Develop the local economy, preserve local residents’ environment, foster training, employment and access to the workforce, facilitate the lives of those who work at our airports, promote our host regions to attract international companies, strengthen our leadership in corporate social responsibility: these are Groupe ADP’s six commitments to its host regions. We work closely with our host regions, market participants, professional organisations and associations so as to contribute to their vitality and attractiveness. Our skilled, innovative and committed teams use sustainable development to create value from which we all benefit. The ISO 26000 standard is our guideline, and our progress is regularly evaluated. In 2016, the non-financial rating assigned to Groupe ADP by EthiiFinance improved by four points compared to that of 2014. We made progress on all eight themes evaluated and reached the level of Excellence, with a total of 82/100.
Growing alongside our host regions

Groupe ADP is committed to maximising and sharing this growth for the benefit of all parties. Here’s how we do it.

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

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

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

Attracting more tourists and businesses

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

Promoting employment

Groupe ADP has been engaged in promoting employment and training for people living in the Greater Roissy-Le Bourget and Greater Orly areas for more than 15 years. It also develops and contributes to initiatives headed by the Emploi de Roissy-CDG public interest group and by Orly International. It organises and participates in recruitment forums and airport job information seminars. As part of the French government’s “Companies and Communities” urban development plan, the Group orientates its initiatives towards people living in disadvantaged communities. The Environmental and Sustainable Development Resource Centres at Paris-Charles de Gaulle and Paris-Orly contribute to initiatives headed by the Northern Paris employment and training service available 24/7, has been financed by Groupe ADP since it was created in 1998, and we are currently working with transport operators to create hubs connecting the air, rail and road travel networks at Paris-Charles de Gaulle and Paris-Orly.

Innovating with start-ups

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

Responsible and solidarity-based purchasing

Groupe ADP has implemented a purchasing policy focusing on sustainability, responsibility and solidarity. Supplier requirements include environmental and social clauses. In 2016, purchases from the protected and adapted sector and from companies dedicated to helping people join or re-join the workforce totalled €837,000. Major construction projects have clauses regarding the recruitment of people entering or re-entering the workforce after a long absence. Companies working on the Paris-Orly South Terminal international pier have reserved 23,300 hours of work time for people entering the workforce.

Working with SMEs

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

Supporting the Groupe ADP corporate foundation

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

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

豪宅和业务创造

通过其房地产提供，Groupe ADP寻求吸引公司和业务，为那些正在寻求就业机会的人提供便利。巴黎和其周边地区是世界最受欢迎的目的地，2016年接待了4600万游客。Groupe ADP正在支持巴黎2024年的奥运会和世博会。

促进就业

Groupe ADP已经参与了促进就业和培训工作，为生活在大鲁西永-勒布尔热和大奥利地区的人提供了15年。它还开发并贡献于由勒布尔热CDG公共利益集团和奥利国际出资的项目。它组织并参与招聘论坛和机场工作信息研讨会。作为“公司和社区”城市发展规划的一部分，集团将其倡议转向生活在一个经济落后的社区。环保可持续发展资源中心在巴黎-查尔斯戴高乐和巴黎-奥利地区支持的项目，包括北部巴黎的就业和培训服务，24/7全天候服务，自1998年起由Groupe ADP资助，我们目前正在与交通运营商合作，创造连接航空、铁路和公路的网络。

创新与启动

Groupe ADP是巴黎地区研究中心和几个孵化器的合作伙伴。创新部门是一个一站式的创新公司和小微企业，他们希望在一技之长中建立自己的声誉。它组织创新竞赛，创造工作关系，开发新产品和服务，并与用户测试它们。启动公司的每周邀请参加工作中心的项目会议。2016年，30家启动公司与商务旅行者建立了联系。

负责任和团结共享的采购

Groupe ADP实施了采购政策，着眼于可持续性、责任和团结。供应商的要求包括环境和社会条款。2016年，购买了837,000欧元用于支持帮助加入或重新加入劳动力市场的人员。在建设项目的条款中有关于招聘进入或重新进入劳动力市场的条款。

