



# 2025 PIONEERS FOR TRUST

**ESG STRATEGY**

30 MARCH 2023

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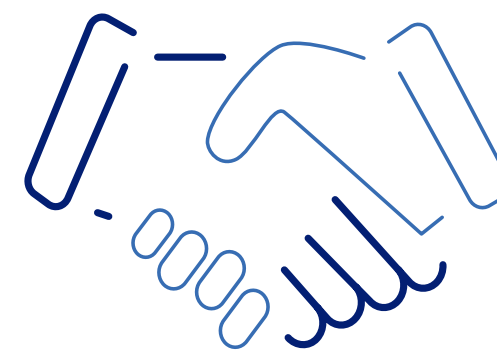
MANAGING OUR  
BUSINESS  
RESPONSIBLY

## CONCLUSION

“ To welcome passengers, operate and  
imagine airports, in a responsible way  
around the world ”



A **SUSTAINABLE GROUP**  
driver of the environmental  
transition of the airline  
industry

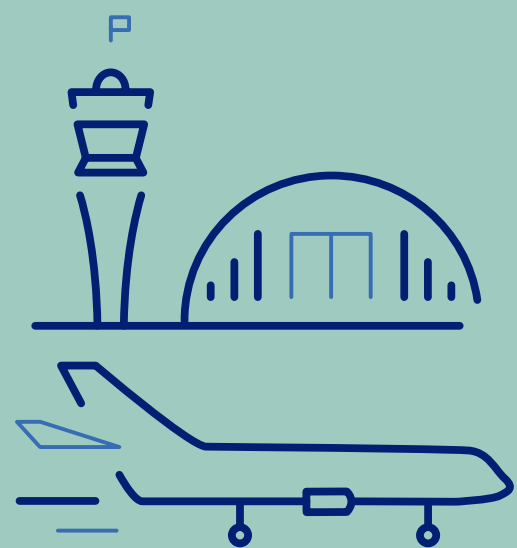
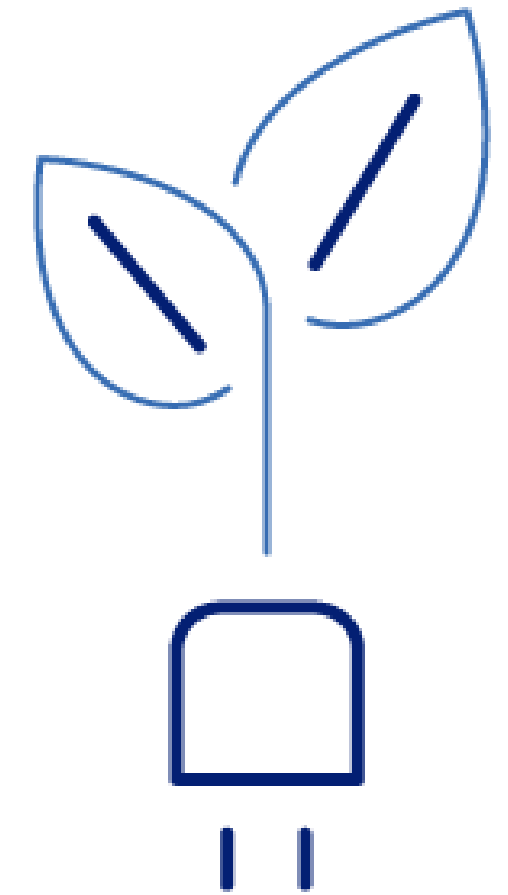


A **GROUP COMMITTED** to  
the development of the  
territories and its employees



AN **EXEMPLARY GROUP**  
in its governance and its  
relationship with stakeholders

The future and development of our business  
depends on an **ACCELERATED**  
**ENVIRONMENTAL TRANSFORMATION**



