves partners such as local authorities, businesses, consular agencies, and employment agencies.

► The company is specifically involved in five partnerships offering services under the Planèt'AIRport brand name: AIR, ADIF, First Stade, Papa Charlie and the Comité Habitat. These organisations operate on the ground close to job seekers and businesses in conjunction with elected officials, including the government's Plan Espoir Banlieues action programme. Every year nearly 2,000 local residents use these job integration, vocational training and mobility resources.

► Aéroports de Paris supports priority education and holds annual forums on employment in collaboration with the employment centre and participates in forums and events in local municipalities.

Planèt'AIRport, a passport to a job

Branded by the AIR Regional Interest Association, Planèt'AIRport provides community services to local residents and businesses. Most of the actions go to local residents to provide open up or maintain job opportunities and social integration through work. Planèt'AIRport offers advice on training, monitoring and social and professional guidance.

Seminars and training workshops

- The "discover all about airport occupations" seminars held every six months are organized by Aéroports de Paris, AIR and ADIF. Participants meet businesses located in the airports and attend a preparatory workshop. After the seminar, 50% of participants find a job or a skills training course.
- In 2010, the AIR association created a regional programme on knowledge acquisition and updating. This TEACH'AIR® effort provides 19 workshops on cross-sector knowledge and professional approaches in the airport community, aviation, aerospace and tourism. The teaching staff are volunteers.

Three years of Plan Espoir Banlieues

Under the Plan Espoir Banlieues to boost opportunities in the Paris suburbs, Aéroports de Paris pledged in 2008 to develop training for young people in disadvantaged areas and facilitate their access to internships and jobs with airport-based companies. Training seminars have been specially adapted to coach young graduates from these backgrounds. The implementation of this programme involved local delegations, the Aéroports de Paris SA human resources division, its Alyzia subsidiary, AIR and ADIFE. After three years of commitment, the outlook is positive. In 2009, the company also signed with the General Council of Essonne the "I'm entitled to an internship" charter to fight against discrimination in work placement for disadvantaged high school students.

First Stade

The government-approved First Stade job integration company was founded by AIR in 2009. It employs very disadvantaged people as couriers for local businesses. First Stade has 6 vehicles and offers jobs to 26 local residents. Six jobs were created in service management.

- **AIR**, Association of Regional Interest
- **ADIF**, public interest group for urban social development
- **First Stade**, a government-approved job integration company for on-request transport for member companies
- **Papa Charlie**, an association for social car renting
- **Comité Habitat**, an association supporting access to housing.





Integration and vocational training at regional level

In 2010, Aéroports de Paris responded to a call in the Ile-de-France for the development of a regional integration and vocational training programme by forming a consortium called "AERO SKILLS" led by AIR. This skills training proposal brings together 6 major training partners: AFPA, GRETA, three Apprentice Training Centres (CFA) and Aéroports de Paris. The company has mobilized the Environment and Sustainable Development Division, The Environment and Sustainable Development Centres, the Human Resources Division and its subsidiary Alyzia. The Region's decision will be announced in 2011.



Successful Ambition networks

Aéroports de Paris supports Successful Ambition networks (RAR) for the priority education of young people from low-income or disadvantaged backgrounds. In 2010, the company signed a partnership with region branch of the Education Ministry for 2 large Roissy towns Sarcelles and Villiers-le-Bel. The teaching project introduces students to airport jobs, sustainable development and the issues of environmental protection at work through lectures and visits led by the company's Environment and Sustainable Development Centres.



Forums

- In partnership with job players, Aéroports de Paris organized:
 - 2 internships and summer job forums
 - 2 Disabled Job Fairs
 - 1 Handisport forum
 - 1 recruitment forum for seniors
 - 1 work-study forum
 - The company participated in 19 job forums organized by municipalities or schools.
 - Aéroports de Paris partnered meetings on the theme of the tourism profession organized the Regional Tourist Board (CRT) for young people from the Paris region.
- Aéroports de Paris is cofounder of "schools for a second chance" in La Courneuve, Cergy-Pontoise, Orly, Argenteuil, and Sarcelles. These schools are designed to encourage the employability of school dropouts.



