
2012

Corporate **social
responsibility report**



AÉROPORTS DE PARIS

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→ A digital version of this publication is available

This document is available under the «Group» section on our website, www.aeroportsdeparis.fr.

Augustin de Romanet
Chairman and CEO



Sustainable development is a major focus for Aéroports de Paris

I am happy and proud to introduce, for the first time, the themes developed in this report on the Aéroports de Paris policy on corporate social responsibility. From the time I assumed this position, I indicated to the company's employees the importance that I attach to protecting the environment, sustainable development, and the responsibilities that we have towards our different stakeholders. I consider this a major focus for Aéroports de Paris.

Since our airports represent an interface between France and the world, between territories and a major industry, between local residents and powerful employment clusters, our company feels an intense obligation to conduct its business with the utmost responsibility.

Environmental responsibility, firstly, which does not take away from any overall policy, with a particular accent on renewable energy this year. We made two significant investments in geothermal science and biomass, neither of which emit CO₂. We can therefore reach a significant portion of energy production that does not produce greenhouse gases, in line with the Grenelle Environment summit objectives and the recent environmental conference.

Economic responsibility, secondly, which is embodied in our policy to support local SMES, in our investments to encourage the attractiveness of «*Grand Roissy*», and in our partnerships with local players in economic expansion.

Corporate social responsibility, lastly, which motivates our human resource management policy and our employment integration programmes for young, local job seekers, combating academic failure in under-privileged urban areas and supporting local shared or individual transportation.

For Aéroports de Paris, these policies are not a responsibility, but an opportunity – an opportunity to consolidate, strengthen and grow our natural ties with all stakeholders, without whom we would be nothing. It is about taking care of this invaluable relationship, ever stronger when it is shared: trust, another word for «responsibility in the relationship», a relationship which makes sense, that of living together.

1st Number one in the airport sector in Europe

As the gateway to France, which is the world's most popular 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 Aéroports de Paris group is one of the top ranked airport groups in the world since it became a shareholder of the Turkish airport management company, TAV, in May 2012, with 37 airports under management and close to 200 million passengers handled. In 2012, Aéroports de Paris had close to 168 airline company customers at Paris-Charles de Gaulle and Paris-Orly.

CONSOLIDATED REVENUE

(€m)



(1) Airlines having made more than 12 movements during the year.

(2) The Aéroports de Paris Group has adopted a new presentation of its consolidated accounts with effect from financial year ended 31 December 2011. Pro-forma accounts for 2010 have been drawn up in accordance with these changes.

NUMBER OF PASSENGERS

(in millions)



AVERAGE STAFF AT AÉROPORTS DE PARIS GROUP



COMMUNITY INVOLVEMENT

Excluding the Aéroports de Paris Foundation (€m)



(3) Scope excluding group handling companies and commercial joint ventures.



1st

Ranked first among airport groups in Europe **for freight and mail**

2nd

Ranked second among airport groups in Europe **for passenger traffic**

88.8

million passengers handled in 2012 at Paris-Charles de Gaulle and Paris-Orly

1st

Ranked first by Vigeo in the Aspi Eurozone[®] transport and logistics index since 2011

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 activities that are directly or indirectly linked across the airport. In all, several hundred companies are involved in airport operations and providing services to passengers.

AÉROPORTS DE PARIS

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

COMPANIES

- Airlines and ground-handling service providers
- Security companies
- Air cargo and mail suppliers
- Shops, restaurants, hotels, banks, car rental, cleaning and maintenance companies

GOVERNMENT SERVICES

- Air traffic management: French civil aviation authority (DGAC)
- Safety and security: border police (PAF) and air transport gendarmerie (GTA)
- Customs services

MAIN SUBSIDIARIES AND INVESTMENTS

- Companies with significant business activities within the Group

Aéroports de Paris Management	→ 100%
ADP Ingénierie	→ 100%
Alyzia Sûreté	→ 100%
Hub télécom	→ 100%
TAV Airports	→ 38% ⁽¹⁾
TAV Construction	→ 49% ⁽¹⁾
Roissy Continental Square	→ 60%
Société de distribution aéroportuaire	→ 50%
Média Aéroports de Paris	→ 50%
Relay@ADP	→ 49% ⁽²⁾

(1) Held indirectly

(2) Held directly and indirectly

→ For further information

Consult the «Group» section on our website, www.aeroportsdeparis.fr



1,000

Nearly **1,000 companies** use the **three airports** in the Ile-de-France region and employ over **117,000 people**

6,686

 hectares

Aéroports de Paris owns **6,686 hectares** in Ile-de-France

360

Flights leave for more than **360 cities** in **115 countries** from the Paris-Charles de Gaulle and Paris-Orly airports

INTERNAL ENERGY CONSUMPTION (in tep/m²)



-3.15%

Decrease per m² of building from 2009 to 2012

2015 GOAL

-12.5% energy consumption per m² of building from 2009 to 2015

INTERNAL CO₂ EMISSIONS (in tCO₂)



-20%

Change in CO₂ emissions from 2009 to 2012

2015 GOAL

-25% emissions from 2009 to 2015

RENEWABLE ENERGY in our final internal consumption (%)



8.05%

Share of renewable energy in our final internal consumption in 2012

2015 GOAL

Produce **15%** of our internal consumption



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Responsible governance

Our five-year vision

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CSR in our organisation

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2012 achievements

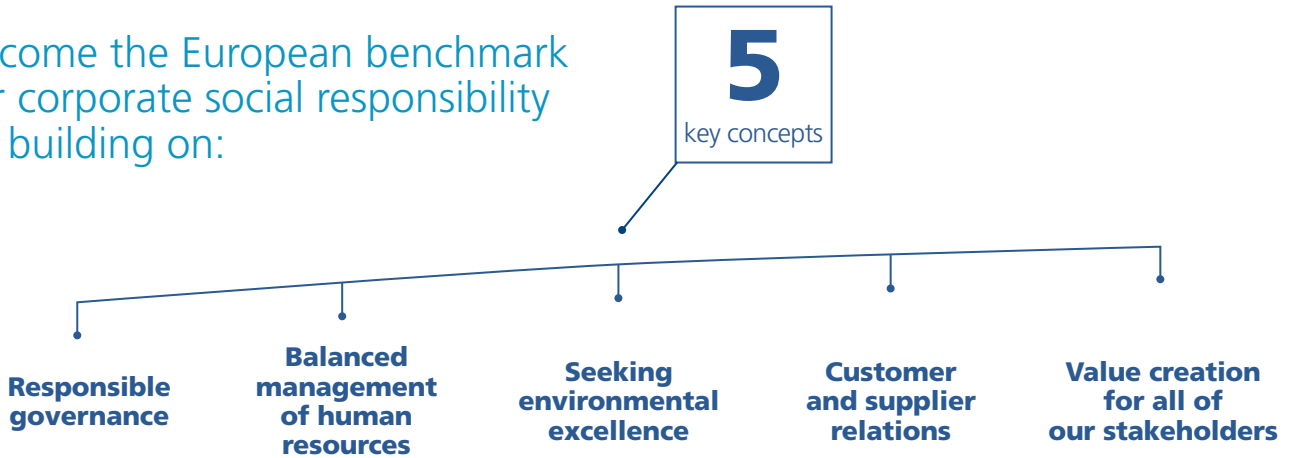
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2012 Panorama

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Our CSR policy

Become the European benchmark for corporate social responsibility by building on:



2015

Objectives

Means

	Objectives	Means
Governance	<ul style="list-style-type: none"> Be a responsible player 	<ul style="list-style-type: none"> Strengthen the internal control and risk management policy, aiming to secure and increase the reliability of the Group's businesses. Develop performance in terms of adhering to ethics and national and international standards, creating value for our stakeholders.
Employees	<ul style="list-style-type: none"> Encouraging professional development and seeing this reflected in Group performance in line with participation. 	<ul style="list-style-type: none"> A human resources policy aiming to strengthen individual and shared effectiveness of employees while maintaining balanced labour relations vital to our development.
Environment	<ul style="list-style-type: none"> Continue to control the environmental impact of our business activities and aim for excellence. 	<ul style="list-style-type: none"> Define a new, themed environmental policy including measurable objectives encouraging strong roots in the performance management process.
Customers and sustainable purchasing	<ul style="list-style-type: none"> Be one of the best European benchmarks in customer satisfaction and seek sustainable performance from our suppliers. 	<ul style="list-style-type: none"> Combine managerial, operational, economic and cultural levers in order to establish our role as a service integrator and increase quality of service for all of our customers. An addition to adherence to our code of ethics by all players, develop CSR clauses and monitor suppliers for overall performance.
Community	<ul style="list-style-type: none"> Be the European benchmark for corporate social responsibility in our industry. 	<ul style="list-style-type: none"> Build up the airport city as a business community for trade. Create added value for all players, our shareholders, local residents and companies in the surrounding areas.
Measurement of our performance	<ul style="list-style-type: none"> Non-financial rating Ranking in socially responsible investment indices (SRI) 	<ul style="list-style-type: none"> page 69 page 77

Our five-year vision

Become the benchmark airport group in Europe on customer satisfaction, business performance and sustainable development, thanks to the men and women who work at Aéroports de Paris.

A solid economic model

In 2012, we passed a new stage in our development and strengthened our options for sustainable growth. The 38% acquisition of TAV Airports, the management company

of the Istanbul Atatürk airport, gives the Group a real international dimension. The quality of service to passengers and airlines has further improved with the opening of Satellite 4 and the A/C link at Paris-Charles de Gaulle.

A value-creating strategy

Our 2011-2015 strategic plan was approved by our Board of Directors in January 2011. It is based on a solid economic model, which combines a stable and incentivising regulatory framework with a strong increase in commercial activities and real estate diversification. In accordance with the quality of service objectives of our second economic regulation contract (CRE 2), we are continuing our terminal renovation programme. We strive to bring our performance in all areas to the highest European level.

TEN COMMITMENTS

- **Customer satisfaction:** be one of the best European benchmarks, with a goal of reaching overall passenger satisfaction of 88.1% by 2015.
- **Employees:** encourage professional development and see this reflected in Group performance in line with participation.
- **Shareholders:** continue to improve economic performance and value creation.
- **Aviation activities:** support airlines' growth and strengthen the Paris-Charles de Gaulle hub.
- **Retailers:** raise business to the level of the leading benchmark companies in Europe.
- **Property:** develop the property portfolio, its value and performance.
- **International:** increase the Group's presence, primarily internationally.
- **Security:** ensure regulatory compliance.
- **HubLink:** strengthen the partnership with Schiphol Group.
- **Sustainable development and corporate social responsibility:** become the European benchmark by implementing the recommendations of the Grenelle Environment summit. Reduce internal CO2 emissions by 25% between 2009 and 2015, while keeping quality of service constant and taking into account the increase in airport capacity.

DISTRIBUTION OF WEALTH (€m)

€174m

Dividends ⁽¹⁾

€845m

Reimbursement of debt

€118m

Net financial expenses

Shareholders and banks

€647m

Capacity, renovation and quality, property

Purchase of tangible and intangible assets

Acquisition of subsidiaries and investments

€740m

€71m

Property tax ⁽²⁾

€54m

Economic contribution ⁽²⁾

€66m

Other taxes ⁽²⁾

€3m

Community involvement and Aéroports de Paris Foundation

Government and local authorities

Suppliers

€672m

Employees

€709m

Employee expenses (salaries, social charges, shareholding, incentives, provisions for labour commitments)

1.8

€1.8 billion over five years is forecast for our investment programme in the regulated scope, notably to bring our oldest terminals up to standard.

For more information

Consult the «Group» section on our website, www.aeroportsdeparis.fr

(1) Paid in 2012 for 2011.

(2) Paid in 2012 for 2012 taxes.

Information about financing is presented in the Aéroports de Paris Registration Document, available on our website.

PROJECTS WE DELIVERED IN 2012

Airport infrastructure	
Satellite 4 (Hall M)	<ul style="list-style-type: none"> Departure lounge with a 7.8 million passenger capacity in Terminal 2E at Paris-Charles de Gaulle. Simplified layover routes. Commercial areas occupy 6,000 m²; €580m invested. HQE® (High Environmental Quality) certified.
A/C Link	<ul style="list-style-type: none"> First stage of renovation for Terminals A, B, C, D; simplified layover; single area for police and security checkpoints; 2,300 m² of commercial areas; €70m invested.
GB3 freight station	<ul style="list-style-type: none"> At Paris-Charles de Gaulle, nearly 14,000 m² of warehousing and 4,000 m² of offices. HQE® (High Environmental Quality) certified.
Property diversification	
Altaï building	<ul style="list-style-type: none"> Delivered to Roissypole and co-financed by the Aéroports de Paris and Schiphol Real Estate groups; 13,250 m² of offices. HQE® (High Environmental Quality) certified.

MAIN PROJECTS

Airport infrastructure	
Terminal 2B	<ul style="list-style-type: none"> At Paris-Charles de Gaulle, renovation of Terminal 2B and construction of the B/D link, symmetrical to the A/C link; a €105m investment forecast.
Renovation of Paris-Orly	<ul style="list-style-type: none"> Approximately 100,000 m² of new reception space for our customers; modernisation of some existing areas; grouping together of terminals and new departure lounge; a €400 to €450m investment forecast for the next six years.
Property diversification	
Aéroville	<ul style="list-style-type: none"> Shopping centre of 110,000 m² on 12 hectares of land at Paris-Charles de Gaulle; opening scheduled for 2013. Aéroports de Paris is the land developer.
Hotel cluster in Roissypole	<ul style="list-style-type: none"> At Paris-Charles de Gaulle, more than 33,000 m² of surface area for the Roissypole hotel cluster. Aéroports de Paris is the land developer.

Moving forward with Schiphol Group

The HubLink alliance that we formed with the Schiphol Group, management company of the Amsterdam airport, led to shared operations in 2012 - several of which fall directly into the category of corporate social responsibility. In particular, we tested the Schiphol Group's layover pictogram, rolled out its performance assessment measures for cleaning service providers and developed a shared plan for welcoming Chinese passengers. In relation to the environment, we researched potential energy savings in the baggage delivery process and gradually installed solar panels on our respective sites.

Exchange programme

We continued our shared training programmes and exchanged managers. The training also involved personnel from the Incheon International Airport Corporation which manages the main airport in Seoul. Last year, Aéroports de Paris and Schiphol Group signed a cooperation agreement with our Korean counterpart.



Schiphol

Our corporate responsibility



A proactive, ethical and transparent policy

For several years, we have been exercising our corporate social responsibility through a proactive policy of sustainable development to support our growth. This policy is based on reducing the environmental impacts of our operations, economic and social cooperation programs benefiting local communities, social responsibility towards our employees and respect for the interests of our customers and suppliers.

Our values

We conduct our policy in compliance with human rights and fundamental rights as defined by the International Labour Organization (ILO). Since 2003, we have been signatories to the UN Global Compact. We also partnered, in 2008, with Transparency International France, an NGO that focuses on the fight against corruption. In line with Grenelle Environment (the French Environment Forum) recommendations, we made seven commitments to reduce our climate footprint. Our approach follows the guidelines of ISO 26000, the CSR standard selected by our Environment and Sustainable Development division.

Independent assessment

Since 2005, we have had our performance evaluated by an independent, non-financial rating agency. Conducted annually until 2010, this evaluation is now conducted every two years, so that we can properly implement actions needed to make progress. It was also expanded to the Group. Pages 70 and 71 of this report show the results of the rating given to Aéroports de Paris SA and its main subsidiaries by the rating agency, Vigeo, in 2012. This rating is based on corporate governance, environmental protection, respect for societal commitments, human resource management and respect for human rights, as well as our behaviour in the market.

Transparency

Every year, we report on our sustainable development activities in this Corporate Social Responsibility Report, prepared according to Global Reporting Initiative (GRI) guidelines. Widely distributed to our stakeholders, this report is also made available on our website. In accordance with the provisions of the decree dated 24 April 2012 pertaining to the transparency obligations of listed companies, our 2012 management report also details our employee-related, societal and environmental policy and provides quantitative data.

THE UN GLOBAL COMPACT

- The Global Compact is a UN initiative that lays out ten principles in the areas of human rights, labour standards, environmental protection and anti-corruption. As a Global Compact signatory since 2003, we ensure that we abide by these principles. Each year, we provide proof of our compliance with these commitments by communicating about our best practices.
- www.aeroportsdeparis.fr, «Group» section, «Sustainable development» tab.

A COMPANY WITH HIGH MARKS IN 2012

- Aéroports de Paris SA was ranked in **39th** place in the list of the 100 leading companies in sustainable development in the world. This ranking was established by Corporate Knights, a North American magazine on clean capitalism.
- The Group also entered Euronext's new SRI index, Vigeo Europe 120, which groups together the **120** best-ranked European companies for CSR performance.
- In both cases, Aéroports de Paris is the only airport company on the list.

An overview of Corporate Social Responsibility

Corporate social responsibility (CSR) puts the principles of sustainable development to work in the enterprise. The company voluntarily commits to a CSR process which aims for the business to leave a positive impact on society. It creates a process designed to integrate its stakeholders' expectations into its strategies and structure. To this effect, it develops a set of social, environmental, ethical and commercial best practices and contributes to local economic development. This process is accompanied by encouraging CSR values and transparent communication regarding the impact of the company's business activities.



Different perspectives



Bernard Cathelain

Executive Director and Chief Development Officer

How would you describe Aéroports de Paris' 2012 CSR policy?

Bernard Cathelain: This has undeniably been a year filled with achievements, during which we completed several projects that had been in progress for a long time. I'm thinking particularly of the increase in our renewable energy production with geothermal power at Paris-Orly, which produces 50% of the heating of this airport, or the commissioning of our biomass plant at Paris-Charles de Gaulle, which provides one quarter of the heat used in the terminals. I am also thinking of the opening of Satellite 4 and the A/C link which smoothed out the passenger pathway in Terminals E, F, A and C at Paris-Charles de Gaulle and makes them more comfortable at the best environmental standards.

Didier Hamon: Awareness of the regional promotion processes that we're supporting is growing, as is the case with Hubstart Paris® for Grand Roissy. Our strategic employment-integration programmes for local residents, the fruit of our partnerships with the regional and local authorities, are strengthening and meeting with as much success as is possible during these difficult economic times. However, 2012 was also the year when we were recognised for our efforts. Aéroports de Paris SA is the only airport company in Europe that is listed in the Euronext Vigeo Europe 120 index, and the only airport group fea-

ured in the Global 100 of the world's most advanced companies in terms of sustainable development. This is also the year we reached level 3 of the Airport Carbon Accreditation, the European standard rewarding the best airports for managing their CO2 emissions. And – I might as well mention it – we were delighted to receive the prize for best CSR Report from the *Conseil supérieur de l'ordre des experts comptables* (the Supreme Council of France's Institute of Chartered Accountants).

With these awards, is it time to take a break?

Bernard Cathelain: Absolutely not. 2013 will be the year where we begin to structure energy management with a medium-term goal of making us compliant with the ISO 50001 standard. Regarding corporate social responsibility, we have plenty of projects and will continue to work towards providing access to employment for our local residents experiencing difficult circumstances.

What new actions have you put in place for local residents?

Didier Hamon: Our stakeholders are extremely conscious of our economic and social utility. The true challenge that we must meet in 2013 is to communicate more extensively on the quality and content of our efforts to support local residents through our numerous programmes.

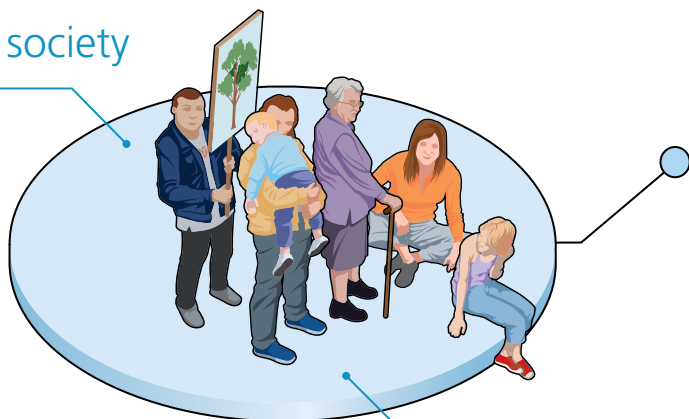
Didier Hamon

Environment and Sustainability Director



Our stakeholders

Civil society



Residents, associations, local authorities, NGOs, influential parties and opinion leaders, and business analysts

THEIR EXPECTATIONS

- Environment
- Noise and soundproofing
- Economic and social benefits for the territories, partners in the development of airports in the Ile-de-France region

OUR RESPONSES

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CSR Policy	8
Economic and social cooperation policy	58
Management of soundproofing assistance funds	64
New environmental policy from July 2012, certified environmental management systems, raising awareness among our partners, information and dialogue tools	32 76
Solidarity purchasing	24 53 60

Customers



Passengers and those accompanying them, airlines, companies using the sites, ground handling companies and airport retailers

THEIR EXPECTATIONS

- Passengers: security, smooth flows, comfort
- Airlines: quality of airport services, contribution to their competitiveness
- Retailers and companies using the airports

OUR RESPONSES

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Quality of service standards for passengers and airlines; Service University	48
Collaborative systems for operational partners of the airports (airlines, government services)	49
Innovation	54
Renovation of terminals and new capacities	7
Services to companies	51

Financial partners



Main shareholder (the French government), banks, investors, individual shareholders

THEIR EXPECTATIONS

- Economic performance
- Interests of small shareholders

OUR RESPONSES

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Economic regulation contract, development strategy for property diversification and retailers	6
Code of ethics, Board member guidelines, internal control charters and risk management	12 14

Employees



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

THEIR EXPECTATIONS

Our employees

- Social balance
- Professional career paths
- Motivation
- Health
- Quality of life at work

All employees

- Services in the airports

OUR RESPONSES

Policy to develop employee skills, encouraging mobility, remuneration equality, participatory innovation

Corporate agreements on gender equality, disability, employing seniors

Health and safety policy; employee benefits

Inter-company nurseries, transportation network

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Business partners



Service providers, sub-contractors, suppliers

THEIR EXPECTATIONS

- Comprehensible practices, values and selection criteria
- Respecting their interests in public tenders

OUR RESPONSES

Purchasing code of ethics appended to the internal regulations

Sustainable procurement

SME Charter

Activities: Plato network, business meetings

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The French government, public bodies



The French government, European institutions, public bodies and general interest organisations

THEIR EXPECTATIONS

- Compliance with laws
- Economic regulation contract
- Economic and social cooperation

OUR RESPONSES

System for monitoring and controlling compliance

CSR policy and its application

Economic strategy of the Group

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Ethical and transparent governance

Articles of Association

Aéroports de Paris is a French public limited company governed by a Board of Directors (Société Anonyme à Conseil d'Administration). Internal regulations set forth the scope of the Board's responsibilities and its operating procedures. 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 regulations.

The Chairman and Chief Executive Officer

Co-opted by the Board of Directors on 12 November 2012, Augustin de Romanet was appointed Chairman and Chief Executive Officer by decree dated 29 November 2012. He succeeded Pierre Graff, who had held this position since 2003.

The Board of Directors

In April 2009, the Board decided to apply the AFEP-MEDEF guidelines for the corporate governance of listed companies.

Composition

The Board of Directors is a collegial body that determines the Company's business strategy and ensures its implementation. It reports on its performance of this task to the General Shareholders' Meeting. It consists of 18 members, including six directors appointed by the General Shareholders' Meeting,

six directors representing the French government and six directors elected by employees. Two censors participate in the Board meetings in an advisory capacity. The term of office for both directors and censors is five years, as of 15 July 2009. In 2012, the Board of Directors met eleven times.

Assessment of the Board

The annual internal evaluation of the Board of Directors for the 2011 financial year was entrusted to an independent director and its results were presented to the Board at its meeting of 25 October 2012. The comparison with previous assessments (both internal and external) shows constantly growing levels of satisfaction by the Board about the conditions under which it carries out its mission.

Our Special Committees

Three advisory committees contribute to the quality of the decisions made by the Board of Directors:

The Audit Committee

It examines the corporate and consolidated accounts. It regularly reviews the Group's major risks with senior management. 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. In 2012, it met seven times with an attendance rate of 85.7%.

THE EXECUTIVE COMMITTEE

- Chaired by the Chairman and Chief Executive Officer, the Executive Committee meets weekly.
- It is responsible for the company's strategic and operational management.
- It discusses all matters relating to its successful operation and ensures proper execution of the decisions made.

REMUNERATION OF CORPORATE OFFICERS

- The Board of Directors sets the remuneration of the corporate officers after hearing the opinion of the Remuneration Committee and in accordance with the AFEP-MEDEF recommendations.
- In 2012, two CSR objectives were included in the variable portion of senior executives' remuneration – employment of disabled people and gender equality.

WOMEN ON THE BOARD OF DIRECTORS AND ON THE EXECUTIVE COMMITTEE

- The Board of Directors has provided for an increasing representation of female directors. As of 31 December 2012, out of the **12** directors who fall under the Afep-Medef code (which does not take into account the directors elected by employees), **five** are women, i.e. **45%**.
- A woman chairs the Executive Committee, which is composed of **nine** members.



The Executive Committee

The Strategy and Investments Committee

It advises on the definition and implementation of the Aéroports de Paris Group's business strategy, in particular as it concerns the diversification of operations, and regularly audits the actual results. It examines the internal and external growth plans made by the company and its subsidiaries. In 2012, it met three times with an attendance rate of 72.2%.

The Remuneration Committee

It makes proposals on the amounts of and changes to the total remuneration of corporate officers. It advises on the remuneration policy for the Company's senior executives. In 2012, it met twice with an attendance rate of 100%.

Acting safely

A comprehensive approach

Aéroports de Paris has a comprehensive approach to internal control, risk management, and internal audit. This approach is driven by the Security and Risk Management division and the Audit and Internal Control division.

Internal control and risk management are business control systems assisting in the management of the performance of the Group and its entities. Internal control aims to improve the efficiency of daily activities. Risk management allows for the prioritisation of major risks and ensures that they are managed. Internal audit assesses the quality of the Group's internal control and ensures that the significant risks are handled appropriately.

In 2012, the links between risk mapping, the audit programme and the internal control system were reinforced.

Charters and reference guide

The Aéroports de Paris Group internal control charter and the risk management reference guide show how these systems are organised: regulatory frameworks and internal standards, stakeholders, roles and responsibilities, and associated governance. The group's internal audit charter defines the mission, powers and responsibilities in that area. The charters were updated in

July 2012 and circulated within the parent company and its main, wholly-owned subsidiaries.

An efficient system

Continuous monitoring

The internal control department of the Audit and Internal Control division designs and organises the on-going control systems. Its goal is to continuously monitor the company's business activities to control its management. We therefore ensure the application of the standards, procedures and recommendations which contribute to the implementation of the business strategy set by executive management. In 2012, internal control work was mostly based on developing tools such as self-assessment questionnaires, internal control reference guides and best practices guides. These documents serve to help the divisions describe their internal control system.

Managing risks

The Risk Management department in the Security and Risk Management division must ensure that all stakeholders have an accurate, collaborative and shared global vision of risks and their level of control. In 2012, we defined a simplified risk analysis methodology. The directors were invited to add priority actions identified to reduce major risks in developing and monitoring their operational plans and budgets. In 2012, we continued to improve our crisis management system and created a guide for emergency call-out employees.

A NEW PORTAL DEDICATED TO COMPLIANCE

- Our portal, «Overview of company standards» opened at the beginning of September 2012.
- It facilitates employees' access to the main external regulatory or contractual documents concerning Aéroports de Paris, as well as the cross-functional internal documents produced by the divisions.

SIMPLIFIED GOVERNANCE

- The audit, risk and internal control coordinators (ARC), present in each division of the company and in the group's main subsidiaries, are grouped together into a single network.
- They meet every quarter and an Operational Risks and Internal Control Committee gathers the directors twice per year.