工作与中小企业

Groupe ADP携带负责任的供应商关系标签，并且几乎80%的采购来自中小企业和中间规模的企业。2016年，近150家中小企业和微型企业参与了勒布尔热举办的商业活动，由北方巴黎就业和经济促进集团（Promotion économique et à l’Emploi Nord）联合商会、商务和行业苏瓦伊马普、塞涅圣德尼和瓦尔多瓦的部门。该集团还资助和赞助了私人网络，包括勒布尔热2016。

支持Groupe ADP公司基金会

Groupe ADP基金会延长了我们对巴黎机场周边社区的承诺。2016年，基金会支持了54个社会项目在五个巴黎地区部门，我们有存在。在120,000名年轻人离开学校系统每年没有任何文凭时，基金会正在专注于教育和阅读能力的项目。
As owner of the largest airport domain in Europe, Groupe ADP seeks to attract companies and businesses that create value and jobs. Planner, developer, investor and manager, Groupe ADP deploys a real estate offering adapted to each airport’s profile and user expectations.

Diversified Corporate Clientele
As both points of entry into a country and venues for international trade, airports are important infrastructural installations and centres for economic development. As a result, they attract numerous businesses. With these businesses in mind, Groupe ADP offers two major types of real estate:
- Airport real estate for activities that require direct access to the tarmac: cargo delivery, aircraft maintenance hangars, ground equipment, industrial buildings (e.g. in-flight foodservice), etc.;
- Diversified real estate for all other activities: offices, hotels, shops, industrial estates, delivery services, warehouses, etc.

Investment is our calling
During the 2016-20 period, Groupe ADP intends to devote €800 million to renovating and developing its real estate assets, and in particular to:
- strengthening Paris-Charles de Gaulle’s Cargo City;
- building up the Paris-Le Bourget Aeronautical Centre of Excellence;
- developing the three “airport cities” by enhancing the supply of offices, hotels and shops, or by even adding cultural attractions and leisure facilities around the Air & Space Museum and Convention Centre located at Paris-Le Bourget.

A world-class cargo city at Paris-Charles de Gaulle
Ninety percent of all air freight transported in France passes through Paris-Charles de Gaulle, generating 15,000 direct jobs in 200 companies and 40,000 jobs in total. The largest single air freight handling area in Europe, Cargo City hosts the cargo hubs of Air France Cargo, FedEx, the French postal service, 12 of the 14 world leaders in air freight and 17 all-cargo airlines. Groupe ADP aims to double its air freight handling capacity. To accomplish this, we are developing our terminal facilities, strengthening security, beefing up the communication and traceability tools offered to operators, and offering financial rewards to airlines that increase the number of cargo flights departing from Paris. The n°1 European airport and one of the top 10 worldwide for air freight, Paris-Charles de Gaulle handled 21 million metric tonnes of freight and mail in 2016, up 2% in volume terms. ...

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

INVEST
AIRPORT CITY
AND CARGO CITY:
BUSINESS AND
EMPLOYMENT GENERATORS

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423 HA AVAILABLE FOR DEVELOPMENT

€800M OF INVESTMENTS PLANNED FOR 2016-20 (INCLUDING JOINT VENTURES).
Growing alongside our host regions

NEW DEVELOPMENTS FOR CARGO CITY

- Bolloré Logistics has opened its largest air freight logistics hub in Europe (33,500 sq m), representing an investment of €55 million, and has recently launched an extension.
- FedEx, world no. 1 in express freight, is strengthening its European hub by building a new 27,000 sq m building under a 30-year construction lease. This €200 million investment will be delivered in 2019. It will add 200–400 jobs to FedEx’s 2,500 employees in the Paris region.
- DHL, has announced it will open a 20,000 sq m hub.
- Groupe ADP, as an investor in the Cargo cim project, has built and leased a 5,700 sq m building to two operators for ground equipment maintenance.