Planè'tAIRport in 2010

	Beneficiaries
Reception, information, advice	141
Support towards employment	180
Vocational training	321
Social support	127
Popular IT education	532
Mobility assistance	256
Total number of beneficiaries	1,557

- **Partners & Services:** Aéroports de Paris, the government, The region, local authorities, ICC, employment centre, companies.
- **Aéroports de Paris grants:** €525,000

Plan Espoir Banlieues in 2010

Young people of under 26

Aéroports de Paris Group Results

	Targets	Outcomes
Informing about and promoting airport and related jobs		
Information seminars "Airport skills"	250	725
Promoting learning about businesses		
Internship proposals	150	293
Facilitating job access for young people from urban neighbourhoods		
Proposals for study-work Training	70	231
Employment contracts (long-term, short-term, part-time, etc) and other actions.	-	572

Solidarity: the Aéroports de Paris Foundation

Aéroports de Paris Foundation helps associations that work for the most disadvantaged communities around the airport sites. It operates under the aegis of the Fondation de France, and has just signed its second agreement since its inception in 2003. On this occasion, the Aéroports de Paris Foundation has redesigned its missions to broaden its geographical scope and optimize the use of its funds. It has reduced its spread of activities but has raised the average level of its grants per successful project, which may now run for several years at a time. The budget has also been increased.

► The 2010-2011 action plan has geographical and a thematic focus. It plans to step up the social commitment of Aéroports de Paris employees and improve the dissemination of information in municipalities and associations that are the potential beneficiaries.

A 4-point action plan

- **Strengthen** the Foundations local roots by inviting representatives of the airport's departments that are not yet on the executive committee and auditioning project leaders on local general councils.
- **Support** projects in the Foundation's three priority areas: disability and health, job integration and training, citizenship and the fight against exclusion.
- **Promote** volunteerism and philanthropic expertise.
- **Increase** the Foundation's visibility by establishing a prize.

- The Foundation's executive committee is composed of **16** members: **8** representatives of Aéroports de Paris and **8** qualified persons from outside the company. The Executive Committee meets at least three times a year.



2010 in review

In 2010, 53 projects were supported in the new areas defined by the 2010-2011 action plan. Contact desks have been scheduled in the departments around the airports. Aéroports de Paris is currently compiling a list of potential volunteer employees who could help associations design, evaluate and implement their projects. Aéroports de Paris has contributed to the drafting of the job description of *Corporate Foundation Manager* with the IMS *Entreprendre pour la Cité* association.



Synergies

- **With Papa Charlie**, the Foundation has funded up to 10,000 euros for the "Get going to a job" site mobility project in the Val-de-Marne. This project is supported by the Voitures & Co association approved by Papa Charlie and comprises 4 services: mobility consulting, training in mobility, Providing motorbikes and cars at a rate fixed by Papa Charlie.
- **With ADIF**: "15 Women with a Future" is a project sponsored by Alain Ducasse, with 20% funding. Fifteen women in Sarcelles took a kitchen Skills course. Alain Ducasse Entreprises hired the successful graduates. Those not selected by the project were supported by ADIF.

Budget and allocation of aid

Topic	Number of projects in 2010	Amount of aid (€ 000s)
Disability and Health	14	137.1
Job insertion and training	16	196.5
Citizenship and the fight against exclusion	20	152.4
Miscellaneous	3	22.5
Total	53	508.5

- Between 2003 and 2010, over 440 projects were funded.
- Grants in 2010: €600,000.
- Grants in 2011: €650,000.
- Amount of aid granted in 2010: €508,500 or 39% of total requests.

- **To contact the Foundation or download a file, go to:** www.aeroportsdeparis.fr, "Group", "Sustainable development", "Foundation"
- **Email:** lafondation@adp.fr



Helping local employees in their everyday lives

► Aéroports de Paris offers employees working on its sites and in the locality extra transport services and inter-company nurseries, and is stepping up the supply of social housing.

Community transport

For over 14 years, the Papa Charlie association has provided job seekers and employees with vehicles at fixed rental rates. This temporary measure is for people without cars who cannot get to work using public transport. Since 2010, the Papa Charlie fleet has expanded to two-wheelers. Papa Charlie also provides courses in safety-awareness, and carpooling for those without driving licences. A supportive Buy Auto Project is due to be finalized in 2011.

- Papa Charlie is recognized by the Global Compact as best practice in fighting against discrimination in employment and at work. 
- Fleet: **98** cars.
Beneficiaries in 2010: **256**.
Aéroports de Paris grant: **€168,300**
Partner grants (agreements): **€368,800**

An on-request bus network

Filéo, established in 1998, is an on-demand transit service reserved for employees at Paris-Charles de Gaulle. Operating alongside regular public transport lines, this network consists of 6 buses and serves 16 towns on a 24/7 basis. Since 2010, Filéo has had a website for online booking: www.fileo.com

- **Filéo**
Partners: STIF, General Councils for Seine-et-Marne and Val-d'Oise, and the Plain de France urban area. 
- 2010 participation from Aéroports de Paris: **€240,440**
2010 participation from Partners (excluding STIF): **€ 515,400**
- **500,000** bookings, **200,000** passengers per year.