INTERNAL REGULATIONS

- The Aéroports de Paris S.A. internal regulations define the permanent rules of general discipline and lay out the enforcement process for hygiene, health and safety.
- They include rules of ethics and specific rules specified in the procurement code of ethics, the code of ethics for trading and market activities, and the code of ethics for information security.

FACT

- The certification issued by the French Audit and Internal Control Institute (Ifaci) for internal audit activities was confirmed in 2012.

Combating fraud and corruption

Since 2008, the parent company, and since 2011, its four main subsidiaries, have been combating corruption and fraud under a partnership with the association Transparence International France. Aéroports de Paris SA, ADP Ingénierie and Aéroports de Paris Management renewed this partnership in 2013. In accordance with our second triennial plan

for combating fraud (2012-2014), extended to the Group, we have carried out several major actions. In 2012, we strengthened our prevention plan, notably through an ethics compliance officer who is responsible for implementing and organising the plan. In addition, each manager is now invited to commit in writing to distributing ethics rules to the staff under his/her responsibility and ensuring that they are understood. We have also put in place a select committee to handle fraud, chaired by the ethics compliance officer.

CSR in our organisation

A policy driven at the highest level

The Group's corporate social responsibility policy is driven from the highest level of senior management. It is proposed by the Environment and Sustainable Development division to the Executive Committee. This division reports to the Planning and Development activity cluster, led by the Chief Development Officer, who is a member of the Executive Committee. The Audit and Internal Control division and the Security and Risk Management division ensure that risks are identified and taken into account, and they evaluate them periodically.

Three units and five activity clusters

The Environment and Sustainable Development division acts through several units.

- **The environmental and energy policy unit** manages the strategic guidelines in these two areas, ensures technical and regulatory monitoring, and provides technical support to other divisions.

- **Two regional sustainable development units** (one for Paris-Charles de Gaulle and Paris-Le Bourget and one for Paris-Orly) roll out the economic and social cooperation, solidarity and information strategies to local and territorial stakeholders. They organise discussions with partnership structures and local networks. They represent the company before local public and private stakeholders.
- **Five cross-functional activity clusters** handle specific campaigns to inform stakeholders and provide assistance to local residents, in synergy with the regional units: job, employment and training observatories; management of information to local residents; soundproofing assistance management; partnership management; Aéroports de Paris Foundation.

In 2012, two cross-functional management committees were created by the Environment and Sustainable Development division to coordinate corporate social responsibility actions: one with the Human Resources division and the other with the Purchasing division.



MAIN DUTIES OF THE ENVIRONMENT AND SUSTAINABLE DEVELOPMENT DIVISION

- **Draw up** the support agenda for environmental management across the entire Aéroports de Paris S.A. Group.
- **Provide** optimal management for noise pollution aid financed by the tax on aircraft noise.
- **Develop** strategies that enable local businesses and governments to benefit from the dynamism of Paris airports.
- **Help** local communities in difficulty.
- **Keep** local residents informed.

UNDERSTANDING INTERNAL CONTROL

- We regularly communicate, raise awareness and provide training on issues pertaining to internal control and risk management.
- In 2012, we gave priority to training on certification standards and developed a support process for divisions to strengthen their own internal control.

A policy rolled out in all units

The sustainable development and corporate social responsibility policy is applied in all of the company's functional and operational units. Each year, the Chairman and Chief Executive Officer prepares a scoping paper for the divisions. Every three months, the Environment and Sustainable Development division reports to the Executive Committee via a dashboard supplied by the divisions.

Our think tanks

To bring together airport stakeholders to examine economic, social and societal challenges, we have organised business clubs on our three main sites.

- Airport Player Clubs carry out partnership initiatives to promote and develop the airport area as a whole.

- The CSR Club, created in 2011 at Aéroports de Paris' initiative, is an operational think tank composed of 12 large companies: Adecco, Air France-KLM, Bred-Banque Populaire, Casino group, Kersus avocats associés, LCL, RATP, Ricoh France, Safran, SNCF, Veolia and Aéroports de Paris. Discussing subjects from a global perspective, the club shares best practices. It will organise awareness-raising activities and involve college students, the executives of tomorrow.
- Environment Partners Clubs bring together the environment officers of companies present in the airports. They are places to discuss environmental best practices to make the airports eco-friendly.
- HRD Clubs are designed to bring HR executives together to focus on training, employment, employee quality of life, disability and new laws.

THREE GOVERNANCE PRINCIPLES

- Improve performance in line with ethical behaviour and national and international standards.
- Manage all risks for which the company is directly responsible.
- Report to stakeholders

CONTRIBUTIONS FROM DIVISIONS TO CSR POLICY

	CSR focus	Key horizontal actions with other divisions
Airports' divisions	<ul style="list-style-type: none"> • Maintaining SME and SMI certification 	<ul style="list-style-type: none"> • Training and local initiatives
Human resources	<ul style="list-style-type: none"> • Employment policy, human and workers' rights, equal opportunities, diversity, health, and training 	<ul style="list-style-type: none"> • Training in CSR, quality of service, CSR clauses in outsourcing contracts, and social actions for local communities
Customer satisfaction	<ul style="list-style-type: none"> • Quality of service and Service University 	<ul style="list-style-type: none"> • Disseminating a customer-centric culture
Marketing, retailing and communication	<ul style="list-style-type: none"> • Relationships with the retailers in the terminals and respecting the customer 	<ul style="list-style-type: none"> • Customer satisfaction surveys
Property	<ul style="list-style-type: none"> • Services to business users in airports and environmental quality of real estate assets 	<ul style="list-style-type: none"> • Third-party environmental performance
Engineering, architecture and delegated contracting	<ul style="list-style-type: none"> • Environmental quality of the buildings 	<ul style="list-style-type: none"> • Monitoring the environmental quality of projects
IT	<ul style="list-style-type: none"> • Security and protection of personal information 	<ul style="list-style-type: none"> • Energy savings, raising awareness about IT security, and quality of service and innovation
Innovation activity cluster	<ul style="list-style-type: none"> • Roll out of innovative projects for passengers, airlines and employees 	<ul style="list-style-type: none"> • Monitoring new projects
Finance and Administration activity cluster, including Purchasing division	<ul style="list-style-type: none"> • Adherence to the Code of Conduct for Trading and Market Activities, CSR criteria in contracts, solidarity purchasing, and training buyers 	<ul style="list-style-type: none"> • Economic and social cooperation, communication about economic and social responsibility, implementation of the purchasing policy, and CSR clauses in contracts

2012 achievements



RISK MANAGEMENT

A structure optimised for snowfall

In July 2012, a collective «winter service» agreement was signed. It establishes a specific and exceptional system of planning working hours in the event of severe, inclement winter weather. Thanks to this agreement, Aéroports de Paris can provide an optimal response to its continuity of service obligation. This structure facilitates immediate, exceptional mobilisation of operational forces in which employees who are generally not involved in these tasks can also participate on a voluntary basis. These human resources support our Winter Sustainability activity clusters (PVH), put in place at Paris-Charles de Gaulle and Paris-Orly in 2011. The PVHs gather activities and resources dedicated to snow and de-icing. They define the rules, procedures and applicable operating modes.

AVAILABLE SNOW CLEARING VEHICLES

	2012	Compared to 2010
Paris-Charles de Gaulle	• 125	• +67%
Paris-Orly	• 60	• +46%

AIRPORT SAFETY

Paris-Le Bourget – on the way to certifying its SGS

The leading European business airport, Paris-Le Bourget plans to get its airport safety management system (SGS) certified in 2013, thus joining Paris-Charles de Gaulle and Paris-Orly. During 2012, everyone at the airport played a role in preparing for the preliminary audit of their SGS in February 2013. This audit, conducted by the French civil aviation safety authority (DSAC), provided the indications necessary to plan the actions required to obtain the certification in April. The certification primarily covers the compliance of operating equipment and procedures, as well as the airport safety management system which guarantees a rigorous reporting process and continuous improvement of safety. Actions planned for 2013 include raising awareness among the personnel most exposed to risks and rearranging the runway end safety areas. SGS certification is recommended by the International Civil Aviation Organisation (ICAO) for airfields that exceed the the threshold of 150,000 passengers per year.





CRISIS MANAGEMENT

A special drill

Drills are regularly performed to keep the crisis management system at an optimal level of efficiency. On the night of 24-25 October 2012, Paris-Orly staged a simulation of a plane crash. This large operation involved a thousand people, including more than 800 present at the airport. The scenario envisioned a jumbo jet, having announced a small fire during landing, coming off the runway while landing. To make the simulation more realistic, around one hundred extras were brought in - from the Paris fire brigade, the French Foreign Legion, Aéroports de Paris and the partner airline - to play the roles of victims or passengers' loved ones. France's largest civil safety drill of the year went well. However, two working groups will improve the way in which communication during a crisis is organised and how families are handled. The next drill should test the effectiveness of these two key points of crisis management.

COMBATING FRAUD

Partnership with Transparence International France Positive results

At the end of the 2011-2012 agreement signed between Transparence International France and the Aéroports de Paris group, the results are positive. Our four main subsidiaries met the objectives of their programmes. ADP Ingénierie, Aéroports de Paris Management, Alyzia Sûreté and Hub télécom have implemented ethical rules. At the Group level, we have created systems for combating corruption and fraud, and trained and raised awareness among employees on overseas assignments and expatriates. We developed an ambitious fraud prevention programme for the 2012-2014 period. Transparence International France helped us create a benchmark of the practices of eight large corporations to improve this action plan. In 2013, we will develop our systems further, promote our commitment to our stakeholders and develop new specific training modules, intended particularly for managers, new hires and new executives.

AIR NAVIGATION

From the ground to the sky

As an airport operator, we have been involved in putting in place the Single European Sky project since 2006. The project's strategic objectives are: handling a tripling of European air traffic volume with a safety level improved by a factor of ten, reducing environmental impact by 10% per flight and reducing air control costs by 50%. We are participating in this initiative in three key areas, subject to strict performance objectives.

Research and technology

Along with the Amsterdam, Heathrow, Frankfurt, Munich and Zurich airports, we are participating in several projects from the Sesar research and development programme for high-performance air traffic control infrastructures.

Aviation safety

We have put in place a runway protection lighting system at Paris-Charles de Gaulle for pilots and vehicle drivers and improved the geolocation functions of vehicles at Paris-Charles de Gaulle and Paris-Orly. This helps increase the level of safety of plane movements.

Effectiveness of flights and environment

We are implementing the Collaborative Decision Making (CDM) concept, for which Paris-Charles de Gaulle was labelled a «CDM-Airport» in 2010 by Eurocontrol, the European organisation for the safety of air navigation. It has been rolled out at Paris-Orly since 2012. Thanks to this tool, we have helped smooth out air traffic and optimised plane traffic on the ground. At Paris-Charles de Gaulle, the average aircraft taxiing time for departures was cut by 10% between 2007 and 2011, saving 17,000 metric tons of CO².

2012 Panorama

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Augustin de Romanet succeeded Pierre Graff as Chairman and Chief Executive Officer

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The Group enters new SRI indices

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Updating of the internal control and internal audit charters

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Encouraging **professional development**

A fresh momentum

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Respecting equal opportunities

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Employee health and quality of life

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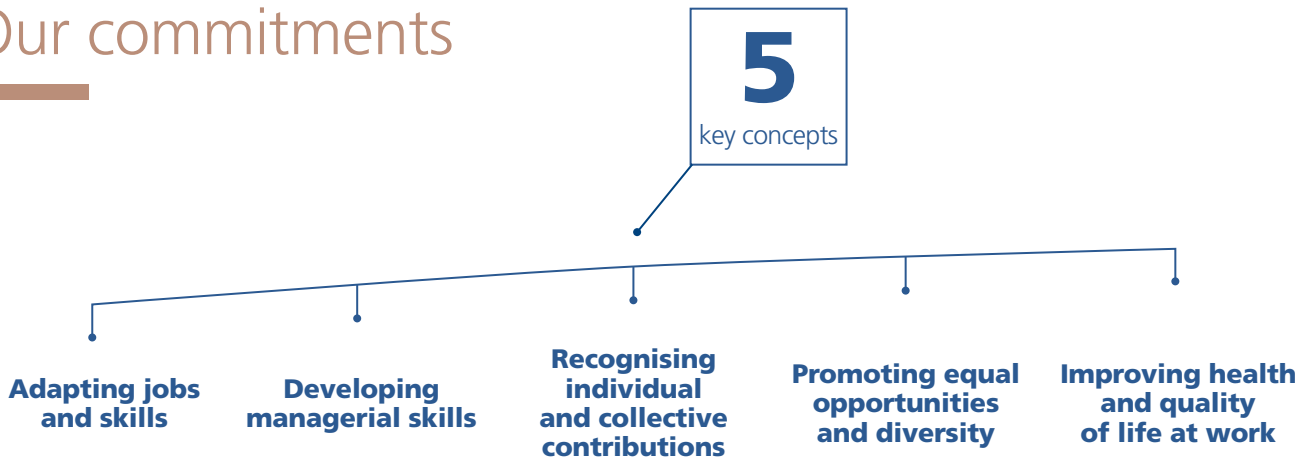
Different perspectives

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2012 achievements

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Our commitments



6
priorities

	2015 Objectives	2012 Key actions
Quality of employment conditions	<ul style="list-style-type: none"> Objectivité et transparence des systèmes de rémunération 	<ul style="list-style-type: none"> Recognition of skills in management remuneration schemes
Managing jobs and skills	<ul style="list-style-type: none"> Quality of job management Skills development and employability 	<ul style="list-style-type: none"> GPEC (jobs and skills management system) rules defined for a three-year period 6,324 people trained in 2012 "Mobility spaces" for managers Career and Mobility activity cluster for management of non-managers
Quality of working conditions	<ul style="list-style-type: none"> Protecting health and safety Organising work time carefully 	<ul style="list-style-type: none"> Assessment of work hardship factors Audit of health and safety organisation Ongoing actions to support parents
Professional and social relations	<ul style="list-style-type: none"> Promoting employee participation Promoting social dialogue and collective bargaining 	<ul style="list-style-type: none"> 80 ideas generated each year through participatory innovation efforts Agreement on union rights Managers' participation in negotiations with social partners
Non-discrimination	<ul style="list-style-type: none"> Preventing discrimination and promoting gender equality Preventing discrimination and promoting equal opportunities for vulnerable groups 	<ul style="list-style-type: none"> Higher percentage of women in management Elimination of the pay gap Agreements on the employment of people with disabilities Testing of anonymous curriculum vitae
Respect for fundamental human rights	<ul style="list-style-type: none"> Preventing human rights violations 	<ul style="list-style-type: none"> Signatory to the Global Compact Alert procedure in the case of harassment and mediation system

This roadmap shows progress points over the medium term (2012-2015).

Starting ◀ **On-going** ▶ **Advanced** ⬇ **Attained** ●

A fresh momentum

A year of ambitious projects

The success of our corporate strategy lies with the men and women of Aéroports de Paris. Our employee policy stimulates individual and collective empowerment and social responsibility within balanced labour relationships. This balance is based on respect for diversity, equal opportunities, health and quality of life at work. Several projects that were initiated in 2012 will start to bear fruit in 2013, particularly with respect to career paths, mobility and training.

A new organisation

In 2012, the Human Resources division was reorganised to make it more accessible and responsive to managers and employees. We are gradually restructuring the local HR function to improve its overall effectiveness in 2013. The Human Resources division is also taking action at the Group level. It is assisted by a Human Resources Committee that lays down common Group directions for Aéroports de Paris SA and its subsidiaries. The Group Committee presents the company's strategic directions to the social partners.

Guaranteeing respect for human and workers' rights

The Human Resources division makes sure that human and workers' rights are respected within the group. It plays an active role in instilling these values in the company's stakeholders and also helps implement the CSR policies that fall under its responsibility. As such, it has developed tools to be used during the tendering and contract performance phases to ensure service providers' compliance with employee-related policies. In 2012, it signed, along with our

Environment and Sustainable Development division, the national commitment for the employment of residents of priority neighbourhoods for urban development.

Managing careers

Jobs and skills management system

The year 2012 was marked by the unilateral implementation of the 2012-2015 jobs and skills management system (GPEC), in the absence of an agreement with the social partners. Building on the previous programme, the 2012-2015 GPEC puts developing individual and collective skills at the heart of its priorities. It requires that information on jobs and job trends be shared more frequently within the company. Analysis tools will continue to be developed with a greater emphasis on the operational aspect. GPEC will thus encourage dynamic career path management, modifications to our training programmes and support for mobility to respond to the company's challenges and employees' interests. The professional appraisal meeting, which was automated for managers in 2011, will be rolled out in 2013 for non-managers.

New career prospects

Against the backdrop of cost controls and downsizing at the parent company, we have pursued a hiring control policy and encouraged internal mobility. Mobility opens doors to rewarding careers while making it possible for the company's resources to continuously adapt and respond to the Group's needs. Employees have access to a website dedicated to career mobility where they can consult job openings within the Group. This website maps out the various

THE HUMAN RESOURCES DIVISION'S FIVE ACTIVITY CLUSTERS

- Development of skills, employment policies and working conditions
- Labour law, risk prevention and labour-management relations
- Remuneration and benefits
- Recruitment and development of strategic managers
- Coordination of the local HR function and of the division's internal control

WE LISTEN TO OUR EMPLOYEES

- All our employees are regularly asked to share their perception of the company. The results of this anonymous poll, run by an outside firm, are used to draw up the employee-satisfaction survey, which is presented to employees during the first quarter of the subsequent year. The employee-satisfaction survey helps managers improve internal communication and identify improvement actions.
- Since 2011, the survey has included questions on psychosocial risks.
- In 2011, we also instituted an annual survey on managers' satisfaction with HR services.



Supporting mobility projects

The Career Path activity cluster advises, guides and supports employees as they pursue their career goals. The Mobility Committee helps by pooling the company's needs and employee career plans. To accelerate the mobility process, we are now considering relaxing the restrictions in the Articles of Association that limit exchanges with our subsidiaries.

jobs and their corresponding descriptions and provides recommendations and tools to enable employees to play an active role in determining their career path. It also informs them of the resources at their disposal: long-term training, validation of learning through experience (VAE – *valorisation des acquis de l'expérience*), career assessments, skills review, and CV workshops.

For managers

Since January 2011, our Managers project has recognised manager performance and provided tools to motivate managers. It includes a system for setting clear, measurable, individual goals, a new method for managing professional development, a dynamic remuneration scheme and a flexible promotion plan. Mobility spaces for managers, tested in 2011, are being rolled out. These programmes help our employees identify gateways between jobs.

Our managers communicate our employee-related policies. They set the objectives for their units in terms of their workforce, develop skills and help employees make their career goals a reality. They disseminate corporate culture and help prevent risks. We are increasingly including them in the discussions on our changing employee-related policies so that they fully embrace the strategic and human dimensions.

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Recognising individual commitments

Our wage policy aims to reward the contributions made by our employees. The Group is offering interesting remuneration packages with very good health insurance/retirement benefits.

The 2012 wage agreement

The wage agreement of 9 February 2012 resulted in a company-wide wage increase of 0.7%, supplemented by a specific measure concerning the pay scale for entry-level jobs and the inclusion of bonuses in basic salary, with the effect of increasing wages. The agreement provides for new funding to close the salary gap between men and women, and to increase the payment to the Chèque Emploi Services Universel (CESU) programme and the company's mutual insurance company contribution. The new compensation system for managers, launched in 2011, accounts for the quality of the manager's contribution as well as skill development. The variable portion of this compensation, which depends on the extent to which targets were met, is being gradually increased over time.

Pay equity

In keeping with our commitments, we conducted the second annual analysis of the wage gap between men and women. A budget of €123,000 was allocated to reduce these gaps. We repeat these assessments each year.

New profit-sharing agreement

For financial year 2012, Aéroports de Paris SA paid its eighth share-holding premium and its 25th incentive bonus. A new profit-sharing agreement was negotiated for the 2012-2014 period. It comprised three criteria for 2012: economic performance, customer satisfaction and lost-time injury rate.

Balanced employee savings

Employees have access to a balanced and comprehensive employee savings programme, composed of a Group savings plan (PEG) and a retirement savings plan under the collective Group pension plan (PERCOG). In 2011, the scale for contributions made to the employee share ownership fund under the PEG and into the PERCOG funds was negotiated for a period of five years.

EMPLOYMENT FIGURES FOR 2012

Group workforce ⁽¹⁾	→ 9,035
New permanent hires	→ 128
Manager incubators ⁽²⁾	→ 5
Work-study contracts	→ 225

(1) Excluding commercial joint ventures

(2) Aéroports de Paris SA

AÉROPORTS DE PARIS SA DATA

Discretionary profit sharing (in thousands of euros)	→ 7,761
Average gross premium (in euros)	→ 1,170
Compulsory profit sharing (in thousands of euros)	→ 15,915
Average gross premium (in euros)	→ 2,400
Diversified employee savings at 31/12/2012 (in thousands of euros)	→ 77,472
Number of investors	→ 8,614
Employee shareholding at 31/12/2012 (in thousands of euros)	→ 93,870
Number of investors	→ 6,331

→ 79% of Aéroports de Paris employees are shareholders via the Aéroports fund. These employees owned a 1.7% equity share at 31/12/2012.

Respecting equal opportunities

Our corporate agreements and proactive policy require that we promote social and gender diversity and equal professional opportunities among our employees. As the Group is a signatory to the Global Compact, we fight against discrimination.

Gender equality, disabilities, senior

Communicating our values internally

We pay special attention to informing all divisions and employees of our commitments. Employees are kept informed through internal media and publications, during seminars or at national events. Our managers, staff representatives and the network of human resources correspondents attend special training sessions.

Gender equality

All employees received a booklet on gender equality in 2011 and are given awareness training on a regular basis. The third agreement on professional equality between men and women covers the 2011-2013 period. In compliance with the latest regulatory requirements, its purpose is to ensure equal pay, promote gender parity and facilitate the reconciliation between professional and personal life. While the proportion of women in the company has stabilised at 38% over the past three years, the rebalancing of men and women in the corporate hierarchy is showing solid progress. In 2012, the company implemented salary adjustment measures for 79 employees; in 2011, it did so for 120 employees.

A new agreement on disabled workers

The eighth agreement on the integration of disabled people was signed in December 2012 for the 2013-2015 period, strengthening the provisions of the previous agreement. It targets a 6% employment rate and provides for a more ambitious hiring plan, as well as increased purchasing from relevant sheltered sectors. This agreement establishes a monitoring committee and indicators. Similar to the previous agreement, it applies to anyone caring for a disabled child or spouse and establishes programmes to provide housing and travel assistance. The Disability team serves as the special, dedicated point of contact for disabled workers. Employee volunteers act as "integration coaches" for new hires with disabilities.

Senior employees

The provisions of the three-year corporate agreement on seniors' jobs and job retention, which ended this year, have been maintained for 2013. Negotiations on the generation contract will begin in the first half of 2013.

Diversity

In 2010, out of a desire to bring about a more consistent diversity policy, we asked the *IMS Entreprendre pour la Cité* association to conduct a Diversity diagnostic. The human resources management tools and procedures resulting from this diagnostic are now helping us improve diversity within our company.



GENDER EQUALITY (as %)

Women recruited on long-term contracts



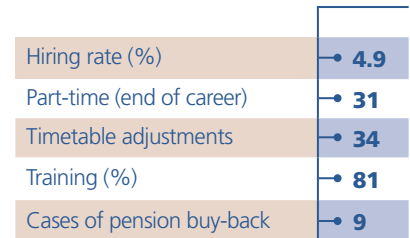
Women managers and high-level supervisors



Women promoted



SENIOR EMPLOYEES 2010-2012



DISABLED WORKERS HIRED (number of people)

Scope: Aéroports de Paris SA

	2010-2012		2013-2015
	Agreement	Actual total	Agreement
Long-term contracts	11 (minimum)	12	15 (minimum)
Assisted / fixed-term contracts	20	25	24
Work-study contracts	9	5	8 (minimum)
Interns	15	15	20

6%

Disability: targeting a 6% employment rate.

Employee health and quality of life

Our workplace health and safety policy is based on prevention and the notion that work should be adapted to the worker. It is communicated to employees on a regular basis.

Our organisation and programme

Eight committees on health, safety and working conditions (CHSCT) are spread over the Aéroports de Paris sites, and 20 safety officers have been assigned to operating and functional divisions. In 2012, we created an inter-departmental CHSCT which will be operational in 2013. It will be consulted on cross-cutting issues. A multidisciplinary medical and technical commission brings together occupational-health doctors and the officers specialising in occupational-hazard prevention under the leadership of the Director of Human Resources. This commission decides on additional areas of study to support the annual prevention plan.

Six areas of focus in 2012

Our 2012 annual plan for the prevention of occupational risks draws on the 2010-2014 Health at Work plan (*Plan santé au travail*) of the French Ministry for Labour, Employment and Health and on the regulatory provisions applicable to work hardship. In 2012, it focused on six areas: work hardship, psychosocial risks, concurrent activities, chemical risks, isolated and hazardous work, and workplace and commuting accidents.

Conventional risks

We have tracked the risk of asbestos at the three airports and in 2012 we developed a training course that addresses this issue specifically. Traceability procedures for chemical risks are operational, as well as for exposure to asbestos, noise, vibrations and ionising radiation. Our staff are made aware of the new labelling of chemicals to protect them from the risk of carcinogenic, mutagenic and reprotoxic agents (CMRs). A plan to implement alternatives to CMRs

is currently being drawn up. A methodology has been developed for tracking employees' exposure to chemicals, which should lead to implementation of procedures and a methodology for monitoring exposure limit values in 2013 and 2014. We have also worked to identify hazardous, isolated workstations, implemented preventive measures and established the technical specifications for the alert equipment we would like to purchase.

Pedestrian and road traffic

Pedestrian and road risks accounted for 68% of workplace accidents in 2009 and only 40% in August 2012. In 2013, we will continue to pursue the actions initiated three years ago. Signage has been installed at all of our sites to prevent falls to the ground and on stairways. The analysis of pedestrian routes continued. In 2013, we plan to develop an internal policy for road accident prevention and to pinpoint the "black spots" on the roadways of the three airports.

Work hardship

In 2012, we completed a hardship audit by job and by degree of hardship and identified exposure levels. Measures to prevent and reduce work hardship are being developed. An agreement or action plan should be concluded in 2013.

Psychosocial risks

Prevention agreement

A methodology agreement on psychosocial risk prevention was signed in 2010. Negotiations continued with the social partners to reach an agreement on the substance in the first half of 2013. We stepped up our efforts to educate managers and executives in 2012. We would like them to better account for the challenges of preventing psychosocial risks in their practices. These risks are now factored into the reorganisation process, from design to implementation. We conducted a preliminary diagnostic to assess the psychosocial risk factors to be included in the Single Document.

EXPATRIATES

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

FACT

- A regulatory oversight tool for "health and safety in working conditions and the environment" was deployed in all operational units and will be supplemented in 2013 with a compliance analysis tool for the implementation of corrective measures.

RATE OF ACCIDENTS AT WORK

Scope: Aéroports de Paris SA

Accidents at work



Frequency rate



Severity rate



Different perspectives

One structure

Our interdisciplinary alert network tasked with detecting psychosocial risks consists of occupational-health doctors, the social department, managers and CHSCT representatives. An internal mediator has been appointed to start a dialogue and find appropriate solutions, and to alert the Human Resources division to any collective malaise or problems arising from organisational change. A group resource identifies and treats individual cases of unhappiness at work.