SYNERGIES BETWEEN THE RUNGIS MARKET AND PARIS-ONLY

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

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

ROISSYPOLE IS BEEFING UP ITS OFFICE SPACE AND RELATED SERVICES

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

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

AND SO IS CŒUR D’ONLY

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

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

A FOOTBRIDGE BETWEEN THE SOUTH TERMINAL AND CŒUR D’ONLY

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

The Paris-Charles de Gaulle Cargo City(1)

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

EVENT

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

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

(1) FedEx is situated further north, where it has its own facilities.
Growing alongside our host regions

**FACILITATE**

**BOOSTING EMPLOYMENT FOR AIRPORT AREA RESIDENTS**

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

**WHAT IS THE PURPOSE OF PLANÈT'AIRPORT?**

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

**CAN YOU GIVE SOME SPECIFIC EXAMPLES?**

We federate specialised associations created by Groupe ADP in partnership with local authorities and companies. These include “Adife”, the regional endowment fund for the development of employment and training initiatives in the eastern part of the Val-d’Oise department; Papa Charlie for mobility services; First Stade for entering employment; Teach’AIR and AERO Competences for training; and the Habitat Committee for access to housing. This enables us to break down recruiting barriers, maintain employability and encourage entrepreneurship at each step in a person’s socio-professional career. For example, we help disadvantaged jobseekers get their first qualification and newly hired employees to travel to work, find new housing or become homeowners. We provide a marketplace for start-uppers and services for young entrepreneurs, while supporting companies in their CSR efforts. Together we have accompanied 40,000 people into gainful employment in 20 years. As a result, the Caravane had visited the towns surrounding Paris-Orly Airport, and the Caravane was welcomed at each Caravane event.

**Planèt’AIRport has accompanied 40,000 people into gainful employment in 20 years.**

**AIRPORT PROFESSIONS MAKE A STOP-OVER**

The Caravane des métiers, an association of airport professionals, seeks out people living near Paris-Charles de Gaulle and Paris-Orly airports to present airport professions and related training to them. The Caravane brings together Groupe ADP and Planèt’AIRport, the project initiators, FedAéro and WFS in freight and handling, and Papa Charlie in mobility solutions.Todo está diseñado para informar sobre nuevas oportunidades de empleo. Since 2009, “graduates” of the First Stade programme have been hired by ordinary companies 85% of the time. Thanks to a new partnership between the Roissy employment office and Papa Charlie, residents of the Seine-Saint-Denis department who land a job at Paris-Charles de Gaulle Airport can have the use of a car for 4-6 months for €120 a month including maintenance, repair, insurance and breakdown assistance.

**FIRST STADE: THE FIRST STEP TO EMPLOYMENT**

First Stade is a special-status “employment integration” company that offers services at demanding members, including passenger transport, parcel delivery, collection of recyclable waste, secretarial services and – since 2016 – low-cost vehicle hire. Services are performed under special fixed-term contracts offered to people who were either unemployed for a long time or had serious barriers, including a criminal record. Since 2008, “graduates” of the First Stade programme have been hired by ordinary companies 65% of the time. Since 1996, Planèt’AIRport has accompanied 40,000 people into gainful employment in 20 years.

**COMPÉTENCES TRAINS PEOPLE FOR AIRPORT PROFESSIONS**

AERO Competences’ training programmes, as varied as foodservice; reception/hotel/tourism; retailing/sales; mechanics; etc., are financed by the regional council and taught by qualified professionals in 10 centres in the Paris region. Since 1996, Planèt’AIRport has accompanied 40,000 people into gainful employment in 20 years.

**More than 600 jobseekers are welcomed at each Caravane event.**

**14 professions accessible through AERO Competences’ training programmes**

**PAPA CHARLIE PROVIDES VEHICLES TO PEOPLE STARTING THEIR FIRST JOB**

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

**2,000 local residents benefit from Planèt’AIRport services every year.**
SKILLED AND MOTIVATED TEAMS WORKING TOGETHER FOR SUCCESS

Growing alongside our host regions

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

EVERYONE IS AN INNOVATOR

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

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

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

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

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

PREPARING FOR THE FUTURE

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

EVERYONE IS AN INNOVATOR

Several schemes encourage and reward employee creativity:

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

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

EVERYONE IS AN INNOVATOR

ALICE-ANNE MÉDARD
Human Resources Director

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

“[...] 67% of employees are proud to be part of Groupe ADP.

35% appreciate our contribution to the community.

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

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

ALICE-ANNE MÉDARD
Human Resources Director

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Growing alongside our host regions

My Mob makes all mobility easier

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

P A T R I C I A C A S S E
Head of international mobility, Group HR

and we have projects in countries outside Turkey,

We already work in eight and loyalty programmes,

“After a year at the TAV Academy, in charge of training programmes, I joined GTA, the TAV Airports’ food and beverage subsidiary. In 2016, GTA is a young, dynamic company oriented towards international development and offering its employees numerous opportunities for career advancement. I have learned a lot from the interaction between the TAV and ADP groups, which has enabled me to implement a certain number of essential processes.”