Nurseries

Aéroports de Paris has equipped its sites with two nurseries for all companies and municipalities: the Globe-Trotters at Paris-Charles de Gaulle (85 cots) and the P'tits Loup'ings at Paris-Orly (60 cots). These nurseries are open to parents who work staggered timetables, or live more than 2 hours from their place of work or who have no facility close to home.

In 2010, Globe-Trotters became a child centre. It now includes facilities to better meet the demand for care. The Ombr'aille with 25 new cots is available for unusual working hours. Envol is open during standard office hours and has 60 cots. The play areas have been reorganized into type of activity: drawing, music, costumes, and storytelling.

- **Nurseries**
Nursery partners: nearby municipalities, DGAC, public services, Air France, site businesses, Aéroports de Paris. 
Total number of children cared for: **175** per month on average.

Accommodation

Aéroports de Paris is a member of the Comité Habitat association created in 1995, which helps site employees find accommodation. It organizes rental housing around Paris-Charles de Gaulle in tandem with enterprises, local communities and housing professionals. In 2008, it organized a pan to build a residence containing 213 furnished apartments for young workers. Since its inception in 1995, 1,205 employees have been housed, 401 employees aged 18 to 30 years have used the residence that opened in 2008.

Receiving and informing local residents

Informing local residents is one of Aéroports de Paris' specific duties. It also offers an opportunity to develop trusting relationships with local communities and residents' associations, and promote the company's sustainable development policy.

► Aéroports de Paris has several information and dialogue partners, including the Environment and Sustainable Development Centres and the www.entrevoisins.org website.

Informing and building lasting relationships

Environment and Sustainable Development Centres (MDEDD) are located on-site at Paris-Charles de Gaulle and Paris-Orly. They are open to local residents, and provide information and documents on the company's environmental policy, aids for soundproofing, business opportunities, jobs and employment. They organize seminars on "Learning about airport occupations" and job fairs in partnership with employment stakeholders. The MDEDD handle the partnership charters with municipalities and provide secretarial aid and organizational facilities for environment advisory committees. They participate in local and regional work on reducing noise around airports.

Encouraging a community spirit

Entertainment and exhibitions are offered to local Residents in the Environment and Sustainable Development Centres throughout the year. An average of 10,000 people visit them each year to find out about the history of the airports, airline and airport activities, and the environmental and societal challenges. Visits to the sites are available from a catalogue. The MDEDDs have designed many learning activities for the benefit of schools.



2010 highlights

Temporary exhibitions at Paris-Charles de Gaulle and Paris-Orly.

- "ABCDAIR", with elementary school children.
- "Once upon a bot of honey", exhibition for the installation of 5 bee hives with junior school children.
- "Travelling on freight".
- Biodiversity: "Gorillas" and "Sharks".

Events

- "The Little Theatre of eco-gestures".
- Virtual Driving Day.
- Sports and Disability Day school children.

Gardens

- Creation of a botanical garden on each site with primary school pupils.

A website for residents living near airports

In 2010, the Environment and Sustainable Development Division overhauled its website www.entrevoisins.org and replaced the former magazine founded in 1958 with a bimonthly e-newsletter. This attractive and user-friendly site is intended for residents, elected officials, businesses and the general public. It offers general coverage of the field of aviation and the most recent airport activities. Its aim is to provide practical information related to Aéroports de Paris' policy of economic and social cooperation. Part of the site is dedicated to young people, offering a fun way of discovering all about the world of aviation and the jobs involved.

- **For more information, visit:** www.entrevoisins.org



Environmental advisory committees

In 2010, there were three meetings of the Environmental Advisory Committees (CTE): one each for Paris-Charles de Gaulle and Paris-Orly, and one for Paris-Le Bourget and the general aviation airfields. These local consultation bodies convened by the préfet give opinions on issues concerning incidents during airport operations for areas affected by noise pollution.



Aid for soundproofing

Aéroports de Paris manages the financial aid scheme to help soundproofing near airports. It is funded by the tax on aircraft noise (TNSA) paid by airlines on each flight. This aid goes to certain premises located within the scope of the noise pollution plan (PGS) at Paris-Orly and Paris-Charles de Gaulle. It is attributed on the basis of a favourable opinion from the Advisory Commission on Aid to Residents (CAAR). TNSA revenues totalled 45 million in 2010.