Quality of life and health

Work-life balance

Our employees can take advantage of the CESU programme as per the conditions set forth in the agreements on gender equality and the employment of disabled people. These cheques are awarded to pay for services for young children, housing, extracurricular activities and disability support. The company has allocated €50,000 to the CESU programme. People with disabilities receive additional aid to adapt their homes and vehicles or to finance a different method of transport. Two inter-company nurseries have been available to employees since 2006 and 2009, respectively, at Paris-Charles de Gaulle and Paris-Orly. An intranet site has just been created this year to help employees find housing. The Health Protection Committee's intranet site provides nutrition, hygiene and fitness advice. In 2012, introductory classes in relaxation therapy were offered.

FACTS

- Aéroports de Paris is a member of a network of large companies, moderated by ANACT, to discuss experiences of psychosocial risk.
- Our Occupational Health Department has joined the national *Évolution et relations en santé au travail* (Evrst) initiative, which monitors occupational health issues.
- Paris-Charles de Gaulle is OHSAS 18001 certified (occupational health and safety).



Catherine Benet
Human Resources Director of
Aéroports de Paris

Encouraging manager involvement

C.B. : As soon as I took office in 2011, I made it my priority to position the HR function as a strong and legitimate partner for its stakeholders to ensure that our HR policies meet their expectations. To do this, we had to listen more closely to managers. In addition to providing them with support and guidance via reliable and innovative solutions, we also had to bring them into the project management process: engaging with all the other divisions on HR projects means creating a managerial community that shares the same vision, values and practices alongside a unified HR function at the central and local level. This approach, which rewards grassroots initiatives, encourages their implementation throughout the Company. We are now experiencing a period of profound change. The Human Resources division will not settle for merely supporting this change at the operational level. This new closeness gives us the opportunity to reaffirm our role as a responsible employer so that this dimension can be fully incorporated into the organisational design.

F.G. : The Paris-Charles de Gaulle site accounts for a significant percentage of the company's staff, which implies considerable social responsibilities for my managers and myself. We naturally rely heavily on the support of the Human Resources division. I have high expectations for the new organisation in place since 2012, and in particular I expect it to be an effective partner for implementing mobility policies. I also welcome the initiative to involve managers in developing our HR policies, as this helps us, as a stakeholder, with their implementation. We have therefore been involved, since this year, in the draft corporate agreements relating to our employee-related commitments. This is an important step. The rules defined in this manner will more closely correspond to our operational realities and will be easier to implement. I believe the framework for our actions and discussions is more structured. We will feel better equipped to carry out our social responsibility. The Human Resources division also periodically assesses our satisfaction with HR services. We can voice new expectations, such as that of jointly reflecting on the conditions for optimising the work environment.

Franck Goldnadel
Managing Director
at Paris-Charles de Gaulle airport



2012 achievements



PARTICIPATORY INNOVATION

When ideas abound

Prevention, health, crisis and welcome

Our employees submit more than 50 ideas each year through the Innov'idées participatory innovation effort. The best proposals are implemented and presented at the special initiative day, which celebrated its 20th anniversary in 2012. The four prizes awarded this year concerned prevention and health, crisis situations and passenger welcome.

- At Paris-Charles de Gaulle, three people from the Baggage Process activity cluster prepared a laminated pocket-sized cheat sheet to help employees who are not 'welcome specialists' assist passengers that ask them questions,
- A logistics agent suggested that the carts available to passengers be modified so they can quickly transport stretchers to the designated shelter areas in the event of a crisis,
- At Paris-Orly, two maintenance technicians invented a system for cleaning the thermoelectric refrigerator plant's cooling towers which reduces the risks of legionellosis and of accidents, and the arduousness of the task,
- A Car Parks and Access Roads manager asked a make-up consultant to give a demonstration to female Car Parks agents who would like to learn how to enhance their image.

PARTICIPATORY INNOVATION

Software to keep the ideas flowing

In early 2012, we implemented new software for gathering and processing ideas suggested by our employees. This intuitive tool is accessible to all employees from our intranet and extranet networks. This new interface enables originators of new ideas and their managers to track the fate of their proposals in a transparent manner. In 2012, we processed 80 ideas for improvements in the company's priority areas of action: efficiency, customer satisfaction, working conditions, the environment and sustainable development.

PARTICIPATORY INNOVATION

Screening and fire-safety developments

Three initiatives were also selected by our Innov'idées committees.

- At Paris-Charles de Gaulle, two employees created a security control staging area for staff, as a way to bypass the passenger lines. This makes priority access to screening checkpoints for staff unnecessary. Passengers see it as a sign of courtesy. Passenger flows have improved by 30%.
- At Paris-Orly, an employee equipped the screening checkpoints with a mirror. Security agents can thus verify the baggage carousel load behind them without having to turn their attention away from their control screen and risk letting a suspicious piece of baggage through. This system, which improves security, also benefits the passenger, as baggage is unlikely to fall off because the carousel is overloaded,
- To increase the responsiveness of the Paris-Charles de Gaulle fire-fighters, an employee designed an oversight system combined with a mapping of the site's 620 fire hydrants, which is enhanced with photos and plans. This information (updates are sent automatically) can be consulted continuously, via the intranet and Internet networks, by all those concerned. The software can be replicated at the other two airports.



2012 achievements



TRAINING

Developing skills

Training is a major lever for developing employees' skills to meet our ambitious strategic challenges, in particular that of becoming the benchmark European airport in customer satisfaction and sustainable development. The year 2012 was dedicated to implementing mandatory and regulatory security and safety training. We also developed individual job training courses to encourage employees to adapt to the company's new challenges or improve their capacity for mobility. As part of the restructuring of our Property and Information Systems divisions, we offered collective professional programmes for employees of both divisions. We also continued to coach managers on mastering management skills and supplemented the training courses they are offered with sessions on the environment and diversity. We plan to include social responsibility in 2013.

EDUCATION AND TRAINING

People trained	6,324
Hours of training given	206,026
Investment in continuing education (in millions of euros)	20.7
Internal training modules	200
CSR-related training modules	11

TRAINING

Certificate training programmes

In September 2012, six safety officers, recruited through internal mobility, were awarded a risk-prevention coordinator diploma after completing a certificate training programme held at our premises. This one-year programme was a combination of classes, personal work and professional experience, with the support of our own network of safety experts and external trainers. In March, a team of five safety officers embarked on a collective VAE (validation of learning through experience). We will capitalise on this success to expand it to other jobs starting in 2013.

EMPLOYMENT/GPEC

Finding tomorrow's talent

In order to fill positions that require rare skills, in 1999 we designed an incubator system for young managers coming from prestigious universities or having specialised master's degrees. These young graduates, hired under long-term contracts, come face-to-face with various corporate issues. We will expand this system to non-managers who perform technical jobs. We also created internal incubators. We participate in numerous job forums to attract young talent, such as the "meeting 2012", held at CNIT-La Défense and targeting young engineers.





EQUAL OPPORTUNITIES

Our Disability team

As it does each year, in 2012 our Disability team conducted awareness-raising campaigns throughout the company and introduced three forums on the employment of disabled people. During Disability Week, it participated in its second Handicafé at the Environment and Sustainable Development Centre at Paris-Orly. It also invited workers from the sheltered sectors to present their catering activity in the works council restaurants. As part of our commitment to employment and training, we signed two partnership agreements: one with the Malleterre vocational retraining school and the other with the national institute for deaf youth (INJS), the model for schools for the deaf throughout the world. The Disability team also takes part in community projects: for the "Les Bouchons d'Amour" association, it collected plastic bottle caps which are then sold to purchase equipment to help beneficiaries lead independent lives.

COMPENSATION

Helping employees decipher employee savings

Employee savings programmes can be complicated. To help our employees understand them, we publish a variety of informational and communications materials and have created an "Employee Savings" intranet page. A new Employee Savings and Pension Plan booklet was provided to all employees in September 2012. More than 150 people attended the ten employee-savings education days. The CNAV (the national pension fund) organised four pension information days, which were attended by 228 employees and were followed by 216 individual meetings.

CSR

A solidarity investment fund

Aéroports de Paris selected a corporate mutual fund (Amundi Label Actions Solidaire) in 2009. 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).

HEALTH PROTECTION

Partners and third parties

We have developed operating procedures or prevention plans for premises leased to third parties. Procedures have been drafted for the freight and waste-sorting areas. Since 2011, prevention plans have been drawn up with airline service providers in regard to baggage sorting and handling operations.

Using cinema to promote safety

Our Occupational Health department has posted on its intranet site the twenty or so Napo animated films, coproduced by seven European workplace safety and prevention organisations. These silent films show Napo and his partners dealing with risk situations. Simple yet effective, they encourage discussion about specific aspects of workplace safety.

SAFETY

Raising awareness of road risk



During the European Mobility and Road Safety Week from 17-24 September 2012, we conducted several road risk awareness-raising campaigns at our three airports. Visitors to our stands were

given information on ecodriving, on good driving practices and on new regulations, and had the option of putting themselves to the test on two-wheel or four-wheel driving simulators. Three information boards displayed a checklist of compulsory equipment for drivers, the results of "40 years of road safety" and the 2011 road accident report. Visitors could take a quiz to test their knowledge.



3

Protecting our environment

Our ambitious environmental policy

— page 32

Achievements and projects

— page 34

Combating climate change

— page 36

Improving our energy performance

— page 37

Reducing our emissions

— page 38

Preserving our water resources

— page 39

Reducing the impact of our business

— page 40

Helping our partners grow

— page 40

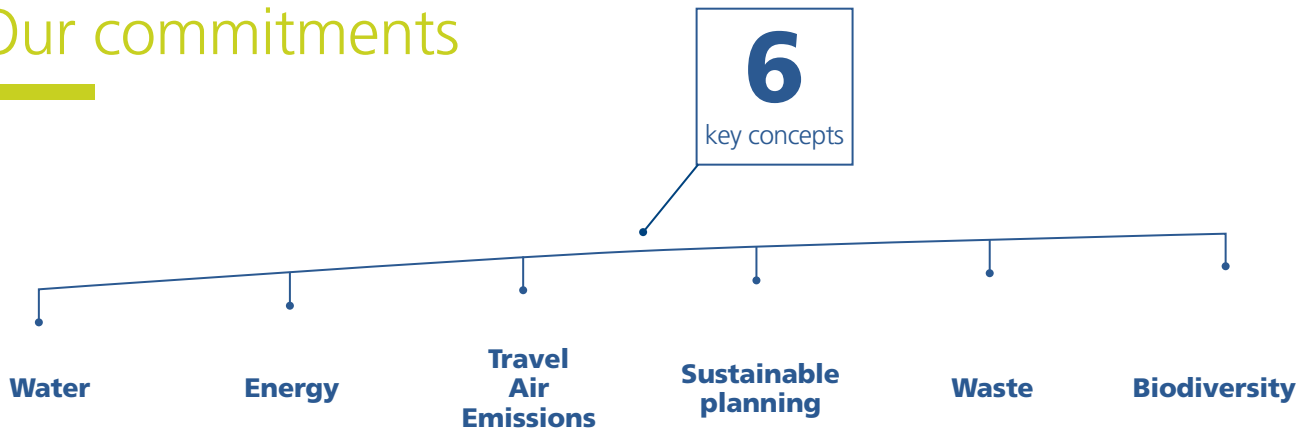
Different perspectives

— page 41

2012 achievements

— page 42

Our commitments



2015

Objectives

2012

Key actions

Water	<ul style="list-style-type: none"> Reduce internal energy consumption per passenger by 5% (compared to 2010). 	<ul style="list-style-type: none"> 1,6% reduction in water consumption per passenger since 2010
Renewable energy (RenE)	<ul style="list-style-type: none"> 15% renewable energy in our final internal consumption 	<ul style="list-style-type: none"> RenE production: geothermal power plant (2010) and biomass power plant (2012); 8.05% RenE in 2012.
Energy efficiency – HQE®	<ul style="list-style-type: none"> Design/construction of new buildings Rehabilitation of existing buildings 	<ul style="list-style-type: none"> HQE® certification of the new freight terminal and Satellite 4 at Paris-Charles de Gaulle Implementation of LED lighting systems
Carbon (CO₂) footprint	<ul style="list-style-type: none"> Airport Carbon Accreditation (ACA) for the three main airports 	<ul style="list-style-type: none"> ACA Level 3 obtained by Paris-Charles de Gaulle and Paris-Orly in 2012 and Level 2 for Paris-Le Bourget
Travel and transportation	<ul style="list-style-type: none"> Implementation of inter-company travel plans (PDIE) 	<ul style="list-style-type: none"> Signing of the Paris-Orly PDIE charter after that of Paris-Charles de Gaulle in 2011.
Waste	<ul style="list-style-type: none"> 30% recycling of general waste Sorting of passenger waste 	<ul style="list-style-type: none"> Trial of a platform manager for improved sorting at Paris-Charles de Gaulle Implementation of dual-compartment waste bins in the airports in 2012
Biodiversity	<ul style="list-style-type: none"> -5% reduction in the use of pesticides Biodiversity action plan 	<ul style="list-style-type: none"> New equipment limiting consumption at Paris-Orly Identification of flora at Paris-Charles de Gaulle

This roadmap shows progress points over the medium term (2012-2015).

Starting (○) **On-going** (◐) **Advanced** (◑) **Attained** (●)

Our ambitious environmental policy

We aim for excellence

One ambition

We have been committed to sustainable development for over twenty years. We base our actions on the ISO 14001 certification of our primary sites and the development of energy management systems consistent with ISO 50001. This proactive approach focuses on the reduction of the environmental impacts of the company's activities. Pursuant to our 2011-2015 strategic plan we hope to become the European benchmark in sustainable development and corporate social responsibility.

Resources dedicated to action

Updated in July 2012, our environmental policy breaks down into five themes derived from the Grenelle Environment Summit: energy, water, air and emissions, waste

and biodiversity. It will be completed by the implementation of our strategy for sustainable planning. The implementation of our policy is based on the daily involvement of our units and our workers, but also on the longevity of the resources dedicated to it.

A consistent organisation

With the support of a network of Environment and Energy Officers across the Group, the Environment and Sustainable Development division provides cross-functional management of the company's environmental policy. It undertakes an annual performance review and produces a dashboard built upon several environmental indicators, which is presented to the Executive Committee every quarter. The Sustainable Development Steering Committee, created in late 2010 is the decision-making body for application of our environmental policy.



COMPLIANCE

- To facilitate tracking of regulatory compliance, the Environment and Sustainable Development division has deployed a tool for regulatory monitoring and each division conducts regular external compliance audits.

€4,9m

During 2012, expenditure to prevent and manage the environmental impacts of our activities represented €4.9 million.

OUR STRATEGIC OBJECTIVES

	2015 objectives
ENERGY	<ul style="list-style-type: none"> → 25% reduction in internal CO2 emissions (compared to 2009). → 12.5% reduction in internal consumption per square metre (compared to 2009). → 15% minimum increase in renewable energy in final internal consumption.
WATER	<ul style="list-style-type: none"> → 5% reduction in internal consumption per passenger (compared to 2010). → Offset newly sealed surfaces by storage capacities. → Improve rainwater management.
TRAVEL, AIR AND EMISSIONS	<ul style="list-style-type: none"> → 10% reduction in CO2 emissions from the light utility vehicle fleet (compared to 2010). → Deploy the Paris-Charles de Gaulle and Paris-Orly inter-company travel plans (PDIE). → 10% reduction in aircraft taxiing times at Paris-Charles de Gaulle (compared to 2007). → Contribute to limiting the use of auxiliary power units of aircraft motors (ApU). → Renew Airport Carbon Accreditations for the three airports. → Continuous monitoring of ambient air quality at airports; real-time information in collaboration with Airparif.
WASTE	<ul style="list-style-type: none"> → Reduce all of our waste at source. → 30% recycling of non-hazardous waste. → 5% reduction in paper consumption (compared to 2010) and adoption of environmentally-friendly paper supply only.
BIODIVERSITY	<ul style="list-style-type: none"> → Inventory of the flora and fauna at our main sites. → 5% reduction in pesticide use (compared to 2010). → Recommendations on preserving biodiversity in the planning guides.

Toward a sustainable planning policy

Our planning projects now address landscaping, 'soft transport', rainwater management, renewable energy and the collective heating and cooling networks. We have mandated a specialised firm to study and design a sustainable planning guide in 2013. We are members of the Advantacity competitive cluster. This cluster brings together 172 companies, 30 higher-education and research establishments and 31 local authorities to promote the creation of research projects focused on sustainable planning. Research financed by the cluster will cover projects in areas as diverse as carbon-free energy, water network rehabilitation and highway traffic management.

Our management systems are certified

Integrated management

Our actions are founded on certification of the environmental management systems (EMS) of our main sites, in accordance with ISO 14001. The EMS of the Paris-Charles

de Gaulle, Paris-Orly and Paris-Le Bourget airports, as well as the heliport at Issy-les-Moulineaux, have been certified since 2001, 2002, 2005 and 2009 respectively. The integrated management system (IMS) at Paris-Charles de Gaulle, based on compliance with quality management standard ISO 9001, management of occupational health and safety standard OHSAS 18001 and ISO 14001, had its certification renewed in March 2012. The Paris IMS was preaudited in 2012.

Inform and raise awareness to motivate

To ensure their longevity, these processes require the commitment of all employees at every level in the company. We are systematically training all employees required to work in environmental areas. In addition, training days for new hires, both management and non-management, include elements to raise awareness of these issues. The Environment and Sustainable Development division distributes a bimonthly technical environmental watch bulletin and maintains a system for electronic document management.



THE ENVIRONMENTAL PREVENTION HANDBOOK

In 2012 a group of environmental and work-safety specialists at Paris-Charles de Gaulle distributed, to one operating unit, a handbook on:

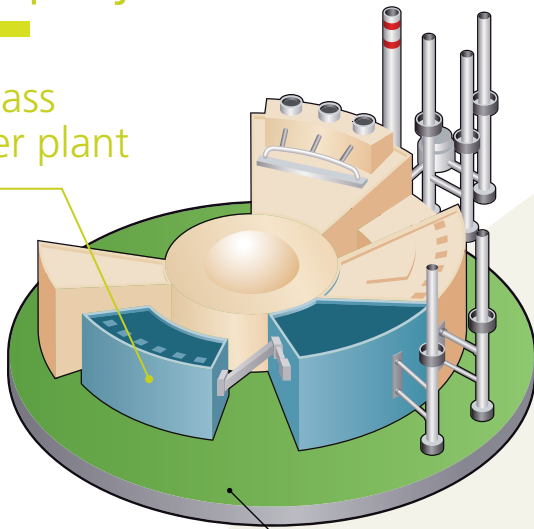
- sorting office and workshop waste;
- the environmental impacts of work sites;
- management of hazardous waste;
- regulatory signage;
- and the procedures to follow in the event of pollution. This handbook may be distributed in other units in 2013.

A new training programme

The technical training programme specialising in environmental issues was revised in 2012. Common core training is designed to present the regulatory framework. Depending on their particular needs, employees can take specific modules on water management, air, waste management and classified facilities. Two additional modules are being finalised: «polluted soils» and «managing energy». A generalist module has also been designed to make managers aware of the environmental problems that they may face. Training on sustainable development, ISO 14001 and environmentally-responsible procedures is ongoing. A course on Environmental and Social Responsibility (ESR) is currently being drawn up.

Achievements and projects

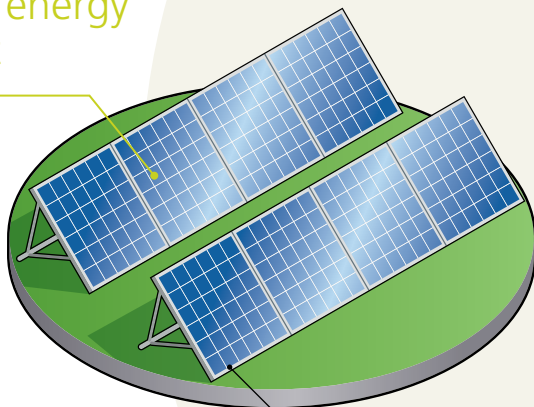
Biomass power plant



1

Two wood-fired boilers will eliminate **18,000 tonnes of CO₂** emissions per year (2012) (page 43)

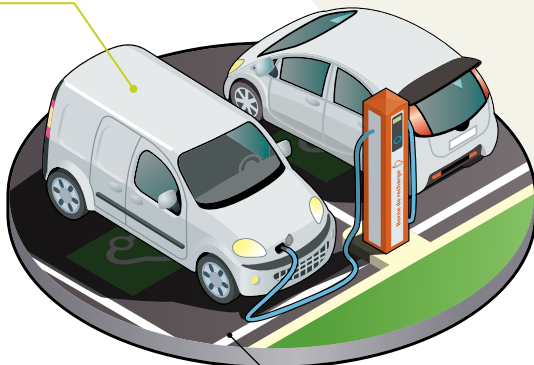
Ground-based solar energy plant



2

The **190-kWc** solar power plant will supply the Environment and Sustainable Development Centre (2013) (page 43)

Electric vehicles



3

Dedicated **recharging station** for our fleet of electric vehicles (page 43)

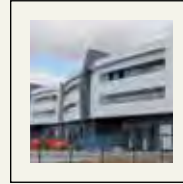


Biodiversity

More than **800,000** trees and shrubs inventoried at Paris-Charles de Gaulle

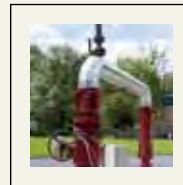


Boiler of the biomass plant

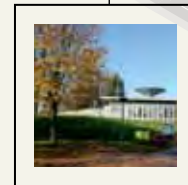


Building GB3

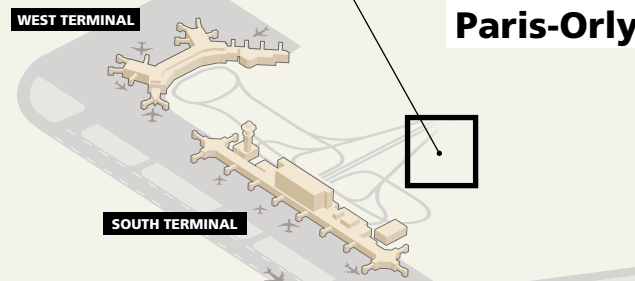
HQE®-certified (2012) freight station



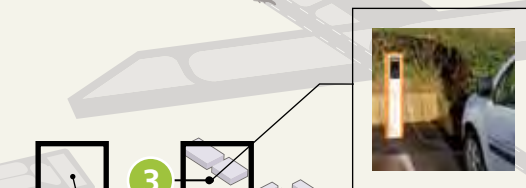
Geothermal power plant (2011)



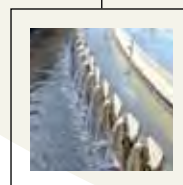
Environment and Sustainable Development Centre



Paris-Orly

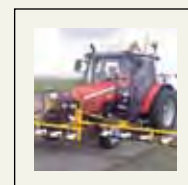


Electrical recharging station



Wetland filtration

Complete water decontamination (page 45)



Green spaces

Reduced pesticide volumes (page 44)

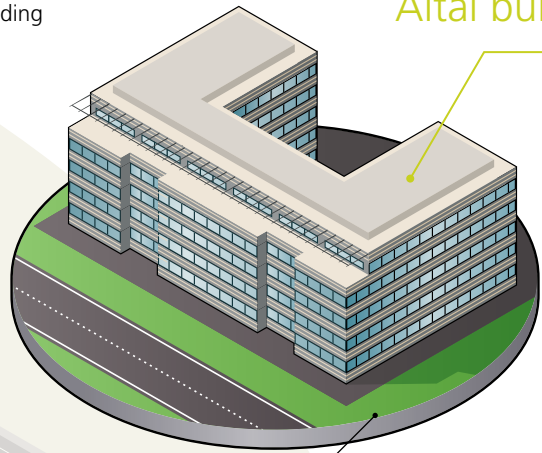
Paris-Charles de Gaulle



Solar panels on the roof of the Altaï building



Vertical garden (Satellite 4)

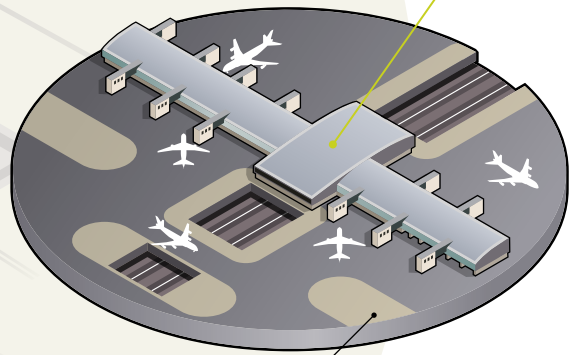


Altaï building

4

13,250 m² of office space awarded HQE® certification and the BBC-Effinergie® label (2012) (page 43)

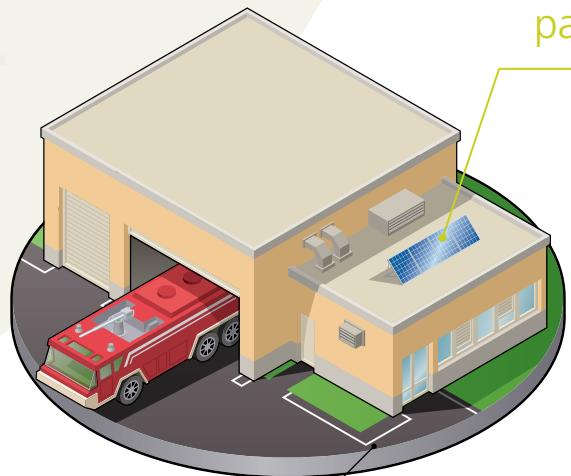
Satellite 4



5

100,000 m², HQE®-certified (2012) (page 43)

Solar thermal panels



6

Solar energy for hot water at the fire station (2011)



Fire station

A/C link
Rainwater recovery (2012) (page 44)

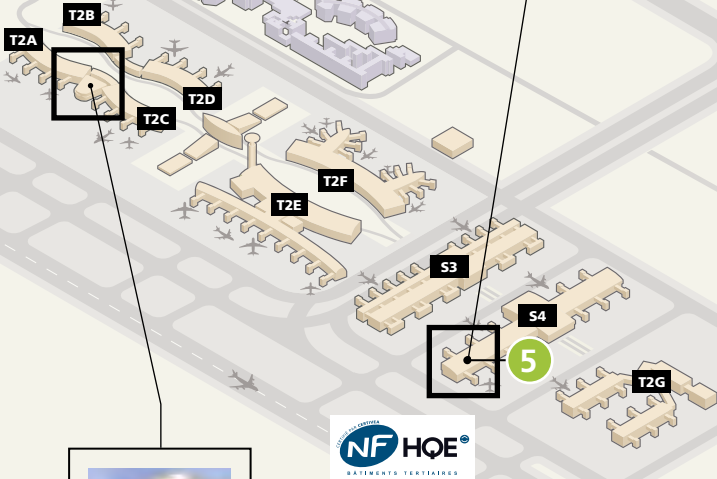
Rainwater recovery from the roof of the energy plant

6

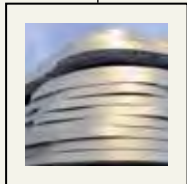
Paris-Le Bourget



4



5



6

Combating climate change

A high level of objectives

Improving energy performance

In line with the recommendations of the Grenelle Environment Summit, we made commitments to fight climate change. Our 2011-2015 strategic plan sets a target for a 12.5% reduction in primary energy consumption per square metre of building consumption between 2009 and 2015, requiring an average 2.2% improvement per year in energy efficiency. By this same deadline, sources of renewable energy should represent the equivalent of 15% of our final internal consumption.

25% reduction in greenhouse gases

The overall objective is to reduce our greenhouse gas (GHG) emissions by one quarter between 2009 and 2015, for an equivalent level of service. In accordance with this, the Energy unit of the Environment and Sustainable Development division has developed a policy based on the ISO 50001 energy management standard. A diagnostic was performed in September 2012 by Afnor to evaluate our situation with respect to the

requirements of this new standard and to identify the actions to carry out for possible certification.