E R W A N L E R O U X
International Project Manager worldwide at TAV Airports

For the last three years, I was working in Orlando, in charge of ADP in 2007 in connecting flight assistance, then in terminal and baggage sorting operations. In 2011, ADP Management offered me the opportunity to integrate its team of experts. My assignments included evaluating capacity in Algiers, supporting the opening of terminals and supervising operations in Jordan, defining the style of our future terminals, etc.

S Y L V A I N T A N G U Y
Senior expert Operations and Systems, ADP Management

“After my first airport operations job at Air France, I joined ADP in 2007 and the new Zagreb Airport. I am now based in Cuba. International mobility is a great opportunity to enhance your understanding of the sector from within a group that puts priority on versatility and flexibility.”

S T É P H Â N E D A U R A
General Manager, ADP Ingénierie (Oman Branch)

“After three years as a project manager at Orange, I joined Groupe ADP in 2000 to work on flow management and access control systems. After working on a study for a project in Dubai, I joined ADP Ingénierie Oman, heading a team of 25 people in charge of operating Muscat Airport in 2017.”

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

Čertified Manager, ADP Ingénierie (Oman Branch)

The HR solution challenge for start-ups

To step up its digital transformation, the Group launched its first HR innovation challenge for French start-ups on four topics: recruitment, training, mobility and talent management, employer brand and HR communication, social engineering and the digital workplace. 150 applications were received. 12 start-ups were shortlisted and benefited from the support of ADP Management's HR teams. They could also acquire shares at preferential terms, and the funds previously dedicated to it were reallocated.

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

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

More than 1,000 validated "digital passports"

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

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

INCREASED FOCUS ON SAFETY

The mobilisation plan on occupational risk prevention and safety includes three priority focuses: attacks and antisocial behaviour, travel-related risks and psychosocial risks.

This plan was enhanced in 2016.

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

### Six priority areas

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

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

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

- **Certified for the environment...**
  
  Our environmental management system, used by the three major Paris-region airports, is ISO 14001 certified: Paris-Charles de Gaulle since 2001, Paris-Orly since 2002 and Paris-Le Bourget since 2005. The Issy-les-Moulineaux heliport and the Toussus-le-Noble aerodrome have also been certified. Paris-Charles de Gaulle and Paris-Orly were ISO 14001 certified in 2008 and 2007 respectively. In 2016, the Issy-les-Moulineaux heliport was also certified. Paris-Le Bourget is committed to being HQE™ certified. Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget have also been granted a silver label for their work on biodiversity.

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

- **Employees are trained and committed**
  
  During their initiation period, newly-hired employees are made aware of environmental and CSR issues. Employees are regularly informed and actively involved in the European Sustainable Development Week. In 2016, a community of eco-sensitive employees from the three Paris-region airports was formed and launched several initiatives. The Environment and Sustainable Development division has revamped the training programme for employees working in the energy sector.

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

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

ENERVONAL MANAGEMENT: TARGETING EXCELLENCE

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

REDUCE ENERGY CONSUMPTION AND GREENHOUSE GAS EMISSIONS

THREE COMMITMENTS FOR 2020

Having reduced internal CO₂ emissions at its Paris airports by 14.3% between 2009 and 2015, Groupe ADP has set new targets for 2016-20. By 2020, Paris-Charles de Gaulle and Paris-Orly might welcome more than 105 million passengers per year. Groupe ADP has therefore committed to:

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

MORE ECONOMICAL EQUIPMENT

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

ENSURING SUSTAINABILITY

PARIS-ONLY IS INVESTING IN GEOTHERMAL ENERGY

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

PARIS-CHARLES DE GAULLE PREFERENCES WOOD

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

THE SUN SHINES EVERYWHERE

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

GREENER ENERGY

In 2016, renewable energy sources accounted for 14.5% of the energy mix at the three Paris-region airports, owing principally to geothermal energy and biomass. To go even further, Groupe ADP signed contracts with its suppliers in 2016 ensuring that 60% of the electricity used at Paris-Charles de Gaulle and Paris-Orly – as 30% in 2014 and 50% in 2015 – and 100% of the electricity used at Paris-Le Bourget will be generated from renewable sources.