► Aéroports de Paris has a special department dedicated to managing government aid to residents. It implements and coordinates the soundproofing aid process and ensures that the funds are properly used. There is a procedure that enables residents to benefit from contracting assistance free of charge.



Aid scheme and information campaigns

Since 2009, the regulatory base rate for soundproofing aid is 100% for an acoustic diagnosis and 95% for the work, organized into grouped applications. A facility for advancing funds for soundproofing work was created in 2010. Aéroports de Paris carried out an information campaign in late 2009 on the new rates and the benefit of using the grouped approach. A second public information campaign is underway with the civil aviation authority (DGAC). Posters and leaflets on the aid for soundproofing scheme are being circulated to elected officials. This information is also available at www.entrevoisins.org.

Assistance for the contracting process

Aéroports de Paris set up a supervisory work assistance service for the acoustic diagnosis, consultation of firms, analysis of tenders, the technical specifications, monitoring of relations with contractors and the completion of the work. This service is mandatory in the case of grouped applications, so that the work is properly coordinated, and costs optimized. It is optional in other cases but strongly recommended. In 2010, Aéroports de Paris drew up a charter for contractors working under this scheme.



Vitrail

Since 2006, the Civil Aviation Authority (DGAC) has informed residents in the Environment and Sustainable Development Centres about noise conditions around airports. It uses 4 types of visualization software to display traffic and noise levels. One of these tools – Vitrail – was designed by Aéroports de Paris, and gives a slightly delayed view of aircraft trajectories. This software is also installed in any municipality that so wishes. 21 now have it.

Number of homes or premises soundproofed following a CCAR decision 2004-2010 period

	Paris-Charles de Gaulle	Paris-Orly
2004	1,069	1,147
2005	1,106	515
2006	2,956	785
2007	3,359	1,335
2008	2,466	1,922
2009	2,988	1,379
2010	2,816	1,082
Total	16,760	8,165

- **TNSA revenues in 2010:** €45 mn, €25 mn for Paris-Charles de Gaulle and €20 mn for Paris-Orly.
- **Amounts spent in 2010:** €36.4 mn (€25.4 mn at Paris-Charles de Gaulle and €11 mn at Paris-Orly).
- **In 2010, 2,761 premises have been given an acoustic diagnosis.** Between 2004 and 2010, €231.53 mn of work involved 24,894 homes and 31 commercial buildings located in the noise pollution areas of the 2 airports.
Paris-Charles de Gaulle: €154.86 mn
Paris-Orly: €76.67 mn.

Appendices

62 — Opinions from the stakeholders panel

64 — Governance indicators

65 — Economic social and environmental indicators

68 — GRI summary

69 — Abbreviations
Subject Index

Methods for establishing opinions from the stakeholder panel

► Since 2006, Aéroports de Paris, has asked a panel of stakeholders to assess the quality of its Environmental and Corporate Social Responsibility Report. For this year, the company is also submitting the quality of communication about its strategy for sustainable development to external evaluation by a non-financial rating agency. The Aéroports de Paris 2010 Report on Environmental and Corporate Social Responsibility has been written to meet the recommendations of the third generation of management and reporting guidelines due to the authoritative Global Reporting Initiative (GRI).

Collecting stakeholder opinions

There were four sets of editorial choices:

- the relevance of the policies and actions described;
- stakeholder involvement by identifying and paying special attention to their expectations in the treatment of the topics;
- incorporating performance into a broad-based long term global vision;
- ensuring completeness to provide a balanced assessment (strengths and weaknesses) of performance.

The combination of these requirements for the content and presentation provide a frame for the evaluation method chosen for collecting and synthesizing the contributions of the stakeholder panel. This new Aéroports de Paris panel comprises 8 members, who assessed the quality of this report using an analytic grid. The results are summarized and reported opposite. By following up from one year to another on the suggestions and comments from stakeholders, the report can be continuously improved.

Factoring in the 2009 comments

The stakeholder panel rated the 2009 report as balanced, clear, comprehensive and reliable. The panel liked the quality of presentation, the easily accessible information, the user-friendly graphic layout and the presence of a thematic index. It stressed the positive improvement compared to the previous year in the clarity of the "Social", "societal" and "customer" sections. The panel also suggested improvements: a better perspective on quantitative indicators and a more systematic integration of the actions outlined in the company's strategic goals, together with more perspective. The authors have attempted to factor in these suggestions for this 2010 report, either directly or by giving further details in the appendices, including a number of indicators. Roadmaps are provided at the start of each section, and the strategic goals are outlined in the introduction to each topic. This report has been designed to provide a separate focus on fundamental issues, so that it can be read in line with individual interests.