Renewable energies

Solar energy

We are committed to producing and using renewable energy from solar sources. A solar power plant of 190 kWc will be delivered at Paris-Charles de Gaulle in 2013. On a more modest scale, solar water heaters have been in operation on the rooftops of the inter-company restaurant at Paris-Orly since 2006 and the Paris-Le Bourget fire station since November 2011.

Underground and wood-powered energy

Our geothermal power plant commissioned in 2011 at Paris-Orly produces 150 MWh of heat per year. Unique among airports, it provides heating to the terminals, main buildings and hotels at the site. Its operation eliminates 9,000 tonnes of CO2 emissions per year. In 2012, we also commissioned a biomass power plant at Paris-Charles de Gaulle where two boilers will supply 25% of the heat consumed at the airport.



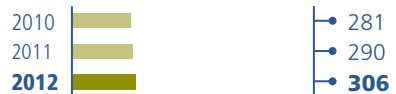
INTERNAL ENERGY

CONSUMPTION (in GWh primary energy)

Paris Charles-de Gaulle



Paris-Orly



Paris-Le Bourget



Internal energy consumption per square metre fell by **3.15%** in 2012 compared to 2009, for a reduction objective of **12.5%** by the year 2015.

3,292 kWh/year

These energy savings are obtained through the use of solar water heaters at Paris-Le Bourget.

RENEWABLE ENERGIES

in our final internal consumption (%)

→ Scope: Aéroports de Paris



30% green electricity

We entered into an electricity supply agreement at the end of 2012 under which GDF Suez guarantees that 30% of our electricity will come from renewable sources from France. As a guarantee, the energy company will present third-party certifications demonstrating that one third of the electricity we use has indeed been produced by hydroelectric dams, wind farms or solar farms.



Improving our energy performance

Managing consumption

Remote meter reading

To improve our energy performance by 2.2% annually we will need to manage our demand. This means that we must have accurate knowledge and precision management of the energy use in all of our buildings. This is the primary purpose of Gedeon. Dedicated to the remote reading of 9,213 electrical, heating and cooling meters at the three airport sites, this system is used to monitor use, optimise energy purchasing, detect deficiencies and evaluate possible gains in energy-saving projects. With a module for managing energy performance, Gedeon is also a decision-making tool for restoration and demolition projects.

Diagnosis and action

In 2012, the Property Management division began a systematic review of the energy, thermal, technical and regulatory performance of the company's buildings. This detailed audit was also carried out on elevators, baggage sorting systems and moving walkways. The results of these studies contributed to our energy and environment guidelines that set minimum rules for building design and major building renovation.

More efficient equipment

Energy-conscious lighting

Reduction in consumption is also based on equipment performance. The lighting system for certain aircraft stands at Paris-Charles de Gaulle was equipped with high output light sources. These choices improved visibility while reducing electricity

consumption. The metal halide street lamps at Paris-Charles de Gaulle were replaced by high-pressure sodium lamps. For identical lighting, the power installed is 38% lower. At Paris-Orly, LED street lamps were chosen to light the roads surrounding the reception hall. The power installed was reduced by 40%. We promote the use of natural lighting, economic light sources and automated light management in all new and renovated buildings. This procedure is part of the interior-lighting master plan that we are implementing in all our terminals.

High environmental quality

We are building and renovating our main buildings according to a demanding approach in compliance with France's High Environmental Quality (HQE®) and Low Energy Buildings (BBC) guidelines.

Three HQE® deliveries in 2012

Commissioned in 2012, Satellite 4 extends over 100,000 m² and is HQE®-certified, with a high performance shell and innovative heating and air-conditioning systems. Open in September, the GB3 freight terminal at Paris-Charles de Gaulle is HQE®-certified, as is the new Altaï office building at Roissy-pole, which also has the BBC-Effinergie® seal of approval (see page 43). In 2011, we delivered the building of the Paris-Charles de Gaulle works council, the first fully HQE®-certified service facility completed by Aéroports de Paris.

At Paris-Orly in 2018

The future connecting building linking the south and west terminals will benefit from the experience acquired in the construction of the HQE®-certified Satellite 4 at Paris-Charles de Gaulle.



LEDs

- LEDs tested for lighting certain aircraft stands at Paris-Charles de Gaulle save **59%** on electricity compared to high-pressure sodium lamps.
- They generate less light pollution since the clusters are very directional.
- They also attract fewer insects.

WIND AND SUN

- Since 2011 stand-alone street lamps equipped with a miniature wind turbines and photovoltaic solar panels have illuminated the walkway linking Orlytech to the RER C train station.

WAVES

- In application of the Wave Concept, developed in 2011, some baggage sorting systems operate in 'waves' as needs change.
- Implementation of this concept has reduced energy use, equipment wear and noise pollution.

-25%

In spite of the growing demand for IT services, **energy consumption** in the two main rooms at Paris-Orly has fallen by 25% between 2011 and 2012.

Reducing our emissions

Commitments held

In July 2012, we obtained Level 3 Airport Carbon Accreditation (ACA) for Paris-Orly and Paris-Charles de Gaulle airports, and Level 2 for Paris-Le Bourget (see page 42). Four years ahead of our objectives, we reduced the average taxiing time for aircraft at Paris-Charles de Gaulle by 10%. Anticipating the regulatory calendar, we are applying an HQE® procedure to our main real estate projects and to our requalification operations. We have reduced our internal energy consumption per square metre by more than 3.15% between 2009 and 2012 and our objective for the year 2020 is 12.5%. By commissioning a geothermal power plant at Paris-Orly, a biomass plant at Paris-Charles de Gaulle and solar water heating units, we are increasing the renewable energy portion in our energy mix. These green energies already represent 8.05% of the internal energy that we use. Our aim is to bring this figure to 15% in the year 2015.

Expanding our actions

Responsible mobility

As part of our company travel plan (PDE) implemented in 2005, we have undertaken actions aiming to reduce our employees' needs for mobility: self-service offices, video-conferencing, webcams on computer workstations. We are pooling our ideas and actions with the companies present at the three airports as part of the inter-company travel plans (PDIE). The R'Pro'mobilité charter of Paris-Charles de Gaulle was thus signed in 2011 and that of Paris-Orly in September 2012. The use of shared transit systems will be facilitated when the T7 tramway line is opened at the end of 2013, making the terminus of Metro line 7 only twenty minutes

from Paris-Orly. Access to Paris-Charles de Gaulle by RER B will be easier. The frequency of trains from the RER B Nord+ project will be increased between Paris and the airport (one train every six minutes) starting in September 2013.

A new commitment by the aviation sector

As part of the revision of the Ile-de-France plan to protect the atmosphere (PPA) that should be approved in early 2013, we will be signing a shared commitment for air transit in line with the aviation agreement. It includes actions designed to limit airport emissions.

Less fossil fuels

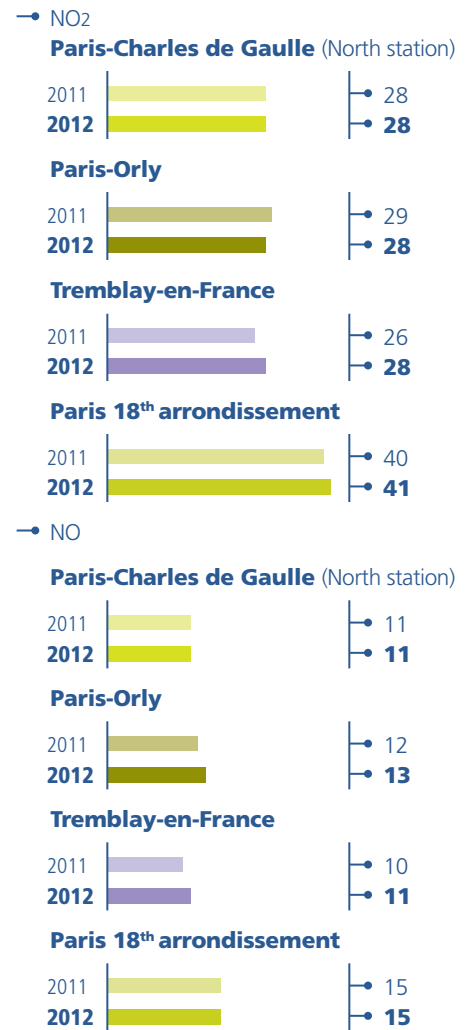
This year we received 19 electric vehicles out of 200 that were ordered. We will thus eliminate one third of the emissions from our fleet of light vehicles. In partnership with the airlines, we contributed to reducing use of aircraft auxiliary power units (ApU) by increasing the number of 400 Hz power sockets for aircraft at the stands. In 2012, all aircraft contact stands at Paris-Orly and Terminal 2 at Paris-Charles de Gaulle were equipped.

Air quality in real time

As part of the Survol study conducted by Airparif, data on air quality in the vicinity of airports in the Ile-de-France region can now be viewed in real time on the Airparif website. With its five measuring stations, our Cofrac-accredited laboratory continuously monitors the air quality at the airports. According to 2009 PRQA data, airports are the source of 6% of NOx emissions, 2% of SO2 emissions and 1% of non-methane volatile organic compounds (NMVOC) and fine particulates and 3% of greenhouse gases (GHG) in Ile-de-France.



AIR QUALITY (in µg/m³)



For further information

The website www.entrevoisins.org provides:

- the annual report covering air quality measurement and real-time data from measuring stations;
- noise measurement data.

INTER-COMPANY TRAVEL PLAN (PDIE) PARTNERS

Paris-Charles de Gaulle	<ul style="list-style-type: none"> → Air France, CIF Keolis, FedEx, GSF Concorde, La Poste and Aéroports de Paris
Paris-Orly	<ul style="list-style-type: none"> → Air France, the Orly-Rungis Economic Development Association (Ador), Customs, La Poste and Aéroports de Paris

5

Five measuring stations continuously monitor the air quality at our airports.

Preserving our water resources

Reducing our consumption and optimising treatment

Reducing demand

Our environmental policy aims to reduce drinking water use by 5% per passenger between 2012 and 2015. To fully monitor consumption at our airports, we have implemented individual water meters for the majority of airport clients. We reuse rainwater: for example, at Paris-Orly rainwater is used to cool the heating station, resulting in annual savings of 70,000 m³ of water.

Rainwater collection

Paris-Charles de Gaulle and Paris-Orly airports together contain approximately 1,500 hectares of sealed ground surfaces. Rainwater management is thus an important challenge. The water flowing over these surfaces can take up pollution. Rainwater is collected by a specific collection system then treated, if necessary, before being released back into the natural environment. We are committed to limiting and offsetting new sealing. The development plans of the two main airports envision the creation of rainwater retention ponds with a capacity of 500 m³ per hectare.

Efficient water treatment

We are improving the yields of our treatment systems. Following a number of tests, Paris-

Orly plans to implement a rainwater treatment system using a planted filter in 2013 (see page 45). This process, new for French airports, will complete the Rainwater Treatment System (STEP). The STEPs, consisting of settling ponds and physical and biological treatment, are already in use at Paris-Orly and Paris-Charles de Gaulle. They make it possible to treat rainwater, if necessary, and meet regulatory requirements for discharge into the natural environment. Our Cofrac-accredited laboratory monitors the quality of this water at the airports. This vigilance prevents non-compliant discharges into the natural environment.

Surface and ground-water monitoring

Our laboratory regularly assesses the quality of water tables located beneath the three airports. Using a network of points equipped with piezometers, we are able to track changes in the levels of the tables and their physical and chemical profiles, and undertake decontamination treatment when necessary.

Recognised management practices

In 2012 the Seine-Normandie Water Agency renewed its approval of monitoring of rainwater and waste water discharge by Paris Charles de Gaulle Airport, which was originally obtained in 2010. In 2011, the Paris-Orly Airport's authorisation to discharge rainwater into the natural environment was extended for a period of ten years.

DRINKING WATER CONSUMPTION (in thousands of m³)

→ Internal and external scope.

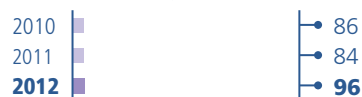
Paris-Charles de Gaulle



Paris-Orly



Paris-Le Bourget



→ These figures represent the total drinking water consumed at the Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget sites. Aéroports de Paris drinking water consumption is consolidated for each airport in our quarterly dashboard.

FACTS

→ At the three airports combined, Aéroports de Paris and its partners consume nearly **three** million cubic metres of drinking water, nearly **30** litres per passenger.

-1.6%

Consumption of drinking water declined by 1.6% per passenger between 2010 and 2012.

A comprehensive view

Concerning water, our activity is subject to regulatory requirements according to the size of our airports. We manage the complete water cycle at our sites: drinking water supply, waste water collection and the collection and treatment of rainwater. This management covers our own activities and those of third parties. Collected waste water is discharged into regional networks which take it to treatment stations in the Paris urban area.

Reducing the impact of our business

Recycling materials

Managing waste

Aéroports de Paris must manage the waste it produces. Regulations require the recycling of 75% of non-hazardous waste from our economic activity by the year 2020 and a 15% reduction in residues sent for incineration or to engineered landfills. As owner and operator of airports, we define the rules for sorting waste, organising waste collection, the placement of containers and the instructions for the transport of non-hazardous waste produced by our airports.

Developing and sharing best practices

Aéroports de Paris aims to achieve a 30% recycling rate for its waste materials in 2015. To reach this goal, we try to limit the amount of waste we produce and encourage our partners to adopt these good practices. All administrative offices in the three airports have collection bins for paper and printer cartridges to promote selective collection and recycling. Since the end of 2011, recycling containers for paper and cardboard have been located at the base of each company building. In the terminals, we are installing plastic bottle crushers near the screening checkpoints.

Since 2012 passengers have been able to use dual-compartment waste bins. Platform managers monitor the bins at Terminal 2E of Paris-Charles de Gaulle and also help our partner companies improve their sorting and recycling methods (see page 44).

Integrating biodiversity into our strategy

Reducing the use of pesticides

Owner of more than 6,000 hectares of land in the Ile-de-France region, Aéroports de Paris plays a major role in protecting biodiversity. We conducted an inventory of the many animal and plant species living on land managed by Aéroports de Paris. In 2012 we finalised a policy to improve the company's internal knowledge, restore or conserve rare species and habitats and improve communication and dialogue. We are committed to reducing the use of pesticides by 5% between 2010 and 2015. Starting in 2013, our planning and facility guides will include suggestions for the protection of biodiversity. As part of the agreement that we entered into with the General Council of Seine-et-Marne, in 2013 we will present a seminar on environmental management of green spaces.



NOISE MAPPING

- The ADP laboratory is creating an aircraft noise map for the French Civil Aviation Authority (DGAC). The noise maps are created by calculating noise areas in order to show the auditory impact of air traffic near the airports.
- These are used to create exposure maps (PEB) to assist planning around the airports. They are also used to prepare noise pollution maps (PGS), which entitle local residents located in the areas most affected by noise to receive assistance for soundproofing (see page 64).

TWO NEW BEE COLONIES

- Having already signed an agreement with the French Union of Apiculture, in 2012 Aéroports de Paris set up **three** additional beehives at the general aviation airport at Toussus-le-Noble and **five** others at Paris-Orly. We have **22** beehives at our airports in total. The honey from our hives is edible.

FACTS

- Paris-Charles de Gaulle has identified **nine** kilometres of hedgerows, **87** species of trees and **94** species of shrubs.

Helping our partners grow

Environmental Partners' Clubs

The environmental performance of the airports is a concern for the businesses and administrative facilities working there. We created the Environmental Partners' Clubs (CPE) to educate and support our airport

partners. Membership of the CPEs is open and free of charge. The Issy-les-Moulineaux heliport created its own environmental partners' club in 2012. The CPEs of the three airports perform annual reviews of their activities.

5%

We are committed to reducing our **paper consumption** by 5% between 2010 and 2015 and only using recycled paper or paper from certified, sustainably-managed forests from 2014.

Different perspectives

Events for raising awareness

Each year the CPEs draw up action plans that are monitored at annual reviews. Club members participate in national events such as National Sustainable Development Week, European Mobility Week, and European Waste Reduction Week by organising actions involving their employees. In 2012, the CPEs organised meetings to provide information on Environmental and Social Responsibility (ESR).

A site for open discussions

An extranet site for CPE members provides online tools for self-assessment of environmental performances. The site is dedicated to dialogue and information on the actions of working groups, best practices and the latest environmental legislation.

www.ecoairport.fr

Water management forum

During Sustainable Development Week we hosted a forum on best practices in water management. This forum covered new techniques such as purification, creation of wetlands favourable to biodiversity, the concept of virtual water, collection and reuse of rainwater and new techniques for air-conditioning of buildings.



Franck Mereyde

Managing Director at Paris-Orly airport

Water, a precious resource

F.M. : One of our guiding principles at Paris-Orly is to regularly improve control over our impact on the environment. The commissioning of our geothermal heating plant in 2010 enabled us to reduce our use of fossil fuels and eliminate 9,000 tonnes of CO₂ emissions per year. In 2012 we began work on a planted filter as part of a decontamination procedure that completes our physical and chemical rainwater treatment system, the STEP. It will reduce the risk of clogging the STEP in the winter when runoff is loaded with de-icing chemicals. The water discharged into the Orge river will thus be of very high quality. This project has been underway for two years already. We worked on this in conjunction with the experts from the French Civil Aviation Authority and the Seine-Normandie Water Agency, which provided us with financial assistance in engineering and construction.

D.M. : The water agencies are governmental bodies and each agency works in a river basin. Our mission is to promote balanced and joint management of water resources and help maintain the the quality of watercourses and the aquatic environment. Our financial resources are derived from fees paid by residential, industrial and agricultural water users. Our objectives are defined in a six-year water management plan called the SDAGE. The 2009-2015 Seine-Normandie water management plan sets eight goals, three of which concern companies: 1) the reduction of point sources of traditional pollution, 2) the reduction of pollution by toxic substances and 3) management of water scarcity. In the fight against pollution, we have supported the efforts of the departments of Paris-Orly airport and monitored the three phases of their project: improving water collection; studying the pretreatment of water leading to the choice of a filtering wetland; the work currently in progress. Total financial assistance for the project from the Agency amounts to €2,764,000.

Daniel Merlet

Regional Director for Paris and the Hauts-de-Seine, Seine-Saint-Denis and Val-de-Marne regions at the Seine-Normandie Water Agency



2012 achievements

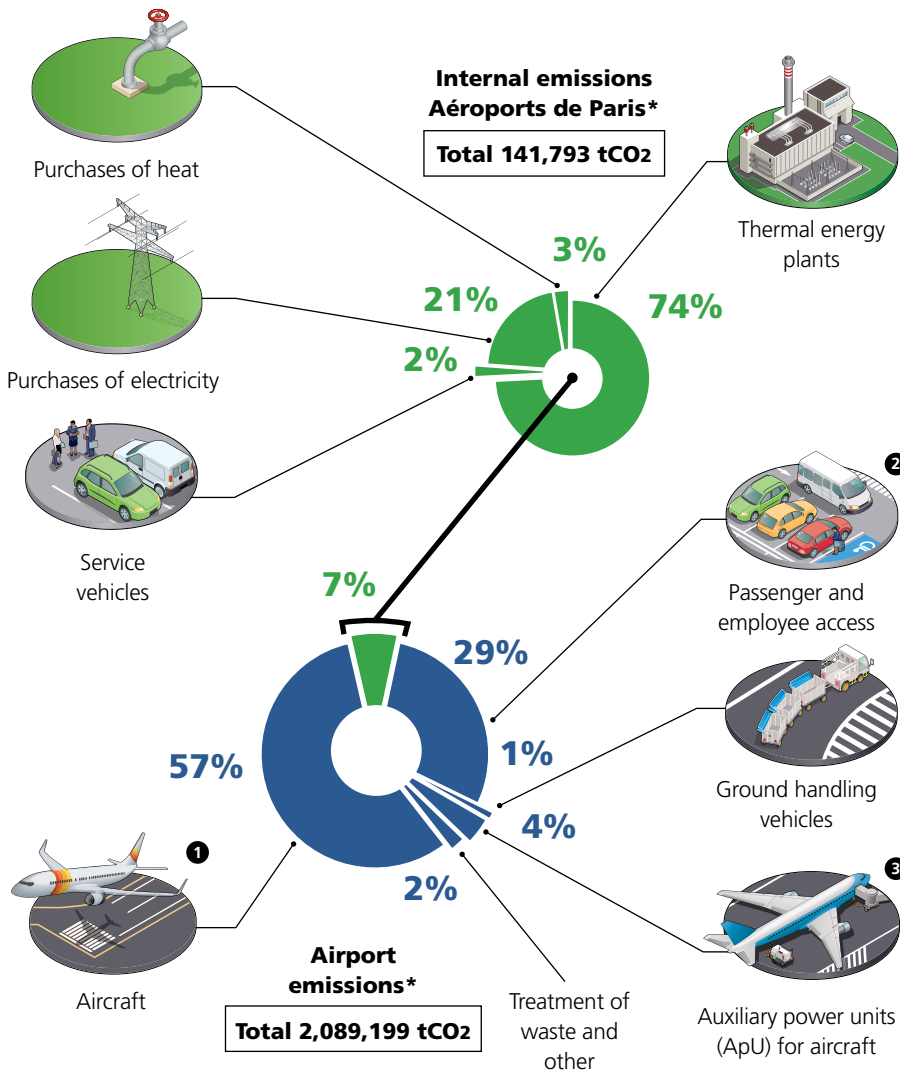
CLIMATE

Our fight against climate change has been rewarded



In July 2012, we obtained Level 3 Airport Carbon Accreditation (ACA) for Paris-Orly and Paris-Charles de Gaulle airports, and Level 2 for Paris-Le Bourget. This recognition rewards us for several years of efforts to understand and reduce our greenhouse gas emissions. Set up by ACI-Europe, the professional organisation for airports, the ACA recognises and assesses the procedures undertaken by airports to reduce their CO2 emissions. It requires checks to be carried out by an independent third party. Obtaining Level 3

accreditation means that we have a management system for our direct greenhouse gas emissions (heating stations, for example), that we have reduced these emissions, and that we have identified and attempted to reduce our indirect emissions (employee travel, aircraft emissions). It also means that we are acting with our partners to limit their emissions. Only ten European airports have obtained Level 3, including the Amsterdam airport.



* Paris-Charles de Gaulle and Paris-Orly data.

ACA Levels 1 and 2

With the commissioning of the geothermal power plant at Paris-Orly and the biomass power plant at Paris-Charles de Gaulle, we have increased our production of renewable energies. In the future these two facilities will eliminate nearly 27,000 tonnes of CO2 emissions per year.

ACA Level 3

- 1 In conjunction with the DGAC and Air France, Paris-Charles de Gaulle airport has introduced a system for local management of departures (GLD). Created as a result of Collaborative Decision Making (CDM), this IT communication tool helps to reduce the taxiing time of an aircraft, between the time it leaves the stand and its take-off. Each year nearly 17,000 tonnes of CO2 are thus prevented from entering the atmosphere,
- 2 After Paris-Charles de Gaulle, we set up a PDIE with our partners at Paris-Orly to reduce emissions related to employee travel,
- 3 We have equipped all aircraft stands at Paris-Orly and Terminal 2 at Paris-Charles de Gaulle with ground-level, electrical outlets and installed a device for providing ground-level air conditioning for the Satellite 4 contact stands at Paris-Charles de Gaulle.

ENERGY PERFORMANCE

Reducing the appetite of computers

The energy performance of our equipment and computing rooms continues to make progress. We successfully optimised the air conditioning system for a server and network equipment room in 2012: using more efficient and more homogeneous cooling, electricity and cold water use was greatly decreased and equipment lifetime was extended. This planning policy will be progressively applied to the main computer rooms. We are also continuing to renew PCs, with the systematisation of automatic standby mode and virtualisation of servers. With respect to operations, we are testing a method for switching off display screens remotely in the airports after closing.



HQE

S4, a greener departure lounge

Open on 21 June 2012, Satellite 4 (S4) is a new departure lounge for Terminal 2E at Paris-Charles de Gaulle that showcases our environmental know-how. This 100,000 m² HQE®-certified building has a high performance shell and innovative energy equipment. Energy production is provided by a thermo-frigo pump, a high-yield heating and cooling system. Sized to meet the needs of S4 and part of Satellite 3, this facility generates annual savings of 10,000 MWh of natural gas for heat production and 10,000 m³ of water. Air conditioning is provided by 45 air-processing stations with energy recovery wheels or using the free cooling principle. These systems will reduce the building's energy consumption by a further 1,000 MWh annually. In total, Satellite 4 is expected to consume 30% less energy than the average of the existing terminals.

RENEWABLE ENERGIES

Wood-powered heating

We commissioned a biomass power plant at Paris-Charles de Gaulle in 2012. Installed in the thermo-frigo electric plant, its two 7 MW boilers replace gas boilers. When fully operational the new wood-fired boilers will reduce CO₂ emissions by 18,000 tonnes. Using wood provided by the forests located a few dozen miles from the airport, they will annually produce 85,000 MWh of heat, enough to supply one quarter of the airport's needs.

Solar farm

We are building the first photovoltaic power plant at Paris-Charles de Gaulle. Located near the Environment and Sustainable Development Centre (MEDD), it will be 4,000 m² in size. The 190 kWc power plant will be connected to the electricity network in 2013 and provide power to the Environment and Sustainable Development Centre. This project will be used to test the technology in an airport environment.

HQE

Altai, an intelligent, uncomplicated building

Co-investors Aéroports de Paris and the Schiphol Group took reception of the Altai building on 12 October 2012. Built in the Roissy-pole business district, this cluster of buildings houses the corporate headquarters of the Servair and Air France-KLM groups. With a surface area of 13,250 m², Altai boasts high-performance energy equipment: breathable triple-glazed bay windows, individual heat pumps and centralised energy-use management. This four story HQE®-certified building has received the BBC-Effinergie® seal of approval.

Two freight terminals

Launched in 2012, the GB3 freight terminal at Paris-Charles de Gaulle comprises nearly 14,000 m² of warehouses and 4,000 m² of office space. Modelled on the GB2 terminal, it is HQE®-certified with BBC offices. Built in 2008, the GB2 terminal was used to develop the HQE® standard for the logistics sector.

EMISSIONS

Electric-powered driving

The day we received our first two electric vehicles, we put into service the first two recharging stations near the Environment and Sustainable Development Centre at Paris-Charles de Gaulle. By the year 2015 the other recharging stations for the Aéroports de Paris electric vehicle fleet will be installed in the Parisian airports. To reduce our fleet's emissions we plan to acquire nearly 200 electric vehicles by the end of 2015.

OUR VEHICLES' EMISSIONS

(in tonnes of CO₂)

Scope: Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget

2010	3,508
2011	2,898
2012	3,084

2012

achievements



WASTE

Waste-sorting controllers

Without adequate sorting, most of the non-hazardous recyclable waste collected in the bins at Terminal 2E at Paris-Charles de Gaulle would end up in the incinerator. To improve the recycling rate, we sought the help of a job-integration company specialising in waste management. During a six-month test period, starting in October 2012, platform managers met with waste producers to help them choose the best methods for sorting their waste. The platform managers also liaise with the service provider who manages the compactors and maintains the site's cleanliness. Four previously unemployed people now occupy this position in rotating shifts 18 hours daily, seven days a week. The socially-oriented position of platform manager is also an environmental project for increasing our partners' awareness and improving our waste recycling.