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ENVIRONMENTAL MANAGEMNT: TARGETING EXCELLENCE

17

21,500 METRIC TONNES OF CO₂ EMISSIONS AVOIDED, THANKS TO RENEWABLE ENERGY IN 2016

40% ENERGY SAVINGS AND 30% SAVINGS IN MAINTENANCE OWING TO THE 1,800 LEDS ORDERING RUNWAY 2 OF PARIS-CHARLES DE GAULLE, RENOVATED IN 2016

19,600 metric tonnes of CO₂ emissions avoided per year when fully operational.

120 metric tonnes of CO₂ emissions avoided per year.

12,000 metric tonnes of CO₂ emissions avoided per year.

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

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PROTECTING WATER, SOIL AND BIODIVERSITY

LIMIT AND RECYCLE WASTE

Waste sorting has been introduced into the airports and terminals. The service provider retained in 2018 has committed to recycling up to 50% of waste collected, depending on the site. In this regard, organic waste is now sorted and collected. The clean worksite approach eliminates waste at the source. Contractors’ waste sorting, transport and processing obligations are contractually defined. During road network renovations, some raw materials are recycled on site and reused.

SAVE AND RECIRCULATE WATER

Three airport stations treat rainwater: two at Paris-Charles de Gaulle, and one at Paris-Orly. In addition, the Paris-Orly station has a wetland filtration system with reeds, bulrushes and irises so as to improve the treatment of run-off that contains de-icing fluids in the winter. Treated rainwater is partly reused for watering outdoor green areas – limited by reuse of organic waste as a mulch – as well as in air-conditioners and in the lavatories. Certain only West lavatories have been connected to this network, and nearly 70,000 cu m of drinking water is saved every year at Paris-Orly.

CATALOGURING AND PRESERVING BIODIVERSITY

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

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

CATALOGUING AND PRESERVING BIODIVERSITY

The current situation at each of the three airports has been analysed and zones created so as to allow management to the land. In 2016, Paris-Charles de Gaulle launched a development, biodiversity and landscape master plan, in 2016, it joined Paris-Orly as a member of Hop! Biodiversité.

2020 OBJECTIVES

2020 objectives is to reduce drinking water consumption per passenger by 5% compared with 2014. Drinking water networks and consumption are remotely monitored, and anomalies corrected rapidly. The lavatories have top flow regulators and water-saving flush systems, and cleaning practices have been optimised.

Organic waste is composted, and alternative practices limit the use of chemical fertilisers and pesticides.

REDUCING CO2 EMISSIONS

At Paris-Orly, the international pier commissioned in 2016 is HQE™ “Excellent” certification. Another source of progress: airport departures are now better synchronised, reducing their taxiing and waiting times before take-off. Collaborative decision-making with the airlines and air traffic control has given rise to a system called “Local Departures Management”, which saves nearly 15,000 metric tonnes of CO2 per year. Local Departures Management has been in effect at Paris-Charles de Gaulle since 2010. Paris-Orly’s two runways are already among the shortest in Europe for an airport of its size, has gradually been implementing Local Departures Management since 2016. Groupe ADP is also taking part in Inopac, the European research programme that aims to cut perceived noise in half, and in Sesar, a European project to reduce greenhouse gas emissions per flight by 10% between now and 2025. Groupe ADP is an active member of Corisac, which federates all participants in French civil aviation in an effort to improve the environmental performance and competitiveness of French aviation.

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

Local initiatives

41 projects supported in 2016

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

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

Combating illiteracy

11 projects supported in 2016

This topic is of national importance and is the common theme running throughout the foundation’s CSR engagement, which aims to promote projects fostering access to knowledge. The Groupe ADP Foundation partners with Copie de puce which works together with cities and towns and the Ministry of Education to give every child, regardless of social or family environment, a shot at succeeding in school.

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

International

Two projects supported in 2016

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

In Togo, the foundation has financed LucioFenzi’s “Bibilibus”, which distributes books supplied by Biblionef, a non-profit association that is also supported by the foundation and fosters literacy and education for girls.

Employee involvement

166 employees involved in 2016

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

FOUNDATION PRIZES

Two prizes awarded

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