Six quality principles underlying the report

- **Balance:** the various types of information must be able to be compared objectively by stakeholders.
- **Comparison** year on year.
- **Accuracy:** the information must be accurate and detailed.
- **Periodicity.**
- **Clarity:** the information must be easy to understand and use by stakeholders.
- **Reliability:** based on the quality of compilation of the data (procedures, etc.).

Opinions from the stakeholders' panel

► The opinions from the stakeholder's panel on the Aéroports de Paris Environmental and Corporate Social Responsibility Report help improve the design of this document for all of the company's partners the following year. With respect to the 2009 report, the members of the stakeholders' panel consider that it was comprehensive and based on accurate, reliable evidence. They feel they themselves are well represented and their views are accurately expressed and addressed. They appreciate the fact that Aéroports de Paris was prepared to submit to a non-financial rating and present the results of this process. They consider that the report reflects a continuous effort by Aéroports de Paris to drive forward its sustainable development and corporate social responsibility agenda. The presentation of the document also provides a clear overview of the Group's policy, goals and activities.

The contents of the report

The stakeholders' panel consider that the topics have been given a balanced treatment. They appreciate the comprehensive information that provides a vision of Aéroports de Paris' detailed actions and offering evidence for understanding the Group's policy in its entirety. They are also satisfied by the fact that they can compare quantified data from one year to another. For them, the 2010 report appears to provide a better focus on Aéroports de Paris' societal or community commitment and its positive role towards its partners. They emphasize the growing power of the schemes dedicated to covering social responsibility issues and strong environmental targets that the company has set for the coming years in these areas.

Areas for improvement

The main areas identified are:

- With respect to Group strategy, the description of the medium to long term challenges and vision in the early pages of the report could be more precise.
- The company's communication strategy towards its stakeholders should also be more fully developed.
- With respect to the community issue and relations with the local region, it would be useful to differentiate more clearly those actions focused on the immediate localities of the airports from those focused on the broader community, such as disadvantaged towns. The Dermagne mission and its aftermath deserve to be covered as well as the new missions at Orly International.
- With respect to the airports' business users, the report could reflect more accurately their everyday expectations and Aéroports de Paris' responses to them, for example in the field of waste collection.

Structure and form

Members of the stakeholder panel felt that the structure and form of the 2011 report was suited to its goal. The structure is clear, balanced and easy to navigate. The topics are clearly distinguished and each subject area on a page is easy to identify. The correspondence with the various parts of ISO 26000 on corporate social responsibility are clear and easy to identify. The use of roadmaps at the start of each chapter is very helpful and offers a useful, easy-to-read summary. It also provides a good tool for evaluating the company's future progress. The thematic index at the end of the report has been updated after three years and is still considered a handy search tool. The text is clear, fluent, accurate and educational. It contains enough information. With respect to form, the report is very dynamic, with an effective use of colour to distinguish different levels of reading. The use of small blocks of text is well suited to rapid reading.

Areas for improvement

The main areas identified are:

- The report's organization should give greater emphasis to the relationship between a given subject area and the specific stakeholders concerned with it, for example in the form of a diagram.
- Three members of the panel would like to see more features for rapid reading (more diagrams and data boxes).
- The indicators relegated to the Appendices could be added to the main text to allow immediate access to the performance data described.
- One reader wanted a detailed table of contents at the front of the report.



Members of the 2010 report

- **Henri d'Abzac**, sub-prefect of Sarcelles (95).
- **Stéphane Delpech**, Director of Human Resources Group Alyzia, board member of the AIR association.
- **Fabienne Ducommun**, environmental policy officer, Organisation, quality and IT division France SDV.
- **Azucena Garcia**, Director of Orly International.
- **Jean-Paul Jouvent**, board member of Aéroports de Paris elected by employees.
- **Sabine Levasseur**, Director of Revenue, sustainable development policy officer, the Sheraton Paris Airport Hotel.
- **Antonin Michelet**, Director of the Job and Change Centre at the Agence pour l'Economie, Essonne.
- **Michel Montaldo**, General Councillor for the Val-d'Oise, Vice-president of the AIR association.

Using the panel's advice

Aéroports de Paris is grateful for these observations for its next report, and they will be carefully studied and taken into account as far as possible in the 2011 report.