Reducing waste

We have been recognised by the Ministry for Ecology for our actions during European Waste Reduction Week since 2010. This year, between 19 and 23 November, we raised awareness among 6,755 employees and 450 students, with 35 partner companies, 15 local authorities and five associations. This involved distributing and putting on line an original film featuring stuffed animals made out of recycled materials guarding the new dual-compartment waste bins at our airports. Workshops and conferences held in the Environment and Sustainable Development Centres at Paris-Charles de Gaulle and Paris-Orly covered the subjects of waste management and product life cycles. Seventeen booths and activity stalls welcomed visitors and distributed information brochures. Corks, aluminium cans and plastic pens were collected and 250 used mobile telephones were collected by the Air France Foundation. Children and adults viewed sculptures and creative objects fashioned out of recycled objects.

Furniture recycling

A partnership is being confirmed with the neighbourhood association «Les portes de l'Essonne» as part of «La Recyclerie», a social integration project. We are committed to donating used office furniture and supplies for reuse. We also provide premises for events.

BIODIVERSITY

Simplified weed removal

To reduce the use of pesticides in the treatment of aircraft stands and taxiing areas, the maintenance unit has set up a highly localised system of distribution that is triggered only when necessary. Using GPS positioning, areas which have already been treated are identified so they won't be treated a second time. Active-substance savings are in the order of 85%. The new spray boom will enable savings of up to 60% in application time.

BIODIVERSITY

Our arboreal heritage

To assess the current situation of plants and wildlife, we conducted an inventory of the trees at the Paris-Charles de Gaulle site in 2012. A total of 800,000 trees and shrubs were counted, including some remarkable specimens, for example Lebanese Cedar trees over 250 years old, a Ginkgo Biloba which could live to 1000 years old, and a Giant Redwood (*sequoia sempervirens*), one of the largest trees in the world!

ENERGY

Gedeon manages

A centralised system for management of vital flows, Gedeon takes remote readings of all electricity, gas and water meters in our buildings. Gedeon thus provides demand tracking, detects unusual usage levels and optimises energy purchasing. It can also be used to evaluate possible gains from energy-saving projects.

Cost-free cooling

Why not use winter temperatures to chill the cool water networks at the airports? During the cold season at Paris-Charles de Gaulle, the water in the cooling towers is chilled by the outside temperature. Water is sent to a plate exchanger that chills the cool water network used to provide air conditioning to the premises. This procedure replaces the traditional electrical compressors. It was put into service in November 2011 and has since generated savings of 1,824 MW in cooling energy. Its designers received the «*Trophée des éco-gestes*» environmental award during Sustainable Development Week.

WATER

Rainwater recovery

During construction of the building linking Terminal 2A and Terminal 2C at Paris-Charles de Gaulle, two cisterns of 35,000 litres capacity each were installed underground. These cisterns are used to collect rainwater captured from 4,500 m² of roofs. This water is used in the sanitary water network and for watering flower beds.

WATER

Reed beds for pollution control

Maintaining airport activity in winter has certain environmental impacts. A de-icing product must be sprayed on the runways. Prior to take off, aircraft often need to be de-iced. These two operations require the use of ice melting agents. At Paris-Orly, for example, more than 1,200 m³ of formate and propylene glycol are used on average each winter. A portion of these products, carried by rainfall, ends up in the rainwater collection system connected to the rainwater treatment system (STEP). As a complement to the current physical-chemical treatment, which does not provide adequate treatment of this type of product, we created a planted filter composed of sand and reeds. This decision followed a number of tests carried out by the technical department of the civil aviation authority. Pretreatment takes place in a new «buffer» pond that is 12,000 m³ in size (biomass and aeration). The final decomposition of the pollutants is provided by a filtering wetland that is 6,700 m² in size. The «bio-decontaminated» water can be discharged back into the natural environment. The first filtering wetlands will be created at the airport during 2013.

Physical principle behind bio-decontamination

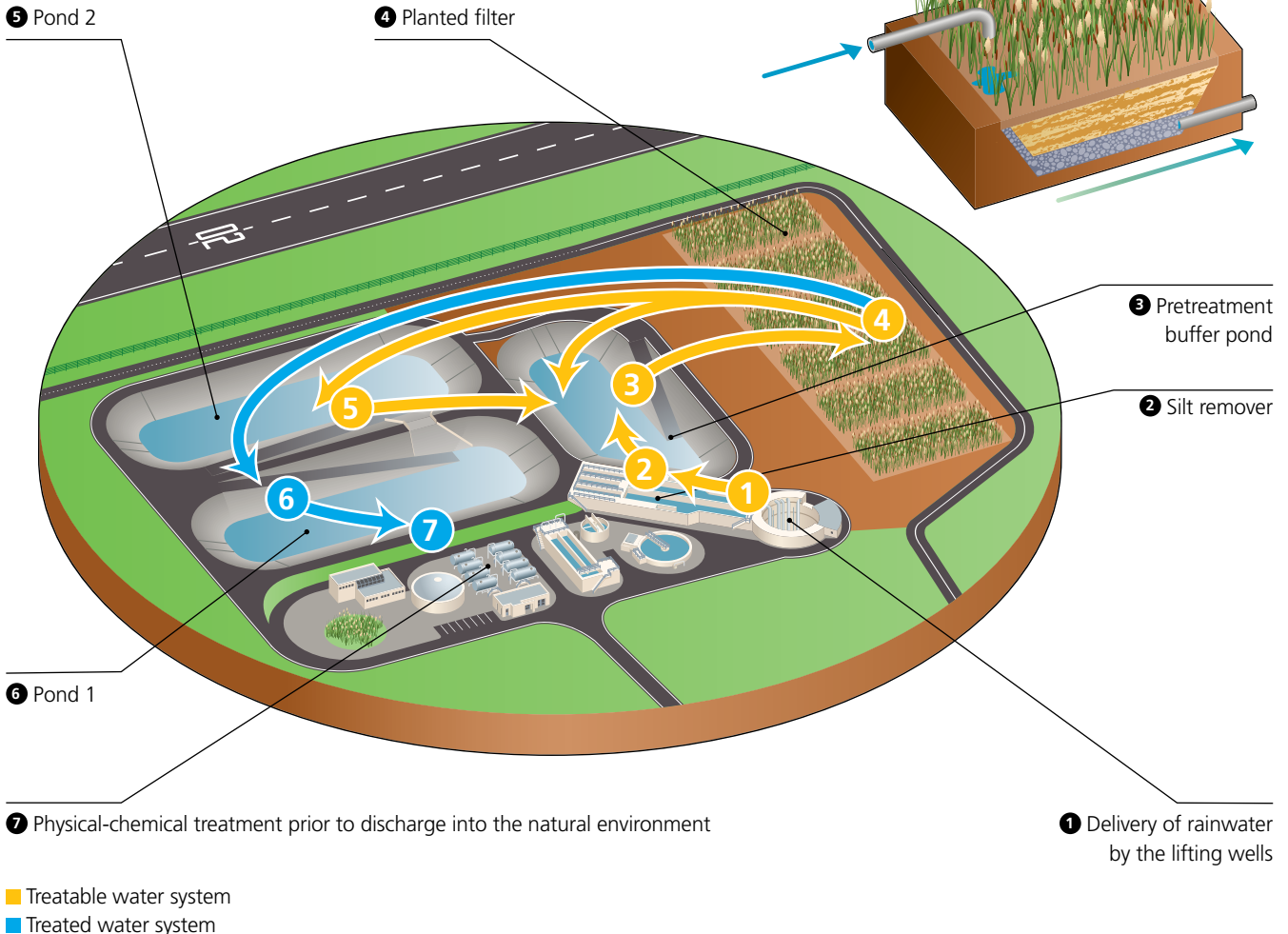
Pollution is reduced by 50% in the buffer pond. The water is then sent to the filtering wetland where the sand performs the final treatment. The reeds aerate the sand to decontaminate the water by recovering the microparticles it contains.

Finding out about water



To help our partners control their consumption, during Sustainable Development Week we offered an introduction to best practices in water management. With the participation of 90 partners, we held nearly 40 events between 2 and 6 April 2012, in which 5,00 employees received awareness training. Many guides and booklets on the water cycle were distributed. The best eco-actions were rewarded. This year 14 certificates and two sustainable-development trophies were presented to staff and companies of Paris-Orly and Paris-Charles de Gaulle.

Bio-decontamination of winter products





4

Being attentive to **our customers and our suppliers**

Acting with our partners

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Improving the passenger
experience in our airports

—• page 49

Building loyalty with our
lessee companies

—• page 51

Developing sustainable
purchasing

—• page 52

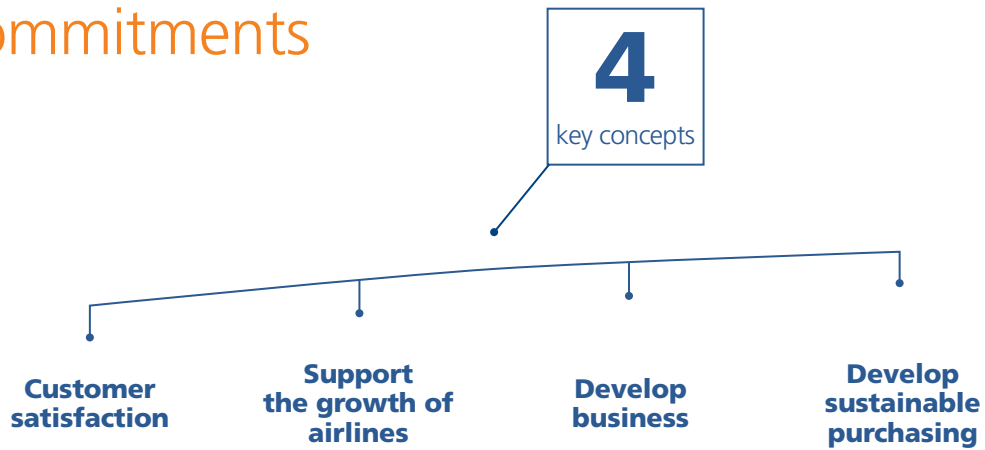
Different perspectives

—• page 53

2012 achievements

—• page 54

Our commitments



8
priorities

2015
Objectives

2012
Key actions

Customer satisfaction	<ul style="list-style-type: none"> Be among the leading benchmark companies in Europe 	<ul style="list-style-type: none"> Trials with airlines Automatic baggage drop-off
Customer-centric culture	<ul style="list-style-type: none"> Corporate training in customer culture 	<ul style="list-style-type: none"> Service University: 2,460 people trained in the cultural manners of foreign passengers
Quality of service to airlines	<ul style="list-style-type: none"> Quality standards and collaborative approaches, innovation 	<ul style="list-style-type: none"> 9 participatory approaches Quality operational committees
Quality of service to passengers	<ul style="list-style-type: none"> Quality standards, innovation 	<ul style="list-style-type: none"> Quality structural benchmarks in 2012 €155m dedicated to priority actions 5,800 m² of new commercial areas
Innovation	<ul style="list-style-type: none"> Integrate innovation in all areas of the company 	<ul style="list-style-type: none"> More than 20 projects in progress Partner of Paris' <i>Grands Prix de l'Innovation</i> (Innovation awards ceremony)
Quality of service for lessee companies	<ul style="list-style-type: none"> Improve customer satisfaction 	<ul style="list-style-type: none"> A service forum to improve teams' customer-centric culture
Quality of infrastructure and buildings	<ul style="list-style-type: none"> Modernise and establish building standards 	<ul style="list-style-type: none"> Opening of Satellite 4 and the A/C link at Paris-Charles de Gaulle
Suppliers and service providers	<ul style="list-style-type: none"> Purchasing ethics Factor CSR into tenders and contracts Purchase from SMEs 	<ul style="list-style-type: none"> Code of Ethics since 2010 Sustainable purchasing policy in the new procurement policy Supplier assessment (employee-related aspects) Signature of the SME Pact

This roadmap shows progress points over the medium term (2012-2015).

Starting ◀ **On-going** ▶ **Advanced** ⬇ **Attained** ●

Acting with our partners

Our customer service culture

An ambition and a challenge

Improving customer satisfaction comprises the core of our strategy until 2015. We are service integrators. Our economic and corporate social performance hinges on improving the quality of our service to passengers, airlines and companies based at our airports. We are striving for significant improvement in performance to become a recognised European benchmark. Our Customer Satisfaction division has driven our progress plans for the last four years. A customer quality director operates within each of the site divisions at Paris-Orly and Paris-Charles de Gaulle.

2012, the year of compliance

Our improvement plans are based on strategic and operational programmes, compliance with quality standards, and close cooperation with partners, suppliers and concession-holders. In 2012, we put emphasis on consolidating compliance standards. A «Service guide» and a «New infrastructures guide» define the level and quality of service which the passenger can expect during his/her time in the airport. The service guide pertaining to the passenger experience at arrivals was approved in December 2012. The section covering the passenger experience at departures will be finalised in 2013.

Our Service University

Since June 2011, our Service University, located at Paris-Charles de Gaulle, has developed dynamic programmes intended for both our personnel and, since 2012, our partners' personnel. It includes immersion exercises in real-life situations and regular training. An intranet site is open to employees. Service forums regularly bring together our employees.

Making the airport cooperative

Airlines expect us to be attentive to their needs, to provide high-level airport services and first-rate services for our shared customers, the passengers. They want to be involved in the large projects at Aéroports de Paris. In order to meet these expectations, we have developed structures and processes for dialogue.

Contributing to airlines' competitiveness

Our Airlines Marketing department, created in 2011 within the Strategy division, is tasked with anticipating changes in the aviation market, better understanding airlines' expectations and encouraging them to grow their offerings departing from Paris. This means that we instil an airline-centred culture in our employees, primarily through collaborative tools. In 2012, we launched a professional section in English intended for airlines on the Aéroports de Paris website,



FACTS

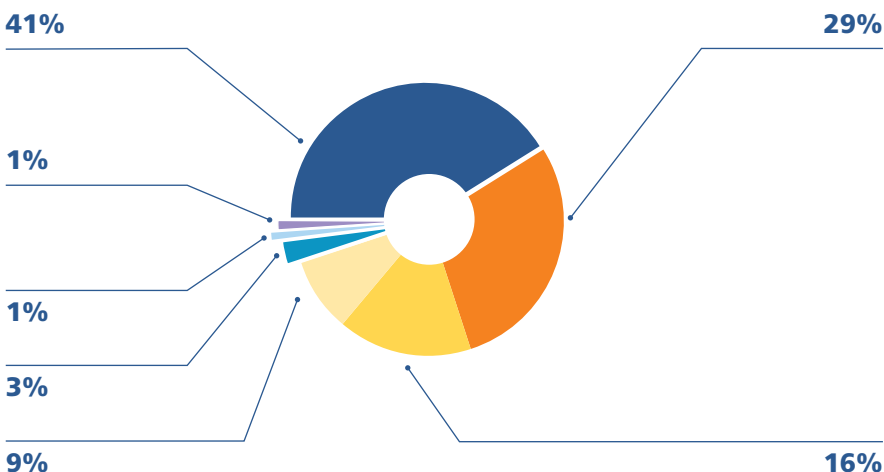
- **7,249** people attended the Service University in 2012, **45%** of whom were external participants.
- **3** new scheduled airlines joined us: ECAir (Congolesse airline), Syphax (Tunisian airline) and Transaero (Russian airline).

86%

of airlines are satisfied with their relationship with Aéroports de Paris and 41% believe that their relationship has improved, according to our 2012 annual satisfaction survey.

OVERALL CUSTOMER SATISFACTION

Breakdown for the 2011-2015 period



- Our second economic regulation contract 2011-2015 (CRE 2) includes **25** indicators pertaining to quality of service, for which we have set aside a budget of **€155** million to support priority initiatives.

- Atmosphere and comfort
- Cleanliness: toilet facilities
- Signposting
- Other
- Local initiatives
- Passenger flows
- Reception and information

called «Route development». The company has also registered on www.therouteshop.com and had a stand at the 2012 World Routes forum in Abu Dhabi.

Working together

We work closely with all of our partners to coordinate actions centred on quality of service for airlines and passengers. In 2011, Quality of Service Operational Committees were set up in each operating unit. These committees bring together the airlines, ground handling companies and Aéroports de Paris. They monitor the indicators in our second economic regulation contract (CRE 2)

and manage action plans. Each operating unit holds at least one meeting of the Quality of Service Operational Committee at the terminal per quarter.

Since 2010, Paris-Charles de Gaulle airport has been a «Collaborative Decision Making» (CDM) Airport. This label certifies our work with the air navigation authorities and airlines, in particular to improve flight punctuality and smooth traffic flows on the ground. In 2012 we launched the [CdM@paris-orly](http://CdM@paris-orly.extranet) extranet site, which enables all stakeholders to monitor runway operations in real-time.



A DISTINCTION

- The company Viséo Conseil awarded Aéroports de Paris the «2013 customer service» award in the «airport» category for all of the information services it offers.

AN OFFERING FOR EVERYONE

- This year we launched «Résa parking éco», which offers our customers the option of parking farther away from the terminals at the lowest rate.

Improving the passenger experience in our airports

Making the airport easy

The airport on the go

Thanks to the «Aéroports de Paris Live» service that we launched in 2011, travellers can access all practical information pertaining to their flight and airport news in real-time. Primarily intended for Frequent Fliers, it is available on our website, www.aeroportsdeparis.fr, in a mobile version from m.adp.fr, on the smartphone application «My Airport», and by telephone.

Paris-Charles de Gaulle on a smartphone

«My Way», our geolocation application for smartphones, guides passengers and helps them to quickly locate services and shops in the Paris-Charles de Gaulle terminals. The first of its kind in airports in 2011, My Way can be downloaded for free from mobile app stores and will be integrated into My Airport in 2013. We have also supplemented this system with touchscreen terminals for

information and directions rolled out this year at Orly South.

Intelligent signage

In 2011, in addition to completely redesigning terminal and public-transport signposting, we have improved signposting on access roads and in car parks. A guidance system has been installed in some car parks since July 2012 to help travellers find a space quickly. This system displays available spaces, located and identified by a coloured diode.

Creating a smoother experience

Every year we improve the flow through screening checkpoints. More ergonomic layout of tables and reception staff helping the passengers prepare for screening saves valuable time. One queue is reserved for families during the busiest periods. For EU citizens crossing Schengen borders, we have rolled out the one-stop security link, which means passengers don't need to be screened a second time when making flight

WHAT PASSENGERS ARE SAYING ABOUT US

- Passengers have two tools for giving their opinion on our services. Our surveys at departures and arrivals and the website www.ditesnous.fr/en.
- ditesnous.fr/en changed in 2012. Travellers can also give their opinion on ten services made available to them, after having tested them on site, by scanning a barcode with their smartphone or tablet. www.ditesnous.fr/en

1 million

The My Airport application has been downloaded one million times since its creation in 2009.

connections, and the Parafe automatic biometric recognition system, which reduces screening time to just 30 seconds.

Family access

During long weekends and school holidays, security agents and hostesses, trained by the *Le Rire Médecin* charity, welcome young children and explain the security checkpoints to them in a fun way. Each child receives an activity book showing Mickey Mouse and his friends at the airport.

Screens for managing time

Locally, we deploy display screens at key points in the passenger journey. In 2012, we rolled out waiting-time display screens to all screening checkpoints and baggage claim areas.

Welcoming agents

With the help of our Service University, we train all of our agents who have contact with passengers in how to welcome them and, since 2012, we have also made our partners' security staff aware of the issue. In 2011 security agents at screening checkpoints signed a charter committing to developing the welcome they provide. We are also taking joint action with the border police authority with this same goal. A concierge service which opened in 2011 at Paris-Charles de Gaulle and Paris-Orly provides a personal service to travellers.

Making the airport comfortable

Standards of comfort and visibility

We have continued our action plan for passenger comfort. Our offering of a very diverse range of seating is expanding and we are gradually installing new standards for spacious and pleasant toilet facilities. These standard facilities are a benchmark in terms of cleaning and maintenance. Our cleaning processes are now subject to demanding quality obligations. In 2012, we tested a new tool for measuring cleaning performance, adapted from the system of our Dutch counterpart and partner, Schiphol, the Schiphol Performance Measurement (SPM). We are also developing visibility standards. We take care of the terminals' lighting, which is regulated by an interior-lighting master plan (Sdal).

Varied relaxation and work spaces

Departure lounges now offer various amenities for relaxing or working, with play areas for children, video games, Internet cafes and Wi-Fi terminals, power sockets for recharging computers, and shops and restaurants. Two HD video and music spaces are now available in our terminals. In 2012,



10,000 ANNUAL VISITS

- Daily inspections of retail businesses began in 2012 at Paris-Orly and Paris-Charles de Gaulle.
- Restaurant operators have signed a quality agreement with us. Their concessions now receive annual bonuses/penalties, according to the level of compliance with our standards and customer satisfaction levels.

MANAGEMENT TOOLS

- The Passenger Observatory
- The annual airline satisfaction survey
- Airline Survey Quality
- Mystery customers

80%

In 2012, the customer satisfaction rate for the bars and restaurants at Paris-Orly increased from 73% to 80%.



Window to China

To help Chinese tourists prepare their journeys from China, we have set up a website in Mandarin: [www. Paris-LifeStyle.cn.com](http://www.Paris-LifeStyle.cn.com). This site provides practical information for getting to and around our airports. It gives some basic French phrases and an up-to-date list of the top things to do or places to go in Paris. We have also developed a smart-phone application in Mandarin which provides similar information and includes translations for more than 150 signs. All the user has to do is take a picture of the sign for the translation to appear. These tools will be extended to other nationalities.

we expanded our retail and restaurant area by 5,800 m², primarily thanks to the opening of the A/C link and Satellite 4. We have signed a partnership with Disney to create new children's play areas and have designed areas for special events, e.g. broadcasts of major sports fixtures.

Attentive to disabled people

Aéroports de Paris is responsible for providing assistance to passengers with disabilities or reduced mobility in its facilities. In 2012, we created an «accessibility» network with the goal of making 100% of our facilities accessible by January 2015.



OUR SERVICES FOR DISABLED OR REDUCED MOBILITY PASSENGERS

- Assistance 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.

Building loyalty with our lessee companies

Services in progress for on-site companies

Our three main airports house close to 1,000 companies and over 117,000 employees. These figures are expected to increase, with the planned Coeur d'Orly business district at Paris-Orly, the expansion of the Roissy-pole business district and the opening of the new Aéroville shopping and services centre at Paris-Charles de Gaulle. As a planner, developer and investor, we build our relationships with the companies located in our airports by ensuring that our services meet their expectations.

Encouraging dialogue

This task is carried out by our Property Management Division, which pays particularly close attention to customer contact roles. The 179 participants at the 2012 Service Forum outlined the main areas for progress in information, reception, monitoring tools and customer support. The sales team is de-

veloping close relationships with customers. It has visited regularly with the companies and organised four meetings with them. On a daily basis, the companies can report problems or request a service via a dedicated extranet site.

Renovating the premises

Renovating existing buildings is one of our priorities. It helps lower rental expenses and attain the objectives defined in the Group's environmental policy. We comply with France's HQE (high environmental quality) criteria in terms of energy savings and heating and cooling systems. We are also continuing to upgrade communal areas, toilet facilities and hallways as well as renovating the signposting in buildings. In all three airports, we have improved quality controls on cleaning services.

Better operating conditions

To facilitate our suppliers' work, in 2012 we launched a major project to improve operating conditions. In particular, it guarantees

COMPANIES

- **Measuring satisfaction and monitoring compliance:** an annual survey assesses companies' satisfaction. Mystery visits regularly check that the services provided comply with our service quality standards. The overall satisfaction rate of companies was **77%** in 2012, against a target of **73%**.
- **Business activities of the companies using the airport:** service, retail or industrial activities, hospitality, airport services, cargo, safety and maintenance services.
- **Two guides for new arrivals:** Setting up at Paris-Charles de Gaulle (2009), Setting up at Paris-Orly (2011).

FACTS

- **2,580,000 m²** of buildings, including **1,210,000 m²** owned by Aéroports de Paris.
- **416** hectares of undeveloped land.

1,000

companies are located in our airports

availability of a delivery bay to retailers. In June 2012, we also expanded their storage areas and staff communal areas. The process is being set up at Paris Charles de Gaulle and will be rolled out to Paris-Orly in the near future.

A decision-making tool

In 2011, inspired by the experience of our partner, Schiphol, which manages the Amsterdam airport, we developed an IT decision-making tool which is shared with our commercial concession-holders.



Developing sustainable purchasing

A new procurement policy

In 2012, we formalised our procurement policy based on quality, supplier relations and sustainable purchasing, thereby affirming our intention of achieving excellence in economic, ethical, environmental and employee-related areas. This policy is accompanied by a Purchasing Code of Ethics, appended to our internal regulations since 2009, which defines the ethical rules applicable to our suppliers and service providers. This code is provided to employees in brochure form and appended to contracts provided as part of tenders. Since 2012, each employee individually commits, in writing, to adhere to the code of ethics. A code of ethics tailored to the needs of our subsidiaries has been drawn up as part of our partnership with the NGO *Transparence International France*. Our Purchasing Division is currently responsible for purchasing within Aéroports de Paris SA, but its scope will eventually be extended to cover the whole Group.

Environmental and CSR criteria in our contracts

In 2012, we have worked to integrate environmental and employee-related clauses into our consultations and specifications to which our sub-contractors and suppliers must commit to adhering. In terms of the environment, these clauses relate to waste treatment, transportation, and water and energy management. The employee-related clauses relate to labour laws. Regarding this latter point, within the context of combating illegal work, in 2012 we acquired a tool that verifies the compliance of the information provided by our service providers and suppliers.

Supplier and sub-contractor self-assessment

Since 2009, our service providers and suppliers have been able to complete a self-assessment using our marketplace TenderSmart.com. The Purchasing division, Human Resources division and Environmental and Sustainable Development division have also been working, with

SUPPLIER FACTS

- **1,000** contracts per year
- **€1,350 million** in purchases
- **3,300** suppliers

FACTS CSR 2012

- **€310,000** in purchases from sheltered companies and the protected sector. Our goal is to reach **€600,000** by 2015.

42.9%

42.9% of our purchases in 2012 were **made from small and medium-sized businesses.**

Favouring innovative SMEs

In February 2012, we signed the SME Pact, the aim of which is to support innovative SMEs so that they can become suppliers to major French groups. The SME Pact brings together 47 major public and private customers as well as 37 professional organisations and competitive clusters.



Different perspectives

completion scheduled for 2013, to rewrite the CSR evaluation questionnaires that we offer to companies. A third-party audit may be conducted on certain companies in 2013.

Respecting our suppliers' interests

Since 2010 we have been a signatory to the Ministry for the Economy's Best Practices Charter, which governs relationships between large companies and SMEs. This Charter requires us to protect and support small businesses. It includes a mediation facility which can be requested by suppliers and subcontractors. A mediator was appointed for Aéroports de Paris SA in 2010. Our 60-day payment terms are in compliance with the principles of state procurement contracts and European directive 2004-17 dated 31 March 2004, regarding the procedures for awarding contracts in the water, energy, transportation and postal services sectors.

Developing responsible purchasing

For certain contracts, we have included clauses relating to social integration. In 2012, two contracts were drawn up at Paris-Orly. Aéroports de Paris has been supported in this process by the Local Integration and Employment Plan (PLIE) in Orly, Choisy-le-Roi and Villeneuve-le-Roi (94), as well as by the Portes de l'Essonne (91) PLIE. The service provider commits to performing one act of social integration during the term of the contract. For several years, we have worked with companies in the sheltered employment sector. In 2012 we signed a partnership with Gesat, a consortium in the sheltered employment sector which helps us to identify establishments likely to meet our requirements. We have also organised a working group with the Human Resources division and the Environmental and Sustainable Development division in order to improve identification of partnership opportunities with this sector.