Governance Indicators

STAKEHOLDERS	Members of the Board			
	Term of Office	5 years		
	18 members	State: 6	Appointed by the Shareholders GA: 6	Elected by employees: 6
	Jurisdiction	Register of directors at the IFA ⁽¹⁾		
	Independence	Report of the Chairman of the Board of Directors – Section 2 Internal Rules of the Board of Directors		
	Listeners			
	The auditors cannot provide consulting services except for ancillary audit services.	YES		
	Shareholders			
	One share equals one vote.	YES		
	INVOLVEMENT IN DECISIONS	Board of Directors		
Number of meetings and average attendance rate		10 meetings, 78%		
Internal Ruling and Code of Ethics		YES		
Audit, strategy and compensation committees		Audit	Strategy and investment	Remuneration
• Number of members		4	6	3
• Number of meetings		6	2	2
• Attendance rate		96%	83%	100%
Annual evaluation of Board/ Result of the 2009 annual assessment presented in 2010		Internal assessment (confidential questionnaire and interview) Level of satisfaction: High		
General Assembly				
Turnout at the last General Assembly		82% of voting rights		
Percentage of votes cast at the General Assembly (May 27, 2010) by shareholders	Resolutions adopted by over 88%			
FINANCIAL AND EXTRA-FINANCIAL INFORMATION	Publication of criteria and amounts Of corporate officers' compensation	YES (management report, reference document) Observance of AFEP-MEDEF executive pay code		
	Publication of the amount of fees	YES (management report, reference document)		
	Stock-options/ free shares granted to corporate officers	NO		

(1) French Institute of Directors.

- The Chairman of the Board of Directors fulfils the role of Chief Executive Officer.
- Three directors are deemed independent under criteria specified by the AFEP-MEDEF code of corporate governance in December 2008. The independent directors account for half of the directors appointed by the General Assembly and less than 20% of all members.
- Introduction in 2010 of a first non-financial criterion in determining the variable portion of executive compensation.
- The corporate officers remuneration scheme is related to performance, handling conflicts of interest and the skills of administrators and is presented in the report of the Chairman of the Board, Appendix 2 of the Aéroports de Paris reference document, It can be consulted at www.aeroportsdeparis.fr.

Method for reporting indicators

► This report covers the activities of Aéroports de Paris from January 1, 2010 to December 31, 2010. It has been written according to the third generation guidelines on management and reporting given in the Global Reporting Initiative (GRI). This is co-led by the United Nations Environment Programme (UNEP) to harmonize the consolidation of data on sustainable development. These guidelines provide principles that help organizations deliver a balanced and reasonable presentation of their economic, environmental and social performance.



Control and consolidation

The Environment and Sustainable Development Division consolidates the sustainable development indicators on the basis of data submitted by the departments in question.

- For each indicator reported, Aéroports de Paris uses a specific reporting protocol to define the indicator and the scope and method of the calculation.
- In light of the different collection methods and operating systems in the three airports, the scope of the reports may vary for certain indicators.
- For indicators of the number of employees at airports, the census has been carried out by the Occupations, Jobs and Training Observatories.
- Social indicators use a social reporting protocol that defines the reporting scope and methods. They are sent to the Environment and Sustainable Development Division by the horizontal activities department on Human Resources Division.
- Night traffic data are collected by Aéroports de Paris.
- For ISO 14 001, the procedures for reporting environmental indicators are applied by Aéroports de Paris.
- For soundproofing aid indicators, the data come from the review published at the end of December 2010.
- For air and emission quality indicators, the data are calculated by the Aéroports de Paris laboratory, COFRAC-accredited and certified to ISO 9001, using methodological guides that include the instructions used. They are then sent to the Environment and Sustainable Development Division. For aircraft emissions, the calculations have been made on the basis of a methodology established by the International Civil Aviation Organization (ICAO) for calculating the Landing and Take-Off Cycle.

GRI indicators

– Aéroports de Paris in figures

INDICATORS	UNITS	2008		2009		2010		GRI def
		Groupe Aéroports de Paris	Aéroports de Paris SA	Groupe Aéroports de Paris	Aéroports de Paris SA	Groupe Aéroports de Paris	Aéroports de Paris SA	
Revenue	€ mn	2,527	2,252	2,633	2,323	2,739	2,385	EC1
EBITDA	€ mn	848	–	883	–	927	–	EC1
Net income: Group share / annual profit	€ mn	273	217	270	244	300	238	EC1

– Economic Data

INDICATORS	UNITS	2008				2009				2010				GRI def
		Paris-Charles de Gaulle	Paris-Orly	Paris-Le Bourget	TOTAL	Paris-Charles de Gaulle	Paris-Orly	Paris-Le Bourget	TOTAL	Paris-Charles de Gaulle	Paris-Orly	Paris-Le Bourget	TOTAL	
Number of companies in the airports	number	700	325	70	1,095	nd	nd	nd	nd	nd	nd	nd	nd	EC9
Jobs at airports (excluding temporary)	number	91,800	27,600	3,000	122,400	nd	nd	nd	nd	nd	nd	nd	nd	EC9
Property tax	€ mn	34.2	9.4	1	44.6	38.7	10.7	0.8	50.2	45.2	12.3	0.8	58.3	EC9
Business tax	€ mn	na*	na*	na*	54	na*	na*	na*	52	na	na	na	39	EC9
Compensation Fund for airport noise (FCNA)	€ mn	2.61	1.96	na	4.57	2.61	1.96	na	4.57	2.61	1.96	na	4.57	EC9
Aéroports de Paris Foundation: amount granted by the Foundation	€	na	na	na	489,800	na	na	na	579,947	na	na	na	508,500	EC8

na = not applicable nd = not available * capped for the year and paid centrally

– Staff and payroll data

INDICATORS	UNITS	2008	2009	2010	GRI def
AVERAGE HEADCOUNT					
Aéroports de Paris	number	7,245	7,029	6,958	LA1
Subsidiaries	number	4,544	5,034	5,261	LA1
Aéroports de Paris	number	11,789	12,063	12,219	LA1
Disabled workers ⁽¹⁾	number	281	295	320	LA13
Hires (permanent contracts) ⁽²⁾	number	120	50	88	LA2
Average age ⁽²⁾	year	43.4	44.1	44.8	LA13
% feminization ⁽²⁾	%	38.5	38.1	38.2	LA13
Internal promotions ⁽²⁾	%	4.8	5.2	3.8	LA2
Replacement rate for permanent jobs ⁽²⁾	%	3.1	1.9	1.7	LA2
Absenteeism for all causes ⁽²⁾	%	6.78	6.83	7.06	LA7
Absenteeism ⁽²⁾	hour	774,594	750,887	773,859	LA7
HEALTH, SAFETY AND WORKING CONDITIONS					
Rate of frequency Workers Compensation ⁽²⁾	%	16.8	15.5	14.6	LA7
Severity Workers Compensation ⁽²⁾	%	0.81	0.99	1	LA7