Fabienne Speck

Director of the Service University,
Aéroports de Paris

Joining forces to grow together

F.S. : A tool for our customer satisfaction policy, the Service University plays an important role by inviting all of the players in the customer service chain to unite and work together to share best practices. It is attended by an increasing number of participants from outside of the company (22% in 2011 and 45% in 2012). It is in this collaborative spirit that we have included a cultural approach in our «Reception and customer relations» programme. In December 2011 we launched the programme in Terminal 2E of Paris-Charles de Gaulle with Air France, selecting Chinese customers, who are important to understand. In December 2012 we applied the same principle to Indian customers. At CDG1 and CDGA, the «China» operation was carried out with other airlines. At Orly South, the model was developed for customers from North African countries. In 2013, we will continue the operation at Paris-Orly for Russia and with Air France for Brazil. These open house days, where the relevant agents met with people from or familiar with the cultures presented, attracted 3,244 people in 2011 and 2012.

E.B.S. : For our customers', the quality of human relations more clearly differentiates airports than the commercial offering. Since the opening of the Service University at Aéroports de Paris at the end of 2011, we have observed that the customer experience has improved at Paris-Charles de Gaulle and that the airport's image is gradually recovering. It is the result of joint work, coordinated by the university, from all of the partners of the airports and focused on quality of service. Air France is particularly sensitive to discussions within this context, in particular during series of conferences and shared experiments. The cultural approach for welcoming Chinese and Indian passengers, initiated by the Service University at the end of 2011, led us to pool our knowledge to raise awareness of the cultural codes of this strategic clientele amongst our respective employees and those of our partners. This successful experiment illustrates the dynamic that we are looking for in order to better confront a competitive environment.

Estelle Brice Santos

Head of Products/Services Marketing and Promotion
in Air France's Long-Haul Customer Experience
Department



2012

achievements



PASSENGERS

Innovation

Created in 2009, our Innovation division initiates and coordinates innovative projects, notably in passenger services. New IT technologies often play a key role in this. In 2012, we began our process by signing a partnership with the Parisian association Paris Région Lab through which we exchange views with other large companies and work with several start-ups.

Three emblematic innovations

My Way Aéroports de Paris is our geolocation service for mobile telephones in the airport. The positioning engine was designed by the start-up Pole Star. **The information and directions terminals for passengers (BIOP)** provide customised information on flights, itineraries, journey times and available services, in video or in map form. The passenger just has to scan his/her boarding pass in front of the terminal's barcode reader, or use the screen's touchscreen interface. **«Retrouver sa place»:** At Orly South, this service enables passengers to locate their vehicles in a car park using a smart terminal. The passenger just has to enter his/her registration number into the system. This service will be expanded to other car parks closer to the Paris-Orly terminals in 2013.

In testing

We are also testing an information wall on ground transportation in the baggage claim areas at Paris-Charles de Gaulle et Paris-Orly. This giant display groups together useful information for getting around the airport and accessing and using transportation.

RECEPTION

«Communication with the passenger» workshops

In 2012 we rolled out a test workshop to all of our terminals to educate security checkpoint personnel on how to welcome passengers. Conducted in partnership with the security companies, the workshop included role-playing based on real-life situations during three key moments of the screening process: reception, body pat-downs and baggage searches.

AIRLINES

Simca

In 2012, our Airlines Marketing Department launched the Simca project (airline marketing information system). This data management tool facilitates analysis of the air transport market, and thereby improves understanding of airlines' strategies. It will eventually integrate into an information portal which already includes customer records, useful to anyone in the company who works with the airlines.

PASSENGERS

Vertical garden

At Paris-Charles de Gaulle, in Satellite 4, a vertical garden decorates two exterior patios. These vertical gardens of 172 m² in total are planted with more than 5,600 perennials from 15 different varieties of plants. The vertical garden is located behind large bay windows. It is visible from the inside of the lobby and brings a verdant and natural touch to the departure lounge.

INNOVATION

Improving passenger flows around the baggage drop-off

At Paris-Orly, our automated baggage drop-off system allows travellers to check-in their baggage in less than 30 seconds. It will be rolled out to Paris-Charles de Gaulle in 2013. The baggage drop-off was awarded the prize for Best Baggage Initiative 2012 during the Future Travel Experience Forum held in Vancouver (Canada) in September.





PASSENGERS

Our new passenger pathways

Eventually, the passenger pathway will replicate, in all of our terminals, the principles that ensure the success of the new Air France hub and the A/C link that were opened this year.

Faster pathways

The 2012 Air France hub now connects Terminal 2E, Satellite 4 – the new departure lounge for international flights –, Terminal 2F and Satellite 3 – the departure lounge for European traffic. The connecting flight routes are simpler and faster due to centralisation of the security checkpoints and implementation of the single security checkpoint (PIFU), which means there is no need for citizens from the Schengen area to pass through a second security checkpoint between two planes. The A/C link brings together police checkpoints, the Parafe automatic biometric recognition system and security checkpoints into one single area.

Relaxation and leisure

Once past the security screenings, passengers enter leisure zones where boutiques, bars and restaurants occupy large open areas. Satellite 4 also houses Air France's largest business lounge and a free museum space for passengers.

PASSENGERS

Art for travellers

In January 2013, we opened our Museum Space for passengers in Terminal 2E of Paris-Charles de Gaulle. The first exhibition was organised with the support of the Musée Rodin. «Rodin, the wings of glory» presents 50 of the sculptor's works, all centred on the theme of flight. His world-renowned masterpieces such as The Thinker, The Kiss and The Age of Bronze are also included in the exhibition. The Museum Space, which is open to all, is open from the first to last flight. Two themed exhibitions will be held every year. Music was also introduced into our airports in 2011, with Jazz Thursdays at Paris-Orly. This weekly get-together from 5 to 7pm has been a resounding success since its creation.

AIRLINES

Acting together

In July 2012, we launched the «*Mon vol préféré*» operation with Emirates, Air Canada and easyJet at Paris-Charles de Gaulle. Together with the service companies, our teams monitored the rotation of each airline's major flights in order to develop lasting improvements in operating methods. We have also expanded the Smart operation, which has been carried out at Paris-Charles de Gaulle since 2010, to Paris-Orly. Smart brings together our employees and the employees of the border police authority (DPAF), several airlines, including Air France, and several airport service providers. Smart leads to improvements for passengers. Since 2006, we have been cooperating with Air France in the «*Réussir Ensemble*» scheme to boost our joint performance.

PASSENGERS

Toilet facilities

We began a major programme to renovate our toilet facilities in 2010. We have seen a significant qualitative jump in the standard of the new facilities, in terms of volume, size, materials and ease of cleaning. Thirty toilet facilities have already been installed in 2012. Greatly appreciated by passengers, these facilities are a benchmark in terms of cleaning and maintenance.





5

Committing to civil society

Our social responsibility
priorities

Innovating for jobs

Supporting the regions

Strengthening our links
with local residents

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Aid for soundproofing

Different perspectives

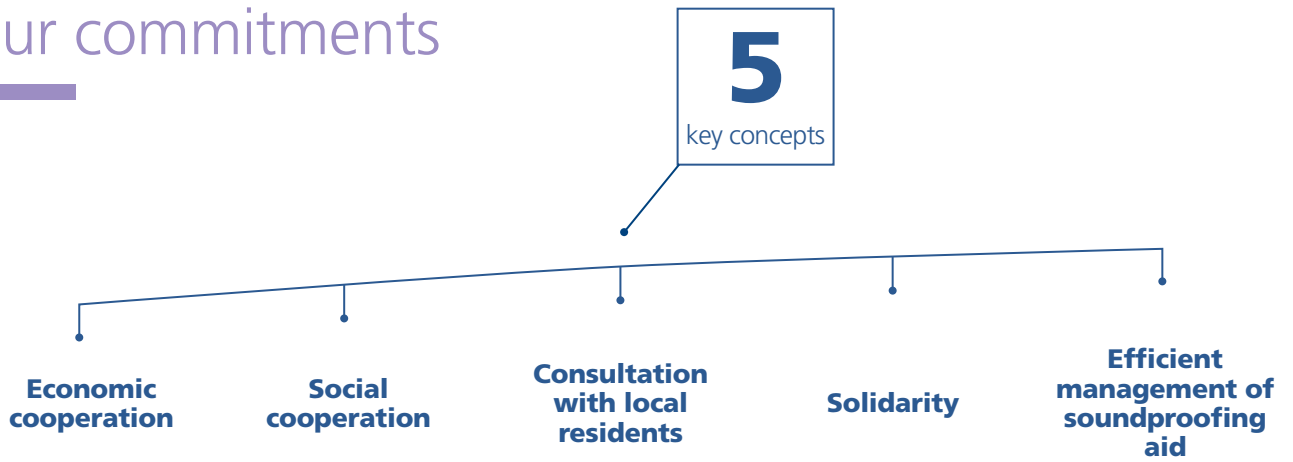
2012 achievements

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Our commitments



2015 Objectives

2012 Key actions

Regional attractiveness	<ul style="list-style-type: none"> Contributing to the economic development of Grand Roissy and Pole d'Orly 	<ul style="list-style-type: none"> Hubstart Paris® initiative since 2010 Orly International since 2009
Supporting SMEs	<ul style="list-style-type: none"> Helping very recently established companies and enabling SMEs to access Aéroports de Paris markets 	<ul style="list-style-type: none"> Aeropole business incubator service offering Grand Roissy business meetings Grand Roissy plato network and Orly eco-jobs network
Cooperation with local and regional authorities	<ul style="list-style-type: none"> Cooperating in the areas of the environment, the community and the economy 	<ul style="list-style-type: none"> Partnership charters Sustainable development week
Supporting local employment and training	<ul style="list-style-type: none"> Portfolio of training and support 	<ul style="list-style-type: none"> Planèt'AIrport offering: rounded out in 2012 with Prépa'Aéro, a preparatory course leading to the regional AERO Skills training program
Circulating information about jobs and business support	<ul style="list-style-type: none"> Communicating the information to job stakeholders 	<ul style="list-style-type: none"> 2011 employment observatories' report for the three airports
Solidarity	<ul style="list-style-type: none"> Financing local solidarity projects 	<ul style="list-style-type: none"> Initiatives carried out by the Aéroports de Paris Foundation. 2012 – combating school dropout
Aid for soundproofing	<ul style="list-style-type: none"> Managing the funds generated by the tax on noise pollution from aircraft (TNSA) 	<ul style="list-style-type: none"> Free assistance with the contracting process enhanced in 2012 with a quality mechanism

This roadmap shows progress points over the medium term (2012-2015).

Starting ◀ **On-going** ▶ **Advanced** ⬇ **Attained** ●

Our social responsibility priorities

A far-reaching strategy

Our ambition is to be Europe's benchmark airport for social responsibility by 2015. As a land-developer and major economic player in the Ile-de-France region, we have been gradually structuring and consolidating our economic and social cooperation policy with a view to achieving this.

Three main challenges

We are concentrating on three main challenges, namely (i) promoting the strong points of the areas in which we are located, i.e., Grand Roissy and Pole d'Orly, (ii) enabling local residents and businesses to benefit from the dynamic impetus of the Paris airports and (iii) maintaining ongoing, transparent dialogue with local residents. We invest €2.2 million each year in our partnerships with local authorities, socio-economic players in the areas surrounding the airports, not-for-profit organisations, elected officials and State representatives.

Organisation at community-level

Two regional delegations within our Environment and Sustainable Development Division implement our strategy at local level, i.e., at Paris-Orly, Paris-Charles de Gaulle

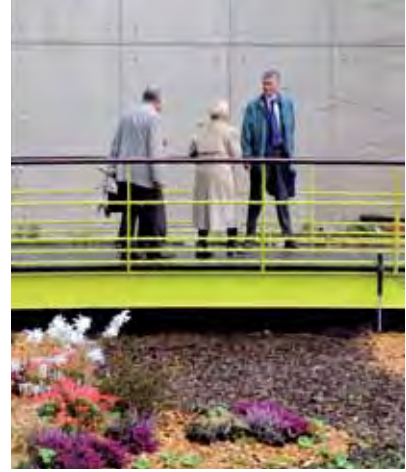
and Paris-Le Bourget. Our Environment and Sustainable Development Centres are our principal means of informing and maintaining dialogue with local residents and elected officials.

A priority: providing easier access to jobs

More than 117,000 people work in nearly 1,000 companies at our airport sites. Over 346,000 direct, indirect, induced and catalytic jobs are generated by our airports, or more than 8% of the paid employment in the Ile de France region. A major portion of our economic and social cooperation budget is dedicated to providing employment opportunities for local people. Funding for partnerships with structures devoted to employment and local economic development is managed by a grants committee.

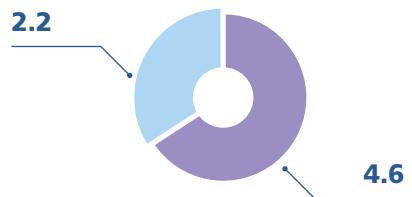
A national commitment in 2012

In 2012, the Group became directly involved in the process to support local residents by signing the three-year national commitment for employment in priority areas. In particular, the Human Resources division committed to hiring 656 young local residents between 2012 and 2014 through traineeships, assisted contracts or work-study contracts.



FUNDING FOR LOCAL RESIDENTS (in millions of euros)

→ Total: €6,8m



- Economic and social cooperation
- Funds for compensating aircraft noise pollution

FACTS

→ Almost **50%** of the **87,200** people employed at the Paris-Charles de Gaulle site live in one of the three surrounding departments (2011 data).

TWO EMPLOYEE HANDBOOKS

→ The Paris-Charles de Gaulle employee handbook *CÉDÉGÉ*, and the Paris-Orly employee handbook, list the services available at each site.

OUR AID AND COOPERATION STRATEGY

Sponsorship – support for charitable projects	<ul style="list-style-type: none"> • Disability and health • Job integration and training • Citizenship and the fight against exclusion
Partnerships – giving local residents access to airport jobs	<ul style="list-style-type: none"> • Social support • Vocational training • Mobility • Integration through economic activity/ community and solidarity economy
Regions – attractiveness and promotion	<ul style="list-style-type: none"> • Regional enhancement • Tourism • Business creation • SME/SMI coaching
Airport employees – everyday life	<ul style="list-style-type: none"> • Young children • Housing • Transport

Innovating for jobs

Planet'AIRport

A strategic programme for employment

We have been investing in job promotion schemes adapted to the specific requirements of the airport sector for the past 15 years. Each year our Planet'AIRport programme helps 2,000 local residents to find or keep a job. This programme offers training, skills assessment, diagnostic reviews of labour matters, follow-up, advice and ongoing socio-professional assistance. It includes schemes to promote integration, mobility assistance and housing. Planet'AIRport is also aimed at local authorities and companies and is backed by six of our partnership structures.

www.planetairport.com

A wide range of training

AERO Skills, training that leads to a qualification

The AERO Skills consortium was launched in 2011 as part of the Planet'AIRport mechanism. It is the leading regional provider of training leading to a diploma or qualification for airport jobs. The training schemes, which are free of charge, last between four months

and a year and cover 14 trades. The schemes are open to job seekers in the form of paid work experience. Within the Aéroports de Paris Group, this project brings together the Human Resources division, the Environment and Sustainable Development Centres and the subsidiary Alyzia Sûreté, which provides the training for security-related jobs. Since September 2012, Prépa'Aéro, a short preparatory course, has opened AERO Skills up to more candidates.

Teach'Air and Navitic, intensive courses

Alongside its longer programmes, Planet'AIR also offers short courses such as Teach'Air or Navitic. Teach'Air is a regional programme organised into 19 tailor-made workshops. Navitic provides an introduction to IT tools.

Discovering airport jobs

The economic and social clusters of the regional delegations organise twice-yearly «Discovering airport jobs» seminars for job seekers, which take place over five days. We provide trainees with information on airport jobs and related training courses and organise educational workshops and site visits. At the end of the process, each trainee has a meeting with the companies and training bodies likely to provide assistance with a career project.



AERO SKILLS

Partners

- AIR (sponsor and operator), Afpa, Camas Aéroformations, Greta BIP 93, Prom'hôte and the Seine-Saint-Denis Chamber of Trades and Crafts.
- Annual budget (Ile-de-France region): **€2,215k**

No. of places per year	→ 665
Preparatory and qualifying courses	→ 335
Qualifications achieved in 2011-2012	→ 222

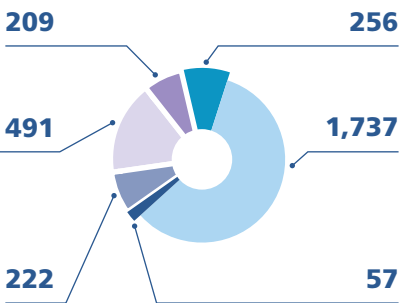
FACTS

- The total number of jobs (direct, indirect, induced and catalytic) generated by the airports is estimated at **346,000**, or more than **8%** of the paid employment in the Ile-de-France region.

PLANÈT'AIROPORT AT A GLANCE

2012 OVERVIEW

- Total number of beneficiaries: **2,972**



- General IT training
- Mobility assistance
- Reception, information, advice
- Support towards employment
- Vocational training
- Social support, housing

Planet'AIRport partnership structures

- **AIR**, Association for Regional Interest
- **AERO Skills**
- **Adife**, urban social development public interest group. The Prépa'Aéro training programme was financed by Adife, which in 2013 will become an endowment fund.
- **First Stade**, a government-approved job integration company providing on-request transport for member companies
- **Papa Charlie**, an association providing not-for-profit car rental
- **Comité Habitat**, an association supporting access to housing

Partners

- The French Government, local authorities, local Chambers of Commerce and Industry (CCI), *Pôle Emploi* (the French employment agency), various companies and Aéroports de Paris.
- Aéroports de Paris grants: **€320k**
- Other Planet'AIRport financing: **€914k**

Papa Charlie: paving the way to employment

The Papa Charlie association loans cars to job seekers and the recently-employed for a short period at a low rental rate. This service benefits people living in the Ile-de-France region who do not have a vehicle and who cannot use public transport to get to the airport hubs or their future place of work. The idea has also provided inspiration outside the Paris area: in December 2012, the employment office in the Picardie-Pays de Valois region signed a partnership agreement with Papa Charlie to expand the scheme to this area. FedEx also signed an agreement with Papa Charlie, which it has been backing for the past six years, to help financially-compromised employees who are faced with transport problems that could endanger their ability to keep their job.

Working towards integration

First Stade

First Stade is a government-approved job integration company that comes under the Planèt'AIRport umbrella and employs very disadvantaged people as local couriers for 68 member businesses. First Stade has three vehicles. Since its launch by AIR in 2009, it has provided work for 41 local residents.

Solidarity through procurement contracts

We also promote social integration by means of a specific clause in our procurement contracts. In 2012, these provisions concerned a contract for minor demolition work at the Paris-Orly terminal sud. A second procurement contract is expected to be awarded in 2013 for maintenance work in both of the Paris-Orly terminals.

Priority education

We support priority education networks (Éclair-RAR-RRS) aimed at primary and secondary students in priority education zones or towns located in the airports' surrounding towns. We introduce the students involved to airport businesses and trades and organise educational events on sustainable development issues. We signed partnerships with the Val-d'Oise education authority for Sarcelles in 2010, Villiers-le-Bel and Garges-lès-Gonesse in 2011, Goussainville in 2012, and with the Seine-et-Marne education authority for the town of Meaux in 2011-2012 and Mitry-Mory in 2012. In 2013 we will expand this scheme to the education authority of the Seine-Saint-Denis area.

Schools for a second chance

In 2010, we signed a partnership agreement with the Val-de-Marne «school for a second chance». An initial site was set up in Orly in 2011 and a second in Créteil in 2012. We are co-founder of «schools for



PAPA CHARLIE AT A GLANCE

- 92 new vehicles, 256 beneficiaries
- Aéroports de Paris grant: €168.4k
- Partner funding: €201.2k
- Contributions from beneficiaries: €94k
- Since 2005, Papa Charlie has contributed to helping over 4,300 people find jobs in the Ile-de-France region, over half of which have been at the airports.
- Within the scope of the Global Compact, Papa Charlie has been recognized by the UN as an example of best practice in fighting discrimination in respect of employment and profession.

«I'M ENTITLED TO WORK EXPERIENCE»

- With the General Council of Essonne, we signed the «I'm entitled to work experience» charter to fight against discrimination in work placements for high school students from «sensitive» urban areas.

MICROCRÉDIT

- Papa Charlie helps beneficiaries of its transport offering to acquire their own vehicle thanks to its Auto Buy Project microcredit scheme set up in 2011.
- In late 2012, Papa Charlie began working to provide assistance to beneficiaries of the Social Cohesion Fund, recognised by Crédit Coopératif, the bank for social economy players.

GIP, Roissy CDG job booster

We work alongside the Roissy CDG job booster (GIP), an organisation that groups together various players from the surrounding area concerned by employment and training policies. These players include the French Government, public employment services, local authorities, economic players and social partners. The aim of this organisation is to enable local populations to benefit from airport expansion and, in this regard, it carries out initiatives combining economic development, employment and training. It launched the Step project as a way of securing career paths for seasonal and temporary airport employees. Alongside training organisations Greta, CCIV and Afpa, it has developed a course leading to a certificate in airport English, a language that is essential for working in an airport.



a second chance» in La Courneuve, Cergy-Pontoise, Argenteuil and Sarcelles. The aim of these schools is the professional integration of young people who left the school system more than a year previously.

Monitoring changes in jobs

Trade, employment and training observatories have been set up to improve visibility with respect to employment and changes in the nature of jobs in the Paris airports. Job watch observatories are governed by framework agreements between the French Government, the region, local authorities, consular services, government job agencies – Pôle Emploi, the labour, employment and vocational training directorate, Afpa – and airport companies including Aéroports de Paris.

Three roles

- **Survey:** every two years, the observatories organise a complete survey of businesses and public services at the three airports,
- **Forecast:** the observatories carry out research to assess future job trends in major airport employment sectors,
- **Share:** the observatories create partnerships with other business intelligence agencies and with the key social and economic players in the immediate locality. They contribute to the work of the Ile-de-France regional observatory on employment and training (Orefi), the Pole d'Orly and the Roissy CDG job booster organisation.

Two studies in 2012

In 2012, the observatories published a study on the professional integration of young people living close to Paris airports. They also contributed to a study led by Ecodev for the public development authority EPA Plaine de France on future employment trends in the greater Roissy area for the next 15 to 25 years. This study shows that there are currently many employment opportunities in the unqualified sector but that the level of qualifications required will increase between now and 2020.

Quality of life at our airports

Nurseries

Our airports are equipped with two inter-company nurseries used by residents of all municipalities and set up by us: P'tits Loup'ings at Paris-Orly (60 places) and Globe-Trotteurs, a child-care centre, at Paris-Charles de Gaulle (100 places). Globe-Trotteurs has two facilities: l'Ombraïlle, which is open during atypical hours, and l'Envol, which opens during standard working hours. In 2012, Globe-Trotteurs accommodated an average of 220 children each month, with 145 children attending P'tits Loup'ings. Priority is given to parents who work staggered timetables, live more than two hours from their place of work, or have no facility close to home. The nurseries are managed by Aéroports de Paris, the local authorities, the DGAC (French civil aviation authority), public services and companies on site.

Social housing

Comité Habitat organises rental housing around the three airports in tandem with companies, local authorities and housing professionals. In 2012, eight partnership agreements were signed with private real estate investors in respect of 300 properties. Comité Habitat found housing for 130 young people hired in 2012 and has housed a total of 1,700 people since 1995. Since 2008, young workers have been housed in a residence containing 213 apartments at the Paris-Charles de Gaulle site. A similar project is under review at Paris-Orly.

Filéo, an on-request bus network

Filéo, established in 1998 by the STIF (Ile-de-France Transport Union), is an on-demand shared transit service for employees at Paris-Charles de Gaulle. Operating alongside regular public transport lines, this network consists of eight bus lines, with two new lines having come into service this year. We are the only private company providing financing for this service and we have renewed our commitment until 2016 in the interest of airport employees.

BREAKDOWN OF JOBS BY SITE

Number of companies

→ 2011 total: **969**

	2010	2011
Paris-Charles de Gaulle	→ 637	→ 656
Paris-Orly	→ 203	→ 238
Paris-Le Bourget	→ 68	→ 75

Total number of employees

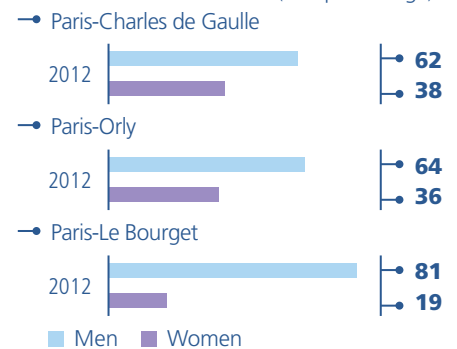
→ 2011 total: **117,515**

	2010	2011
Paris-Charles de Gaulle	→ 86,000	→ 87,200
Paris-Orly	→ 26,745	→ 27,200
Paris-Le Bourget	→ 2,658	→ 3,115

Employee typology

- **80%** of employees work staggered hours at Paris-Charles de Gaulle, **69%** at Paris-Orly and **44%** at Paris-Le Bourget.
- **96%** of staff have permanent contracts (excluding temporary employees).

Gender breakdown (as a percentage)



FILÉO AT A GLANCE

- 24/7 bus network
- 2012 participation from Aéroports de Paris: **€329k**
- Partners: STIF, General Councils of Seine-et-Marne and Val-d'Oise, and the Terres de France urban area
- **504,000** reservations, **15%** of which were made on www.fileo.com
- **17,000** customers, **352,500** journeys

Supporting the regions

Major sites

The Roissy and Orly hubs have been classified as strategic in the Grand Paris project and our three airports – Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget – have been identified as major economic sites (TEM) in the Ile-de-France regional plan (SDRIF). Activities from our airports generated over €80 billion in added value in 2011, representing nearly 5.8% of the region's GDP. In order to contribute to the sustainable economic development of our base regions, we are members of various governance bodies, participate in joint projects to promote the region and help companies to set up in airport hubs or surrounding areas.

Pole du Grand Roissy (greater Roissy hub)

Under the impetus of the regional Prefect, in 2011 and 2012 the Pole du Grand Roissy implemented a governance system comprising a regional conference and an airport Board made up of members from four areas – the Government, elected officials, the financial world and associations, within which we play an active role. In 2012, the airport Board outlined a work programme aimed at regional coherence, transport and economic development.

Pole d'Orly

We have been working alongside Pole d'Orly since 2005, and play a role in the governance bodies of the regional agreement on jobs, training and economic development. The Orly Paris Agreement, which has been renewed for three more years, involves a sustainable development charter, which we have signed and which commits us, as a group, to an ambitious action plan. In December 2012, the commission set up by the Ministry of Ecology to consider the future of Paris-Orly, chaired by the region's Prefect André Viau, submitted its report and recommended maintaining the airport in operation.

Hubstart Paris® – promoting Grand Roissy

We have actively supported Hubstart Paris® since its creation. This joint regional project to promote the region internationally has been recognised by the public authorities as a way to open up Grand Roissy for value creation. In 2012, Hubstart Paris® and the Aérotopolis Europe association were awarded the Grand Paris label. The second Sustainable Airport Areas seminar was held in Atlanta and attended by 150 participants from around the world who examined the concept of the sustainable airport city. Hubstart Paris® also signed a cross-promotion agreement with Shanghai Airport Area in 2012. Two similar agreements were entered into in 2011, with Memphis and Atlanta airport sites in the United States.

www.hubstart-paris.com

Orly International

The actions targeted by the Orly Paris agreement are implemented by project initiator Orly International, responsible for supporting employment and enhancing the value of high-potential sectors and the residential economy in order to contribute to the region's economic development. In 2012, a Pôle Emploi office was opened at the Orly International premises to display job offers from on-site companies. This office sets up «Job meetings» for job seekers and has kicked off two regional marketing initiatives, namely the production of a promotional film and brochures and the organisation of a business tour.

Datagora

Datagora, a Grand Roissy resource centre and value creation company, is a socio-economic information centre for French or international businesses wishing to set up in the region. Datagora offers technical support to Hubstart Paris® and provides business intelligence about the Paris-Charles De Gaulle and Paris-Le Bourget airport sites. To give greater consistency to the various Grand Roissy promotion initiatives, in 2013 Datagora and our Aeropole business incubator will join forces under the Hubstart Paris® brand.



HUBSTART PARIS® AT A GLANCE

- Hosted by the Paris Ile-de-France Regional Development Agency (ARD), Hubstart Paris® has **23** public and private partners including the Government, the Ile-de-France region, local authorities and their development agencies, consular services, companies and associations.

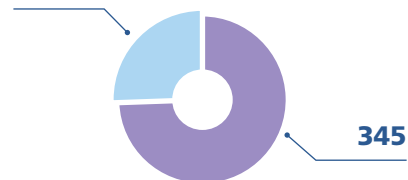
THE ORLY PARIS AGREEMENT AT A GLANCE

- The Orly Paris regional agreement was signed on 18 December 2012 for three years, notably by the Ile-de-France region, the General Councils of Essonne and Val-de-Marne, the Government, consular offices, ADOR and the Pôle Emploi regional division.

DATAGORA

- Budget: **€465k**

120



- Aéroports de Paris
- Other partners

Datagora financing partners

- French departments (77, 93 and 95), three CCI, the Ile-de-France region, three regional development agencies, Paris Ile-de-France regional development agency.
- Aéroports de Paris: annual grant of **€120k** and provision of premises free of charge with an estimated value of **€80k** per annum.
- **1,300** presentations have been held for **8,000** visitors since 2005.

Supporting SMEs

We help young businesses and support their move to our base regions. We are assisted by Datagora, the Grand Roissy resource centre, with respect to agreements with consular organisations, as well as by our business incubator Aeropole.

Aeropole, the road to start-up

The Aeropole business incubator at Paris-Charles de Gaulle offers a «road to start-up» package: nursery, incubator and company hotel. Set up in 2000 by Aéroports de Paris and its partners, it is the only inter-departmental incubator in the Ile-de-France region. It has been awarded the «technopole» and «international incubator» labels. Aimed at young entrepreneurs and businesses less than three years old, Aeropole offers

fully-equipped premises, shared services, advice and individual coaching. In 2012, it launched a teleworking area.

The Plato networks

We are members of the Plato networks, which aim to share the experience of large companies with SMEs. In 2013, the Plato Grand Roissy Économique network will replace the Plato CDG network (2011-2012). This new network will bring together the Chambers of Commerce and Industry of the Val-d'Oise, Seine-Saint-Denis and Seine-et-Marne areas, which have been grouped into a single CCI since 1 January 2013. The Plato Orsa network, set up by the CCI of the Val-de-Marne area, was completed in 2012. Since September 2012, we have been taking part in the Plato Éco-métiers network.



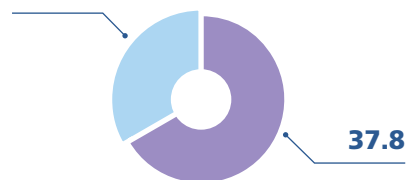
FACTS

- June 2012 saw the second edition of the *Recontres d'affaires du Grand Roissy* (Grand Roissy business meetings). During this seminar, attended by local economic players, **nine** major principals presented their procurement policies and met some **150** SMEs.

AEROPOLE

- Budget: **€56.7k**

18.9



- Aéroports de Paris
- Other partners

Aeropole financing partners

- French departments 77, 93 and 95
- Aéroports de Paris: annual contribution of **€18.9k** and provision of premises free of charge with an estimated value of **€600k**.
- Other partners: economic expansion committees (77, 93 and 95) and CCI (77, 93 and 95), chambers of trades of Meaux, Val-d'Oise and Seine-Saint-Denis, Medef, Air France.

Strengthening our links with local residents

Welcome, inform, animate

Consultations with local residents close to our airports is register in our set of operating duties. We have chosen to build a trusting relationship with the local authorities, associations and residents, and to promote our sustainable development values among them.

Helping local residents and towns

The Environment and Sustainable Development Centres (MDEDD), which are located on-site at Paris-Charles de Gaulle and Paris-Orly, are the principal means of conducting dialogue with local communities. Each year, almost 3,000 local residents visit these centres, which provide information on the environmental impact of the airports and the business opportunities that stem from airport activities. The MDEDD actively initiate partnerships with local towns.

A bridge to employment and cultural exchanges

Each year the MDEDD organise the «Discovering airport jobs» seminars for job seekers. They also hold several recruitment and job information forums in conjunction with the various players in the employment market and companies on-site. They form partnerships with local cultural and educational organisations and put in place various exhibitions and activities. Since 2011, Paris-Orly organises a monthly conference on environmental themes or sustainable development. At Paris-Charles de Gaulle there is a permanent exhibition dedicated to the social responsibility of Aéroports de Paris.

Partnering local representatives

The MDEDD sign partnership charters with local towns that provide a framework for the exchange of information and the development of joint action plans in the areas of the environment, the community and the economy. There are 37 charters in force at

75

companies have been hosted by the **Aeropole business incubator** since 2002.

Paris-Charles de Gaulle, including two new charters signed in 2012 with the towns of Nantouillet and Fontenay-en-Parisis. There are 17 charters in force at Paris-Orly and in 2012, a new charter was signed with the town of Villeneuve-Saint-Georges. In total, 54 charters have been signed for the two airports since 2008. The MDEDD frequently offer to meet elected officials and bring them on airport visits, and take part in local or regional initiatives involving environmental and employment issues of interest to our airports.

A website for local residents

The website www.entrevoisins.org provides general information on the aviation sector, environmental monitoring, current happenings at the three airports and practical information linked to ADP's policy of economic and social cooperation. This website is intended for local residents, elected officials, businesses and the general public. The Entre Jeunes feature offers a look at professions in the aeronautics sector from the viewpoint of a both a professional and an apprentice.

www.entrevoisins.org

MDEDD FORUMS

Paris-Charles de Gaulle

In 2012, three recruitment forums

- **One** freight jobs forum
- **One** reception jobs forum
- **One** seasonal and summer jobs forum

Paris-Orly

- **One** work-study, seasonal and summer jobs forum
- **One** «jobs for athletes with disabilities» forum

SOUNDPROOFING

Logements ou locaux aidés

	2012	Total since 2004
Paris-Charles de Gaulle	→ 1,445	→ 21,653
Paris-Orly	→ 1,204	→ 11,277
Paris-Le Bourget	→ 30	→ 30

Aid for soundproofing

We manage a financial aid scheme to help soundproofing near the airports. It is funded by the tax on aircraft noise (TNSA) paid by airlines for each flight take-off. TNSA revenues totalled €3.51 million in 2012. Our department dedicated to managing government aid to residents implements and coordinates the soundproofing aid process and ensures that the funds are properly used.

Le Bourget. The Ministry of Ecology anticipates extending eligibility for the scheme's aid to new geographic sectors. This aid is attributed on the basis of a favourable opinion from the Advisory Commission on Aid to Residents (CAAR), composed of the regional Prefect, the French Civil Aviation Authority, local authorities, associations and the boards of professional aviation organisations.

Scope of application

This aid applies to certain premises located within the scope of the noise pollution map (PGS) at Paris-Orly and Paris-Charles de Gaulle. Since 2012, it has also covered Paris-

Tariffs

The regulatory base rate is 100% for an acoustic diagnosis and 95% for work organised into grouped applications. Until the end of 2013, a rate of 100% applies to diagnosis

COST OF WORK (2004-2012)

- **€329.19** million for **32,904** housing units and 56 service buildings located in the noise pollution map of the three airports, in the amount of **€209.53** million for Paris-Charles de Gaulle, **€119.21** million for Paris-Orly and **€0.45** million for Paris-Le Bourget.
- Amount authorised for work in 2012: **€54.01** million, of which **€32.76** million for Paris- Charles de Gaulle, **€20.80** million for Paris-Orly and **€0.45** million for Paris-Le Bourget.
- Amount for acoustic diagnosis in 2012: **€3.41** million for **6,093** premises.

Information about noise

The DGAC provides information for local residents about noise conditions around the airports in the Environment and Sustainable Development Centres using visualisation software to display traffic and noise levels. One of these tools – Vitrail – was designed by Aéroports de Paris, and gives an almost real-time view of aircraft trajectories. It has also been put in place in the town halls of 24 towns in France. Each year the DGAC conducts an information campaign in association with Aéroports de Paris on the soundproofing aid scheme. This campaign can be seen on the website www.entrevoisins.org. Since 2012, the Visiobruit self-service portal has provided residents of Paris-Charles de Gaulle surrounding areas with basic information on acoustics and explains noise level indices used in the aeronautics industry.

Different perspectives

and work which meets certain conditions. The funding limit has been raised to €5,000 for exterior roof insulation work and €1,000 per unit for renovation of VMC systems in collective housing units. The limit may be up to three times higher for certain social housing. Since 2010 funding may be payable in advance.

Assistance with the contracting process and quality

We provide a free contracting assistance service to local residents, which guarantees that work is properly coordinated and costs are enhanced. This service, which is provided upon completion of an acoustic diagnosis, is compulsory for grouped applications and in order to qualify for the 100% rate. It is recommended in all cases. In 2012, we created a quality mechanism for companies with a view to harmonising the services on offer.

ENVIRONMENTAL ADVISORY COMMITTEES

- In 2012, **12** Environmental Advisory Committee (CCE) meetings were held: **two** for Paris-Charles de Gaulle, **one** for Paris-Orly, **two** for Paris-Le Bourget and **seven** for the general aviation airfields.
- These local consultation bodies convened by the Prefect give opinions on issues concerning the impact of development or operations at the airport on the environment. The secretariat is provided by Aéroports de Paris.



Élisabeth Le Masson
Sustainable Development Manager North,
Aéroports de Paris

Acting at the heart of the Grand Roissy employment area

E.L.M. : We have a duty to ensure that local communities in the towns surrounding our airports benefit from the dynamic impetus of our business. Our role in the Roissy CDG job booster organisation (GIP) is one of the significant ways in which we implement this commitment. As one of the founder members, alongside the region, the Government and local employment and training bodies, we have been providing financial and logistical support for the GIP, which acts in favour of residents in the Grand Roissy employment area, since 1999. Since 2010, the GIP has narrowed the scope of its work to employment, integration, the securing of career paths, and training. 2012 has been a good year. «STEP employment», the mechanism used to secure career paths for seasonal and temporary employees, is working well and the airport English training programme, which is Bulats-certified, has attracted more than 550 participants since its launch in 2011. In 2013, the GIP will be scaled back, notably due to a more streamlined governance system, a wider sphere of activity and the creation of the Grand Roissy employment and training observatory.

N.R. : I have been managing the Step employment project for the Roissy CDG GIP since 2010. This project provides a means of securing the career paths of temporary and seasonal workers and involves meeting with employees to discuss with and advise them on their choices. We offer employees a series of three individual interviews to review their situation, their professional plans, their needs and the most suitable training opportunities. We also provide advice on how to put together a job application. In certain cases we also provide ongoing assistance over a six-month period. Every Tuesday morning we organise workshops on the various issues involved in securing a career path. In 2012, 500 people contacted us, 108 individual meetings were held and 88 people took part in the workshops. Aéroports de Paris has been very active in setting up the Step employment project, providing an in-depth knowledge of airport jobs and lending logistical support in circulating information to the employees concerned.

Nicolas Rivier
Training Manager, Afpa



2012

achievements



EMPLOYMENT

Prépa'Aéro: a path to skills training

Prépa'Aéro, which has been up and running since September 2012, is a short course designed by Planèt'Airport, which candidates must complete before signing up for its AERO Skills training programme, which in turn leads to a qualification. This Adife-financed programme is reserved for job seekers in the eastern Val-d'Oise region. It offers short, tailor-made courses based around four standalone workshops: basic skills, mobility (finding one's bearings), educational projects, and job search skills. 120 trainees are expected to take part in this course between 2012 and 2013.

Learning to drive with Papa Charlie

Knowing how to drive is essential to working at the airport hubs. Papa Charlie is reviewing a project for 2013, which would enable the less well-off to learn car driving basics and sit the driving test. The future driver would gain initial experience in a special category of car for which no license is required, and would follow on with lessons in a car that requires a license with the assistance of Planèt-Airport volunteers and, in particular, First Stade employees.

YOUTH EMPLOYMENT

Interactive job information sheets for young people

Since 2012, the www.entrevoisins.org website has included 60 interactive job information sheets (in the *Entre Jeunes* section) to guide and inform young local residents with respect to airport professions and the skills required. The sheets are organised by sector and profession, and offer an interactive test entitled «Are you made for this job?», as well as two videos providing first-hand accounts from a permanent employee and a trainee. These sheets can be downloaded and printed in PDF. We have also prepared 36 «Airport jobs» facts sheets in conjunction with the CDG job centre (Pôle Emploi) and our Economic and social division north. These sheets are distributed by employment agencies and representatives of our regional delegations at job forums in which we take part.

www.entrevoisins.org

DIVERSITY

With the national institute for deaf youth

In July 2012, we signed a partnership agreement with the national institute for deaf youth. Each year we will hire students from the institute to carry out a traineeship in our graphics agency. For airport employees who so wish, the institute will also provide awareness-raising sessions on how to communicate with young people who are deaf or hard-of-hearing, in particular through an introduction to French sign language.

Increasing young people's awareness of women's rights

To celebrate International Women's Day, the Environment and Sustainable Development Centre at Paris-Charles de Gaulle organised an exhibition entitled «Women at the heart of professional diversity». This event was aimed at first and second year lycée students and elected officials from surrounding towns.

EMPLOYMENT

How young local residents view airport work



In 2012, we surveyed 35 young job seekers living in the *environs* of Paris-Charles de Gaulle and Paris-Orly, who provided us with their view of the working world, in particular in the airports, and

their thoughts on their education, their future career, the geographic proximity of the airport and their experiences of searching for work. The airports represent an opportunity for these young people, and they represent an opportunity for us, because they meet our requirements. This survey, entitled «Professional integration of young people living close to Paris airports» can be downloaded in French from our website.

<http://bit.ly/WyEdep>



PROMOTING THE REGIONS

Hubstart Live – a virtual model of Grand Roissy

Presented for the first time in June 2012 at the *Futur en Seine* festival, «Hubstart Live» is an interactive model of the Grand Roissy hub. The project, which is financed by the Ile-de-France Regional Council, EPA Plaine de France, Aéroports de France and Datagora, uses interactive technology. The user can move around an image of Grand Roissy by moving his or her hands over a table that captures their movement and access various content, such as development projects or the profile of sites in the region. The first version of Hubstart Live was up and running in early December 2012 and it is now available on tablets. A smartphone version is expected to appear in 2013.

<http://bit.ly/13z0w8X>

LOCAL RESIDENTS

Local culture



2012 was marked by two exhibitions in the Environment and Sustainable Development Centres. To celebrate French Heritage Day, an exhibition entitled «Paris-Orly, an invitation to travel» offered visitors a demonstration by firemen, the opportunity to cross a runway, and a tour of the control tower. At Paris-Charles de Gaulle, «Sustainable change» described the history of commercial aviation's cult aircraft and presented the concept planes of the future. Also in 2012, the Environment and Sustainable Development Centre at Paris-Charles de Gaulle redesigned its exhibition centre to make it more welcoming for local visitors. A «cosy corner» is equipped with a wall of living plants and a

mural by a young painter graces the entrance to the conference room.

QUALITY OF LIFE

Aérovert A fitness trail in the heart of CDG

In 2013, a 3.8km walking track is expected to be introduced around the Paris-Charles de Gaulle Environment and Sustainable Development Centre, as part of a project put forward by the Aéroport de Paris Property Management division. The track will be in a sheltered area where airport employees, visitors and airline company clients can relax and enjoy the rich plant life. In the future, this walk will be included as one of our initiatives to raise awareness about biodiversity.

SOUNDPROOFING

Quality for local residents

Within the scope of the financial aid given for soundproofing work, we provide a free contracting assistance service to local residents, offering ongoing assistance from the time that they seek a quote until completion of the work. In 2012, we created a quality mechanism to harmonise the practices of construction companies' design offices and, as a consequence, improve quality by offering local residents total packages. This mechanism provides construction companies with guidelines and quality requirements. It also aims to promote the use of products that have been awarded quality labels and certificates.

SMEs

Business incubator launches teleworking centre

In 2012, our business incubator opened a dedicated teleworking and networking space in the Aeropole premises at the heart of Paris-Charles de Gaulle. The centre has 21 workstations and shared meeting rooms with videoconferencing systems. The project was 50%-financed by the Ile-de-France region.

www.aerpole-roissy.com

2012 achievements



SOLIDARITY

Aéroports de Paris Foundation

In 2003, we created the Aéroports de Paris Foundation to develop our sponsorship activities. The Foundation co-finances local initiatives in favour of the most vulnerable populations near the airport sites. Under the auspices of the Fondation de France, it provides financial assistance for local solidarity projects. Its executive committee, chaired by the Chairman and CEO of Aéroports de Paris, has defined three priority action areas: integration and training, citizenship and the fight against exclusion, and disability and health.

Combating school dropout

In 2012, the Foundation contributed to the introduction of new projects aimed at combating school dropout in secondary schools located close to the airports. €15,000 has been allocated to projects implemented in favour of secondary schools in the Val-de-France area and the towns of Gonesse and Goussainville. In order to give young disadvantaged people access to culture, the Foundation also signs multi-year agreements with several important cultural sites. More detail on the Foundation's activities is available in the Sustainable Development section of our website.

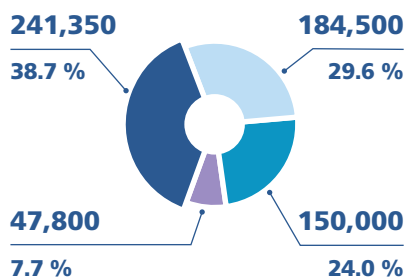
www.aeroportsdeparis.fr, rubrique «Group»

FOUNDATION FIGURES

→ Number of projects: **61**



→ Total amount of aid: **€623k**



■ Citizenship and the fight against exclusion
■ Job insertion and training

■ School dropout
■ Disability and health

DISABILITY

In favour of integration and disability

The Paris-Charles de Gaulle Environment and Sustainable Development Centre has selected a company in the sheltered sector for the upkeep of its flower beds. Paris-Orly has renewed its partnership with the vocational integration assistance association, *Les Potagers de Marcoussis* (the Marcoussis Vegetable Growers), which sells baskets of organic vegetables to on-site employees.

SOLIDARITY

In-kind and skills sponsorship

The partnership management unit of the Environment and Sustainable Development division is responsible for skills sponsorship and voluntary work, as well as sponsorship in-kind. We have a pool of 150 Group employees ready to volunteer on projects proposed by community and general interest groups that we support. In 2012, we organised a scheme for the reuse of Aéroports de Paris goods. These included computers, agricultural equipment, and fire vehicles, which were collected and distributed to associations to combat social exclusion, either in their original state or after repair. Through this scheme, Planèt'AIRPORT, with the help of volunteers from the IT department, was able to equip four technical facilities for the simultaneous training of 60 persons in IT skills. All permanent employees within Planèt'AIRport structures also perform skills sponsorship, in particular by providing socio-professional assistance to persons with significant problems re-entering the workplace.

EMPLOYMENT

Career discovery mornings

Under the initiative of the Seine-et-Marne General Council, the Paris-Charles de Gaulle Environment and Sustainable Development Centre has launched morning career discovery sessions in partnership with the association Aireemploi. These mornings, which are aimed at secondary school students in the Seine-et-Marne region, involve a presentation of the airport and its various professional sectors.

INTEGRATION

Company concierge service

Under our agreement with the Seine-et-Marne General Council, we financed a study on a proposed company concierge service. This service would be aimed at employees at Paris-Charles de Gaulle and would offer local services provided by employees on outreach programmes. The proposition will be chosen and validated in 2013 in coordination with Aéroports de Paris and the General Council's outreach scheme, Initiatives 77.



6

Non-financial ratings

Results continue to rise for the last nine years

Consolidated efforts by subsidiaries

Hub télécom – a proactive subsidiary

→ page 70

→ page 71

→ page 72

Results continue to rise for the last nine years

A solicited rating since 2003

Since 2003, our performance has been assessed by an independent, non-financial rating agency. This evaluation was carried out annually until 2010, but will now be conducted every two years to allow us to properly implement actions needed to make progress. The agency Vigeo rates us on six areas, namely corporate governance, the environment, human resources, human rights, market behaviour and community involvement. For the first time in 2010, the non-financial ratings procedure was extended to all Group companies. Aéroports de Paris is the only major European airport group to undergo a solicited extra-financial rating process.



Overall Group score up seven points

Vigeo's audit revealed a high level of commitment by the Group with respect to environmental, social, labour and governance objectives that it can be expected to fulfil. The overall score of Aéroports de Paris SA and its three main subsidiaries – Hub télécom, ADP Ingénierie and Aéroports de Paris Management – increased seven points on 2010.*

Aéroports de Paris Foundation approaches excellence

Aéroports de Paris SA, whose score rose five points in comparison with 2010, showed a consolidated and consistent commitment in all areas of sustainable performance.

Corporate governance

Performance is deemed robust. The most significant improvements were the consolidation of the Board of Director's audit committee; the reconciliation of risk and internal control policies; and the inclusion of sustainable development criteria in determining the variable portion of corporate officers' compensation.

The environment

Commitment is deemed consolidated and performance approaches excellence. This rating was helped by: a new environmental policy; energy management in accordance with ISO 50001; the culmination of renewable energy production projects; the commissioning of satellite 4, the Altaï building and a HEQ®-certified freight terminal; and Paris-Charles de Gaulle and Paris-Orly being awarded level 3 Airport Carbon Accreditation.

Human resources and Human Rights

Performance shows evidence of commitment, the strong points being a specific roadmap for 2013-2015, an internal control mechanism for HR procedures, considerable resources dedicated to training and the desire to develop a management culture.

Market behaviour

The Group's commitment was deemed consolidated as regards customers' and providers' interests and the development of sustainable procurement, and advanced as regards the prevention of corruption. In particular, Vigeo recognised a new organisational model focused on passenger satisfaction, the Service University, and new tools to foster dialogue with airline companies. A new procurement policy includes the development of sustainable procurement.

Community involvement

Commitment was evident as regards the economic development of the region, local employment and training, relations with stakeholders and the accessibility of airport services for persons with reduced mobility. Special emphasis was placed on the Group's efforts to promote the attractiveness of Grand Roissy from an economic perspective and actions enabling local residents to access jobs and training.

* In 2010, the Alyzia Group was included in the scope of the study.

THE VIGEO RATINGS SCALE

- ■ Little evidence of commitment
- ■ Commitment initiated
- ■ Consolidated commitment
- ■ Advanced commitment

2012 Overall Group Score: **42.5/60**



2010 Overall Group Score: **35.5/60**

2012 Overall Aéroports de Paris SA Score: **43/60**



2010 Overall Aéroports de Paris SA Score: **38/60**

2012: **49/60**



2010: **44/60**

2012: **48/60**



2010: **45/60**

2012: **41/60**



2010: **37/60**

2012: **33/60**



2010: **30/60**

2012: **44/60**



2010: **39/60**

2012: **39/60**



2010: **35/60**

Consolidated efforts by subsidiaries

The three wholly-owned Aéroport de Paris subsidiaries have all increased their scores and show a consolidated level of commitment (3-).

Hub télécom

Hub télécom is a telecommunications operator specialised in electronic communication services and networks at airports and sites highly-frequented by business professionals. This subsidiary, which offers the Group's services and solutions under the brand name Hub one, has been rated on a non-financial basis since 2008. In 2012, the rating agency showed that the company had improved in comparison to 2010 with respect to all criteria assessed. It scored a consistent 3- (consolidated) across the board, with an increase of two points in its overall score (34/60 as against 32/60). The areas showing most improvement included sustainable procurement, outflow management, internal control mechanisms and the respect of basic rights. Over the next two years the main improvement will involve the implementation of CSR reporting.

2012: **34/60**



2010: **32/60**

ADP Ingénierie

ADP Ingénierie, a wholly-owned subsidiary of Aéroports de Paris, is a French architecture and engineering firm specialised in the airport sector, for which it designs and performs development, building construction, infrastructure and equipment projects. It also performs complex urban planning projects involving embassies, stadiums, and theatres or concert halls. It acts in the capacity as advisor, main contractor, or contracting assistant. As of 31 December 2012, ADP Ingénierie employed approximately 450 people and had operations in 12 countries, with more than 500 projects underway worldwide. The 2012 non-financial rating represents a substantial change in the company's performance, with an increase of four points in its overall score compared to 2010 (from 29/60 to 33/60), placing it level 3- (consolidated commitment). There is consistent improvement in each area. Vigeo notes that CSR commitments were formalised and the resources set aside for CSR were consolidated. The most advanced commitments were seen in the areas of governance (internal control, audit and anti-corruption measures) and human resources. Future measures will mainly involve improving reporting procedures, developing an environmental offering and rolling the CSR policy out to international sites.

2012: **33/60**



2010: **29/60**

Aéroports de Paris Management

Aéroports de Paris is an airport management company. It also acquires interests in airport corporations. It is directly or indirectly responsible for the operation, management and development of 22 airports with traffic of over 42 million passengers. It has 49 employees, including 28 expatriates, in nine countries. Its 2012 non-financial rating points to a considerable improvement in its overall performance, with a score of 29.5/60, up 4.5 points on 2010 (25/60), placing it level 3- (consolidated commitment). Progress was notably evident in the corporate governance domain (35.5/60 in 2012 as against 24.6/60 in 2010). Remarkable improvements were also made in «market behaviour», with the rating increasing to 28/60, from 15.7/60 in 2010. Vigeo gave special mention to the implementation of new control and audit mechanisms and a clearer anti-corruption policy. Improvements were seen in five out of the seven criteria under review, demonstrating an ongoing commitment on behalf of the company. Vigeo recommends that the company place more importance on contributing to the social and environmental progress of its airport manager customers as part of its strategic focus.

2012: **29,5/60**



2010: **25/60**

Hub télécom

A proactive subsidiary

A CSR policy since 2008

Following the example of Aéroports de Paris, Hub Télécom has, since 2008, been highly proactive in terms of CSR. In 2010, it signed the Telecom sector's voluntary commitment charter on sustainable development and is gradually formalising its CSR policy with the assistance of a 22-person internal network.

2012 highlights

Ethics and sustainable procurement

In 2012, Hub télécom drew up a code of ethics with the help of the NGO Transparence International France, within the scope of a partnership signed in 2011 (see page 17), and is gradually rolling out its internal control mechanisms. Within the context of its responsible procurement policy, Hub télécom has invested in a tool for evaluating its suppliers in terms of their compliance with the sustainable development charter.

Environment, diversity, quality of life

In 2012, Hub télécom signed its first agreement on gender equality in the workplace. In the wake of this, it also signed an agreement on telework, with a twofold social and economic objective, namely work-life balance, integration, the continued employment of disabled persons, and reduced commuting time, on the one hand; and reducing the environmental impact of transport on the other. The company has also recently implemented a car share facility, with 48 vehicles available to employees on a self-service basis. This solution, which is popular with employees for its flexibility, optimises the volume and use of the vehicle fleet.

Integration and solidarity

Since 2011, Hub télécom has been offering its employees the opportunity to carry out voluntary work during their leave in association with international aid organisation, Planète Urgence. It also uses sheltered sector companies for catering, paper supply and used paper collection services.