(1) for Aéroports de Paris Group. (2) for Aéroports de Paris SA

– Environmental data

INDICATORS	UNITS	2008				2009				2010				GRI def
		Paris-Charles de Gaulle	Paris-Orly	Paris-Le Bourget	TOTAL	Paris-Charles de Gaulle	Paris-Orly	Paris-Le Bourget	TOTAL	Paris-Charles de Gaulle	Paris-Orly	Paris-Le Bourget	TOTAL	
CURFEW EXEMPTIONS (PARIS-ORLY)														
Number of exemptions	number	na	26	na	na	na	46	na	na	na	181	na	na	SO1
between 11.30 pm and 11.45 pm	number	na	22	na	na	na	31	na	na	na	88	na	na	SO1
NIGHT TRAFFIC BY TIME SLOT (PARIS-CHARLES DE GAULLE)														
22 pm - 24 pm local	number	30,636	na	na	na	27,800	na	na	na	28,487	na	na	na	SO1
00 am - 05 am local	number	22,288	na	na	na	20,991	na	na	na	22,308	na	na	na	SO1
05 am - 06 am local	number	9,368	na	na	na	10,503	na	na	na	10,460	na	na	na	SO1
Total	number	62,292	na	na	na	59,294	na	na	na	61,255	na	na	na	SO1
NOISE (SOUNDPROOFING AID FOR RESIDENTS) ⁽¹⁾														
Cases handled	number	1,652	1,819	na	3,471	1,695	814	na	2,509	1,666	971	na	2,637	SO1
Soundproofed homes and premises	number	2,466	1,922	na	4,388	2,988	1,379	na	4,367	2,816	1,082	na	3,898	SO1
Aid granted	€ mn	23.77	17.31	na	41.08	27.3	15.2	na	42.5	25.4	11	na	36.4	SO1
AIR QUALITY AND EMISSIONS														
Nitric oxide rate (NO ₂)	µg/m ³	27	28	nd	na	29	32	nd	na	nd	34	nd	na	/
Particle rate (PM 2.5)	µg/m ³	nd	nd	nd	na	17	20	nd	na	19	21	nd	na	/
Ozone rate (O ₃)	µg/m ³	38	40	nd	na	nd	nd	nd	na	39	42	nd	na	/
Nitric oxide rate (NO)	µg/m ³	12	13	nd	na	11	13	nd	na	nd	13	nd	na	/
Plant emissions ⁽²⁾														
CO ₂ emissions	tonne	120,065	21,270	4,973	146,308	118,267	20,065	4,939	143,271	126,146	24,520	5,451	156,117	EN16
NO _x emissions	tonne	99,416	22,390	3,135	124,941	92,276	21,178	3,114	116,568	94,508	15,508	3,437	113,453	EN16
Aircraft emissions														
CO ₂ emissions	tonne	893,000	303,900	nd	1,196,900	871,750	290,550	nd	1,162,300	856,800	288,000	nd	1,144,800	EN17
NO _x emissions	tonne	4,430	1,320	nd	5,750	4,020	1,180	nd	5,200	4,032	1,183	nd	5,215	EN20
Vehicle Emissions														
CO ₂ emissions	tonne	2,088	1,424	nd	3,512	1,847	1,229	nd	3,076	nd	nd	nd	nd	EN16
ENERGY														
Thermal generation	MWh	323,700	139,498	16,973	480,171	306,345	123,549	19,986	449,880	340,890	145,232	23,976	510,098	EN4
Refrigeration	MWh	137,262	18,007	na	155,269	132,439	18,124	na	150,563	123,825	17,196	na	141,021	EN4
Portion of cogeneration in energy consumption designed to produce heat Paris-Charles de Gaulle	%	47.8	na	na	na	49.3	na	na	na	42.8	na	na	na	EN4
Total electrical power per airport (Internal + external)	GWh	350	110	31	491	342	103	32	477	339	101	32	472	EN4
Internal energy consumption Aéroports de Paris (hot, cold, electricity)	GWh _{ep}	1,047	302	10	1,359	1,015	279	10	1,304	1,043	281	13	1,337	EN3
WATER														
Water consumption	000s of m ³	2,436	588	94	3,118	2,252	505	97	2,854	2,294	478	86	2,858	EN8
Aéroports de Paris portion	000s of m ³	1,480	358	15	1,853	1,460	305	18	1,783	1,395	275	21	1,691	EN8
WASTE														
DIB volume collected	tonne	43,261	14,239	1,613	59,113	39,413	12,684	1,666	53,763	36,887	12,675	1,561	51,123	EN22
Landfill	%	0	9	29	2.9	9	9	24	9.3	4	9	31	5.9	EN22
Recyclable	%	34	18	42	30.1	16	16	49	17.5	19	18	40	19.5	EN22
Incinerated	%	66	73	29	67	75	75	27	73.2	77	73	29	74.6	EN22

na = not applicable nd = not available. (1) Balance at end December 2010. (2) Data verified by third party (Apave)

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The level of application of the Global Reporting Initiative (GRI) for this report is level B.

LEVELS OF IMPLEMENTATION REPORT		GUIDELINES OF 2002	C	C+	B	B+	A	A+
MANDATORY	• Self-reported							
OPTIONAL	• Checked by a third party			REPORT CHECKED BY THIRD		REPORT CHECKED BY THIRD		REPORT CHECKED BY THIRD
	• Checked by the GRI							

Markers

Abbreviations

ACA: Airport Carbon Accreditation
ACI: Airports Council International
ACNUSA: Airport Noise Control Authority
ADIFE: Job Support Initiatives
Ador: Association for the Economic Development of Orly-Rungis
AFPA: National Association for Adult Vocational Training
AIR: Association for Regional Interest
AIRE: Atlantic Interoperability Initiative to Reduce Emissions
ANACT: National Agency for the Improvement of Working Conditions
APU: Auxiliary Power Unit
ARD: Regional Development Agency
ASPI Eurozone®: Advanced Sustainable

Performance Indices (European Reference Index for companies wishing to commit to of corporate social responsibility)
CEEVO: Economic development committee for the Val-d'oise Region
CESU: home help payment system
CHSCT: Committee for Health, Safety and Work conditions
CO2: carbon dioxide
COFRAC: French Accreditation Committee
CSR: corporate social responsibility
CUCS: social support contract
DGAC: French Civil Aviation Authority
FCPE: corporate mutual fund
FEDEP: high potential company investment fund
FONGECIF: Mutual fund to help train individuals

GIP: public interest consortium
GPU: Ground Power Unit
GRETA: Local educational organization
MOCS: Microsoft Office Communication
OHSAS: Occupational Health and Safety Assessment Series
PARAFE: fast border screening facility
PEB: noise exposure plan
PGS: noise management plan
PHMR: a disabled person or with reduced mobility
STIF: Île-de-France Transprot Trade Union
NOx: nitrous oxides
TOI: tonne oil equivalent
TNSA: tax on airborne sound pollution
ZUS: disadvantaged area

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