For further information
→ www.hubone.fr

PROFILE

- ISO 9001 certified
- **420** employees
- 2012 revenue: **€142m**
- Acquisition of Nomadvance and creation of the Hub One brand in 2012
- First sustainable development report: 2010

CSR COMMITMENT

- Developing Green IT product offerings that help reduce the environmental impact of its customers' activities
- Sustainable procurement policy
- Improving the energy performance of IT and telecommunications infrastructures
- Managing products' end-of-life and addressing recycling
- Controlling vehicle fleet emissions
- Promoting ecological conduct within the company
- Respecting diversity
- Quality of life at work
- Social initiatives

1.7 tonnes

of paper was collected
in six months.

Waste: day-to-day responsibility

Since September 2012, employees at Hub télécom's four sites sort their paper and plastic cups. The sorted waste is collected by Le Petit Plus, an outreach company in the Seine-Saint-Denis area, which has equipped offices, common areas and cafeterias with specially-adapted bins. The paper will be recycled by paper manufacturer ArjoWiggins at its Château-Thierry plant. Hub télécom raised awareness among its employees well in advance of the operation, with the result that they are very strongly committed to its success. The company is a living example of how to integrate sustainable development on a day-to-day basis, i.e., through sustainable procurement, reduced carbon footprint, waste recovery and across-the-board commitment.





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Governance indicators

STAKEHOLDERS

Members of the Board	
Term of Office	• 5 years
18 members	• Status: 6 • Appointed by the Shareholders: 6 • Elected by the employees: 6
Jurisdiction	• Registration of directors with the IFA ⁽¹⁾
Independence	• Report of the Chairman of the Board of Directors
Auditors	
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	• 11 meetings • 76.3%		
Internal Regulations and Code of Ethics	• Oui		
Audit, strategy and compensation committees	Audit	Strategy and investments	Remuneration
• Number of members	• 4	• 6	• 3
• Number of meetings	• 7	• 3	• 2
• Attendance rate	• 85.7%	• 72.2%	• 100%
Annual assessment of Board, result of the 2011 annual assessment presented in 2012	• Internal assessment (confidential questionnaire and interview) • High level of and constantly growing satisfaction		
General Assembly			
Turnout at the last General Assembly	• 86.6% of voting rights		
Percentage of votes cast at the General Assembly (3 May 2012) by shareholders	• Resolutions adopted by over 84.5%		

FINANCIAL AND NON-FINANCIAL INFORMATION

Publication of criteria and amounts of corporate officers' compensation	• Yes (management report, registration document) • Compliance with AFEP-Medef code regarding compensation
Publication of the amount of fees	• Yes (management report, registration document)
Stock-options, free shares granted to corporate officers	• No

(1) French Institute of Directors

The publication of information concerning the Company's capital structure and any information liable to have an impact in the event of a public offering is set out in the 2012 management report.

FACTS

- The Chairman of the Board of Directors fulfils the role of Chief Executive Officer.
- Three directors are deemed independent under the criteria specified by the AFEP-Medef code of corporate governance. The independent directors account for half of the directors appointed by the General Assembly and less than one-third of all Board members.
- Board membership is balanced in terms of composition, to guarantee shareholders and the market that its tasks will be carried out with independence and objectivity.
- In addition to independence as judged by the criteria laid down in the AFEP-Medef code, it should be noted that each director and each observer has agreed, in the directors' charter set out in the appendix to the internal regulations of the Board of Directors, to retain his independence in terms of analysis, judgement, decision-making and action (article 6 of the charter). The annual evaluation questionnaire relating to the operation of the Board of Directors satisfies Aéroports de Paris as to the independence of directors.
- Introduction in 2010 of a first non-financial criterion in determining the variable portion of corporate officer compensation.
- The executives' remuneration scheme is related to performance, handling conflicts of interest and the skills of directors and is presented in the report of the Chairman of the Board, Appendix 2 of the Aéroports de Paris registration document. It can be consulted at:

www.aeroportsdeparis.fr

Opinions from the stakeholders' panel

Since 2006, we have asked a panel of stakeholders to assess the quality of our Corporate Social Responsibility Report and our means of communicating our CSR strategy. The follow-up of suggestions and comments from stakeholders from one year to the next illustrates our systematic determination to continuously improve. The members of the stakeholders' panel consider that the report is comprehensive and based on accurate, reliable evidence. They feel they are well represented in it and their views are accurately expressed and addressed. They appreciate the report's transparency and fairness and feel that it gives a good reflection of the ongoing development of the Group's social responsibility policy.

The contents of the report

The stakeholders' panel considers that the information is clear and of good quality and that the topics have been given a balanced, pertinent and full treatment. The report is easy to understand and well-presented and enables comparisons to be made with previous years. The members of the stakeholders' panel feel that each section of the report is well structured and provides accurate facts. Among the report's strong points, panel members in particular noted a good understanding of overall strategy, governance and the relationship with civil society. They welcome the presentation of quantitative objectives, the personal viewpoints provided in two-way interviews, the instructional explanations, and the showcasing of detailed, illustrated actions.

Areas for improvement

The members of the stakeholders' panel suggest: providing a clearer differentiation between the various priority actions to make them easier to identify; giving more

information on the CSR actions in international airports in which the Group has an interest; developing information on the link-up with the Schiphol Group, in particular through a recap of the terms of this alliance; giving more recognition to the areas in which the Group's actions go above and beyond regulatory requirements. One of the members regrets that sustainable development is not first among the ten focus areas of the Group's 2011-2015 strategy, given that the report shows the company to be extremely ambitious in this regard.

Format

The members of the stakeholders' panel appreciated: the simplicity and clarity of the style; the very instructional graphic presentation of the following information: stakeholders' expectations, medium-term objectives and related road maps, graphics showing the location of environmental projects; the variety of reading levels.

Areas for improvement

Readers put forward several suggestions on how to make it easier to remember this report, which they consider extremely dense. Ideas included grouping summary data such as road maps together at the start of the report to provide a comprehensive view of challenges and objectives from the word go; providing an organisational chart of the Environment and Sustainable Development division; and breaking up the table of GRI indicators and introducing comparables (percentages).

We will study the comments made in response to our request for feedback with the utmost care and address them, wherever possible, in our 2013 corporate social responsibility report.

METHOD

- The report complies with the Global Reporting Initiative's (GRI) authoritative third generation management and reporting guidelines.

Collecting stakeholder opinions

- Opinions were collected on four chosen areas, which are used as an analytical framework for the stakeholders consulted:
- The relevance of the policies and actions described;
- Stakeholder involvement, their identification and the attention paid to their expectations in the treatment of the topics;
- Including performance in a long term global vision;
- Ensuring completeness to provide a balanced assessment (strengths and weaknesses) of performance.

Five quality principles underlying the report

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

MEMBERS OF THE 2012 PANEL

- Nathalie CHESNAIS, Sustainable Development and Quality Director, Servair
- Marie-Christine KORNILOFF, SRI Manager, Financière de l'Échiquier
- Yann LE MOULLEC, Economic Development Manager for the town of Orly
- Romauld RAMBOER, member of the Aéroports de Paris works council

Factoring in the 2011 comments

The stakeholder panel rated the 2011 report as balanced, clear, comprehensive and reliable. Panel members felt it gave a detailed picture of Aéroports de Paris' actions and key figures, allowing them to assess changes in the Group from one year to the next. The panel had suggested the following areas for improvement: giving a clearer presentation of structural projects, in particular involving real estate; highlighting Aéroports de Paris' involvement with local authorities; providing a summary of the stakeholders' expectations and the Group's responses; describing the actions taken by Aéroport de Paris in terms of sustainable procurement. These suggestions were taken into account in the 2012 report: the stakeholders' expectations and the Group's responses are presented in simple graphic format combined with two-way interviews between a company representative and a stakeholder representative; the main strategic real estate projects and major environmental achievements and projects are presented in table and graphic form.

Community dialogue and international agreements

COMMUNICATING WITH AND INFORMING OUR STAKEHOLDERS

	Information tools	Methods of consultation
Civil society	<ul style="list-style-type: none"> Websites Annual reports The press Environment and Sustainable Development Centres 	<ul style="list-style-type: none"> Forums and exhibitions Environmental advisory committees Aéroports de Paris Foundation
Employees	<ul style="list-style-type: none"> Intranet In-house media, newsletter Information and awareness-raising booklets for staff 	<ul style="list-style-type: none"> vAnnual Social Climate Survey Works council HRD Club for airport-based companies
Customers		
• Passengers	<ul style="list-style-type: none"> Websites Magazine: <i>Aéroports de Paris LifeStyle</i> Customer guides E-newsletters 	<ul style="list-style-type: none"> Website Touchscreens at information points A single telephone number 3950 Satisfaction questionnaires
• Companies	<ul style="list-style-type: none"> Websites and intranet Customer guides E-newsletters Airport orientation committee (AOC) 	<ul style="list-style-type: none"> Discussions with companies Quality of service operational committees Satisfaction questionnaires
• Companies using the airport site	<ul style="list-style-type: none"> Websites and intranet E-newsletters 	<ul style="list-style-type: none"> Meetings
Business partners (service providers, suppliers, subcontractors)	<ul style="list-style-type: none"> Seminars and conferences www.ecoairport.fr www.tendersmart.com 	<ul style="list-style-type: none"> www.tendersmart.com (supplier consultation) Self-assessment questionnaires Markets and consultations Environmental partners' clubs
Financial Partners (the French Government, financial institutions, investors, individual shareholders)	<ul style="list-style-type: none"> Annual reports Shareholder newsletters and Internet guide Quarterly results Half-yearly results 	<ul style="list-style-type: none"> General Meeting of Shareholders Shareholders' club Shareholders' meetings Site visits
The French Government, public bodies	<ul style="list-style-type: none"> Annual reports 	<ul style="list-style-type: none"> Working groups Participation in regional groups Dialogue with Government ministries and agencies

COMPLIANCE WITH UN AND ILO PRINCIPLES

- Aéroports de Paris develops its business in accordance with the principles of the UN's Global Compact, of which it has been a signatory since 2003. The Group thus confirms its adherence with the fundamental conventions of the International Labour Organisation. Each year, we provide proof of our compliance with these commitments by publishing our best practices recognised by the UN. These correspond to one of the ten principles of the Global Compact and can be accessed on our website www.aeroportsdeparis.fr («Group» tab, «Sustainable Development» section).

Principles of the Global Compact and the ILO	Actions undertaken
Human rights	
1. Support and respect the protection of international law on human rights within the sphere of influence of the Group.	<ul style="list-style-type: none"> Improve the quality of service with respect to the reception and assistance accorded to passengers with disabilities or reduced mobility
2. Ensure that the Group's companies are not complicit in violations of human rights.	<ul style="list-style-type: none"> Act to combat concealed employment by suppliers
Labour standard / ILO principles	
3. Uphold freedom of association and the effective recognition of the right to collective bargaining.	<ul style="list-style-type: none"> Individual right to union training Agreements on trade union rights
4. Eliminate all forms of forced or compulsory labour.	<ul style="list-style-type: none"> Integrate ethical criteria into our specifications applicable to our suppliers and service providers
5. Ensure the effective abolition of child labour.	<ul style="list-style-type: none"> Code of procurement ethics annexed to supplier and service provider contracts to reduce the risk of child labour
6. Eliminate discrimination in the workplace and profession.	<ul style="list-style-type: none"> Frequently renewed agreements on gender equality, the integration of disabled persons, and the employment and retention of seniors
Respect for the environment	
7. Support a preventative approach to environmental challenges.	<ul style="list-style-type: none"> Aéroports de Paris environmental policy
8. Undertake initiatives to promote greater environmental responsibility.	<ul style="list-style-type: none"> Training and environmental awareness raising for all ADP employees
9. Encourage the development and diffusion of environmentally friendly technologies.	<ul style="list-style-type: none"> Technological monitoring and innovation
Fight against corruption	
10. Work against corruption in all its forms, including extortion and bribery.	<ul style="list-style-type: none"> 2011-2012 partnership agreement between Aéroports de Paris Group and the NGO Transparency International France on combatting corruption Second three-year programme to prevent fraud (2012-2014) for Aéroports de Paris SA

Method for reporting indicators

AÉROPORTS DE PARIS IN THE SOCIALLY RESPONSIBLE INVESTMENT (SRI) INDICES

This report concerns Aéroports de Paris' activities from 1 January to 31 December 2012. It has been based on the Global Reporting Initiative's (GRI) third generation management and reporting guidelines. This is co-led by the United Nations Environment Programme (UNEP) to harmonise the consolidation of data on sustainable development. These guidelines provide principles that help organisations deliver a balanced and reasonable presentation of their economic, environmental and social performance (see p. 80).

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.

In accordance with the Decree of 24 April 2012 on the transparency obligations of listed companies, the information published in our management report has been reviewed by an independent third party. KPMG reviewed the quantitative and qualitative data published in section 4 «Social, environmental and employee-related data» of Aéroports de Paris' 2012 management report, with a moderate level of assurance as set out in the report appearing in appendix 3 of the management report.

- 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 applicable scope and methods. They are sent to the Environment and Sustainable Development Division by the Human Resources Division.
- Night traffic data are collected by Aéroports de Paris.
- For soundproofing aid indicators, the data come from the review published at the end of December 2012.
- For the environmental indicators, Aéroports de Paris uses a specific reporting protocol to define the indicator and the scope and method of the calculation.
- For air and emission quality indicators, the data are provided 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.

Changes in scope

- For the presentation of financial statements: Aéroports de Paris Group has adopted a new presentation of its consolidated accounts with effect from financial year ended 31 December 2011. Pro-forma accounts for 2010 have been drawn up in accordance with these changes.
- For corporate data: new scope excluding ground handling and commercial joint ventures.



ASPI Eurozone®

- Aspi Eurozone® (Advanced Sustainable Performance Indices) is one of the benchmark European indices for sustainable development and corporate social responsibility. Companies included in the Aspi index are selected on the basis of evaluations performed by Vigeo Rating. Aéroports de Paris, which has been present in this index since 2011, holds the leading position in the transport and logistics sector.



Euronext Vigeo Europe 120

- Euronext Vigeo Europe 120 brings together the 120 European companies considered most advanced in the social responsibility domain. This index is established on the basis of a universe of companies belonging to the Stoxx 1800 index. Companies obtaining the highest aggregate score in their benchmark universe are eligible for inclusion in a Vigeo index. Aéroports de Paris has been included in the Euronext Vigeo Europe 120 index since 2012.

Index GLOBAL 100

- The Global 100 project groups together the 100 most sustainable companies in the world. This index compares companies from 22 countries active in all economic sectors. Companies are classified on the basis of 12 key performance indicators such as energy production, carbon emissions, leadership diversity and investments in innovation. Aéroports de Paris ranks 39th in the Global 100 index.



ESI Europe Excellence Europe

- The Ethibel Sustainability Index (ESI) Europe includes 200 companies considered leaders in CSR. It is based on ethical and sustainable criteria and provides a comprehensive perspective on the financial performance of the world's leading companies in terms of sustainability for institutional investors. Aéroports de Paris has been included in the ESI index since 2009.

Table of indicators

AÉROPORTS DE PARIS IN FIGURES

INDICATORS	UNITS	2010 PRO-FORMA ^(a)				2011		2012		GRI REF.
		AÉROPORTS DE PARIS GROUP	AÉROPORTS DE PARIS SA	AÉROPORTS DE PARIS GROUP	AÉROPORTS DE PARIS SA	AÉROPORTS DE PARIS GROUP	AÉROPORTS DE PARIS SA			
Revenue	€m	2,480	2,385	2,502	2,473	2,640	2,607	EC1		
EBITDA	€m	922	–	972	–	1,017	–	EC1		
Net income: Group share/annual profit	€m	300	238	348	312	341	272	EC1		
Investments*	€m	496	482	686	657	647	616	EC1		

DONNÉES ÉCONOMIQUES

INDICATORS	UNITS	2010				2011				2012				GRI REF.
		CDG	ORLY	LBG	TOTAL	CDG	ORLY	LBG	TOTAL	CDG	ORLY	LBG	TOTAL	
Number of companies in the airports	number	637	203	68	908	656	238	75	969	nd	nd	nd	nd	EC9
Jobs at airports (excluding temporary)	number	86,000	26,745	2,658	115,403	87,200	27,200	3,115	117,515	nd	nd	nd	nd	EC9
Compensation fund for airport noise (FCNA)	€m	2.61	1.96	na	4.57	2.80	1.77	nd	4.57	nd	nd	nd	4.57	EC9
Aéroports de Paris Foundation: amount granted by the Foundation	€	na	na	na	508,500	na	na	na	573,700	na	na	na	623,650	EC8
MARKET PRESENCE														
Passenger air traffic	in millions	58.2	25.2	nd	83.4	61.0	27.1	nd	88.1	61.6	27.2	nd	88.8	EC6
Number of aircraft movements	in thousands	491.9	215.6	nd	707.5	506.9	228.5	nd	735.4	491.3	230.6	nd	721.9	EC6

EMPLOYEE-RELATED DATA

INDICATORS	UNITS	2010 PRO-FORMA ^(b)				2011				2012				GRI REF.
		CDG	ORLY	LBG	TOTAL	CDG	ORLY	LBG	TOTAL	CDG	ORLY	LBG	TOTAL	
AVERAGE HEADCOUNT														
Aéroports de Paris	number	6,958				6,879				6,851				LA1
Subsidiaries	number	5,261				2,213				2,184				LA1
Aéroports de Paris Group	number	12,219				9,092				9,035				LA1
Disabled workers ⁽¹⁾	number	320				335				345				LA13
Average age ⁽²⁾	years	44.8				45.3				45.8				LA13
Proportion of women ⁽²⁾	%	38.2				38.3				38.2				LA13
HIRES AND DEPARTURES														
Permanent contract hires ⁽¹⁾	number	571				263				320				LA2
Hires of under-25 years old ⁽²⁾	number	29				35				29				LA2
Departures (all reasons) ⁽¹⁾	number	1,630				613				478				LA2
Promotion rate ⁽²⁾	%	3.8				5.9				5.2				LA2
Replacement rate for permanent jobs ⁽²⁾	%	1.7				2.3				2				LA2
TRAINING														
Percentage of payroll spent on ongoing training ⁽²⁾	%	6.13				6.6				6.01				LA10
ABSENTEEISM														
Absenteeism for all causes ⁽²⁾	%	7.06				6.6				6.6				LA7
Absenteeism ⁽²⁾	hours	773,859				715,671				713,555				LA7
HEALTH, SAFETY AND WORKING CONDITIONS														
Accidents at work ⁽²⁾	number	151				114				141				LA7
Deaths ⁽²⁾	number	0				0				0				LA7
Accidents at work frequency rate ⁽²⁾	%	14.6				11.1				13.6				LA7
Accidents at work severity rate ⁽²⁾	%	1				0.6				0.75				LA7

SOCIETAL DATA

INDICATORS	UNITS	2010		2011		2012		RÉF. GRI
		CDG	ORLY	CDG	ORLY	CDG	ORLY	
Participants in «Airport and related jobs» seminars	number	725		268		305		S01
Beneficiaries of employment assistance (training, support, mobility assistance)	number	1,557		2,002		2,972		S01

* Investments in tangible and intangible assets excluding acquisition of subsidiaries (€668 million in 2012 for the acquisition of TAV Airports). (1) for Aéroports de Paris Group. (2) for Aéroports de Paris SA. For further information see the notes to the consolidated financial statements available at www.aeroportsdeparis.fr. (a) The Aéroports de Paris Group adopted a new presentation of its consolidated financial statements with effect from financial year ended 31 December 2011. Pro-forma accounts for 2010 have been drawn up in accordance with these changes. (b) New scope excluding ground handling and commercial joint ventures.

ENVIRONMENTAL DATA

INDICATORS	UNITS	2010				2011				2012				GRI REF.
		CDG	ORLY	LBG	TOTAL	CDG	ORLY	LBG	TOTAL	CDG	ORLY	LBG	TOTAL	
CURFEW EXEMPTIONS (PARIS-ORLY)														
Number of exemptions	number	na	181	na	na	na	69	na	na	na	24	na	na	S01
between 11.30 pm and 11.45 pm	number	na	88	na	na	na	45	na	na	na	15	na	na	S01
NIGHT TRAFFIC BY TIME SLOT (PARIS-CHARLES DE GAULLE)														
10 pm - midnight local time	number	28,487	na	na	na	27,922	na	na	na	27,126	na	na	na	S01
midnight - 5 am local time	number	22,308	na	na	na	21,062	na	na	na	20,371	na	na	na	S01
5 am - 6 am local time	number	10,460	na	na	na	10,226	na	na	na	9,847	na	na	na	S01
Total	number	61,255	na	na	na	59,210	na	na	na	57,344	na	na	na	S01
NOISE														
Cases handled	number	1,666	971	na	2,637	1,578	1,272	na	2,850	1,445	1,204	30	2,679	S01
Soundproofed homes and premises	number	2,816	1,082	na	3,898	1,762	1,292	na	3,054	3,131	1,820	30	4,981	S01
Aid granted ⁽¹⁾	€m	25.4	11	na	36.4	21.2	19.0	na	40.2	32.7	20.8	0.45	54.01	S01
AIR QUALITY, EMISSIONS AND WASTE														
Air quality at the airports														
Nitrogen dioxide (NO ₂)	µg/m ³	nd	34	nd	na	28	29	nd	na	28	28	nd	na	/
Particle rate (PM 2,5)	µg/m ³	19	21	nd	na	19	19	nd	na	14	16	nd	na	/
Ozone rate (O ₃)	µg/m ³	39	42	nd	na	41	43	nd	na	40	44	nd	na	/
Nitrogen monoxide rate (NO)	µg/m ³	nd	13	nd	na	11	12	nd	na	11	13	nd	na	/
Plant emissions														
CO ₂ emissions ⁽²⁾	tonne	126,146	24,520	5,451	156,117	93,318	10,708	3,849	107,875	107,913	11,743	4,162	123,818	EN16
NO _x emissions	kg	94,508	15,508	3,437	113,453	67,272	6,774	2,427	76,473	88,263	7,508	2,624	98,395	EN16
GHG emissions from aircraft														
CO ₂ emissions	tonne	856,800	288,000	nd	1,144,800	894,600	301,700	nd	1,196,300	878,071	298,838	nd	1,176,909	EN17
NO _x emissions	tonne	4,032	1,183	nd	5,215	4,225	1,241	nd	5,466	4,225	1,217	nd	5,442	EN20
Vehicle Emissions														
CO ₂ emissions	tonne	1,917	1,338	253	3,508	1,458	1,177	263	2,898	1,766	1,067	251	3,084	EN16
ENERGY														
Share of renewable energy in our final internal energy consumption	%	–	–	–	1.03	–	–	–	3.86	–	–	–	8.05	EN6
Thermal generation	MWh	340,890	145,232	23,976	510,098	259,168	102,531	13,251	374,950	287,968	113,473	18,664	420,105	EN4
Refrigeration	MWh	123,825	17,196	na	141,021	118,135	20,162	na	138,297	118,541	19,277	855	138,673	EN4
Portion of cogeneration in energy consumption designed to produce heat at Paris-Charles de Gaulle	%	42.8	na	na	na	42.6	na	na	na	50.0	na	na	na	EN4
Total electrical power purchased per airport (internal + external)	GWh	339	101	32	472	329	100	29	458	338	111	28	478	EN4
Internal energy consumption Aéroports de Paris (hot, cold, electricity)	GWh primary energy	1,043	281	13	1,337	961	290	9	1,260	1,055	306	8	1,370	EN3
WATER														
Water consumption	thousands of m ³	2,294	478	86	2,858	2,406	492	84	2,982	2,359	519	96	2,974	EN8
Aéroports de Paris portion	thousands of m ³	1,395	275	21	1,691	1,252	309	13	1,574	1,238	322	14	1,574	EN8
WASTE														
OIW volume collected	tonne	36,887	12,675	1,561	51,123	35,386	10,548	1,362	47,296	34,761	7,048	1,506	43,315	EN22
Landfill	%	4	9	31	5.9	1	6	49	3.6	1	4	47	7.9	EN22
Recyclable	%	19	18	40	19.5	22	20	23	21.7	23	22	22	23.9	EN22
Incinerated	%	77	73	29	74.6	76	75	28	74.7	76	75	30	68.2	EN22
HIW volume collected	tonne	2,160	162	42	2,364	2,208	124	70	2,402	2,484	106	27	2,617	EN24
TRANSPORT														
Share of public transport for passenger access to airports	%	45.2	36.8	na	42.1	45.3	36.6	na	42.1	45.4	36.5	na	42.3	EN29

na = not applicable; nd = not available. (1) Amounts at 31 December 2012 do not include the potential increase in coverage rate for certain files. (2) Data verified by a third party (Apave).

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FACTS

- The Global Reporting Initiative (GRI) guidelines, version 3.1, have been implemented using Application B.
- This application level has been the subject of external verification by KPMG Audit.



LEVELS OF IMPLEMENTATION OF THE REPORT			
MANDATORY	OPTIONAL		
Self-reported	Checked by a third party	Checked by the GRI	
2006 GUIDELINES			
			→ C
CHECKED BY A THIRD PARTY			→ C+
	✓		→ B
CHECKED BY A THIRD PARTY			→ B+
			→ A
CHECKED BY A THIRD PARTY			→ A+

Abbreviations and acronyms

ACA: Airport Carbon Accreditation
ACI: Airports Council International
Adapt: *Association pour l'insertion sociale et professionnelle des personnes handicapées* (association for the social and professional integration of the disabled)
Adife: *Actions et développement d'initiatives en faveur de l'emploi* (actions and development of initiatives in favour of employment)
Ador: *Association pour le développement économique du pôle Orly-Rungis* (association for the economic development of Orly-Rungis)
Afnor: *Association française de normalisation* (French standards association)
Afpa: *Association nationale pour la formation professionnelle des adultes* (national association for adult vocational training)

Air: *Association d'intérêt régional* (association for regional interest)
Anact: *Agence nationale pour l'amélioration des conditions de travail* (national agency for the improvement of working conditions)
ARD: *Agence régionale de développement* (regional development agency)
CCI: Chamber of Commerce and Industry
CCIP: Paris Chamber of Commerce and Industry
Ceevo: *Comité d'expansion économique du Val-d'Oise* (economic expansion committee for the Val-d'Oise region)
CHSCT: *Comité d'hygiène, de sécurité et des conditions de travail* (committee for health, safety and work conditions)
CIES: *Comité intersyndical de l'épargne salariale* (joint union

employee savings committee)
CO₂: carbon dioxide
Cofrac: *Comité français d'accréditation* (French accreditation committee)
DGAC: *direction générale de l'aviation civile* (French civil aviation authority)
EMS: environmental management system
ETI: *entreprises de taille intermédiaire* (medium-sized companies)
FCPE: *Fonds commun de placement d'entreprise* (corporate mutual fund)
GIP: *groupement d'intérêt public* (public interest consortium)
Greta: *Groupement d'établissements locaux publics d'enseignement* (local educational organisation)
Hub: interchange platform
IMS: integrated management system

ISO: International Organization for Standardization
NOx: nitrous oxides
OHSAS: Occupational Health and Safety Assessment Series
Parafe: *Passage rapide des frontières extérieures* (fast border screening facility)
PEB: *plan d'exposition au bruit* (noise exposure plan)
PGS: *plan de gêne sonore* (noise management plan)
PHMR: *personne handicapée ou à mobilité réduite* (a disabled person or with reduced mobility)
Sesar: Single European Sky ATM Research
Siepor: *Syndicat intercommunal d'études du pôle Orly Rungis* (joint municipal research consortium for Orly-Rungis)
SO₂: sulfur dioxide
tep: tonnes oil equivalent

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This airport is participating in Airport Carbon Accreditation



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