"2025 PIONEERS"  
STRATEGIC  
ROADMAP

Groupe ADP launches the  
transition to **A NEW LONG-TERM  
AIRPORT MODEL**

# A TRANSFORMATION PERCEIVED AS EVEN MORE NEEDED SINCE 2020

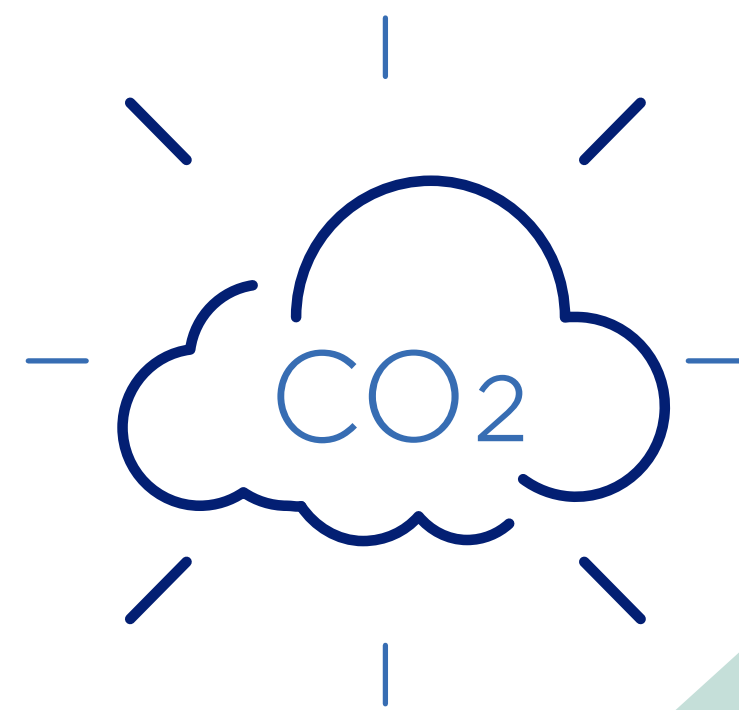
INTRODUCTION



Impact of the Covid crisis on local economic development, requiring **to find a new balance with the regions**



Increased demands from airport neighboring communities in terms of **reducing nuisance** and expectations of positive outcomes



The need to accelerate the **decarbonization** of the aviation sector to meet societal and environmental challenges

# 2025 PIONEERS : A GROUP ROADMAP BUILT AROUND ESG ISSUES

INTRODUCTION

Carrying out developments that  
will take shape over time



In line with our  
commitments to carbon  
neutrality and zero  
net emissions (internal  
emissions) and to a carbon  
neutral territory by 2050



a structural approach  
of our **RELATIONSHIP WITH OUR STAKEHOLDERS:**  
in an extended enterprise logic aiming at exemplarity  
in the management and governance of our activities

**WITH AN HOLISTIC AND STRUCTURAL  
TRANSFORMATION OF OUR  
ACTIVITIES AND BUSINESSES**



to our **ENVIRONMENTAL TRANSFORMATION:**  
from the positioning of our activity to our operating and  
construction methods



a structural approach  
of our **INSERTION IN THE TERRITORIES:**  
by reducing our nuisances and by being part of a global  
urban planning (real estate, energy, place of the car...)



# AN AIRPORT MODEL HISTORICALLY CONCERNED WITH ENVIRONMENTAL AND SOCIAL ISSUES...

An early consideration of our environmental impact



2003

The first ISO 14001 certification, defining an environmental management system, is awarded to Paris-CDG

2009

Paris-Orly drives for the ACA program of voluntary commitments to reduce CO<sub>2</sub> emissions in the airport sector

A rooted territorial action



1995/1996

Creation of environmental centers at our Paris-CDG and Paris-Orly hubs in the heart of our regions

2015

Creation of the Groupe ADP corporate foundation

Governance appropriate to our ESG ambition



2015

Signing of the first ethics charter

2019

Creation of the Groupe ADP corporate foundation

2021

Creation of a stakeholder committee

Fully affirmed social values: equality, non-discrimination and fair compensation



1991

Signature of the first agreement on disability

2004

1<sup>st</sup> employee shareholding scheme

2017

Signature of the first agreement on diversity

Actions carried out, not only in Paris, but on a Group scale

2021

23 of the Group's airports sign the Airport for Trust Charter, with a common ambition to reduce our environmental footprint and strengthen ties with local communities

2021

Creation of the AIG Foundation

Recognized actions

Ethifinance Group rating in continuous progression since 2014 (78/100)

89/100  
in 2020



# ... AND EXPANDED AND AMPLIFIED FOR 2022-2025

INTRODUCTION

## AN EXPANDED STRATEGY

From a scope of action internal to Groupe ADP, to all of our territories and the players in the airport community

From Parisian hubs alone to all of Groupe ADP hubs

## AN AMPLIFIED STRATEGY

Renew our group's role and commitment to:

### OUR STAKEHOLDERS

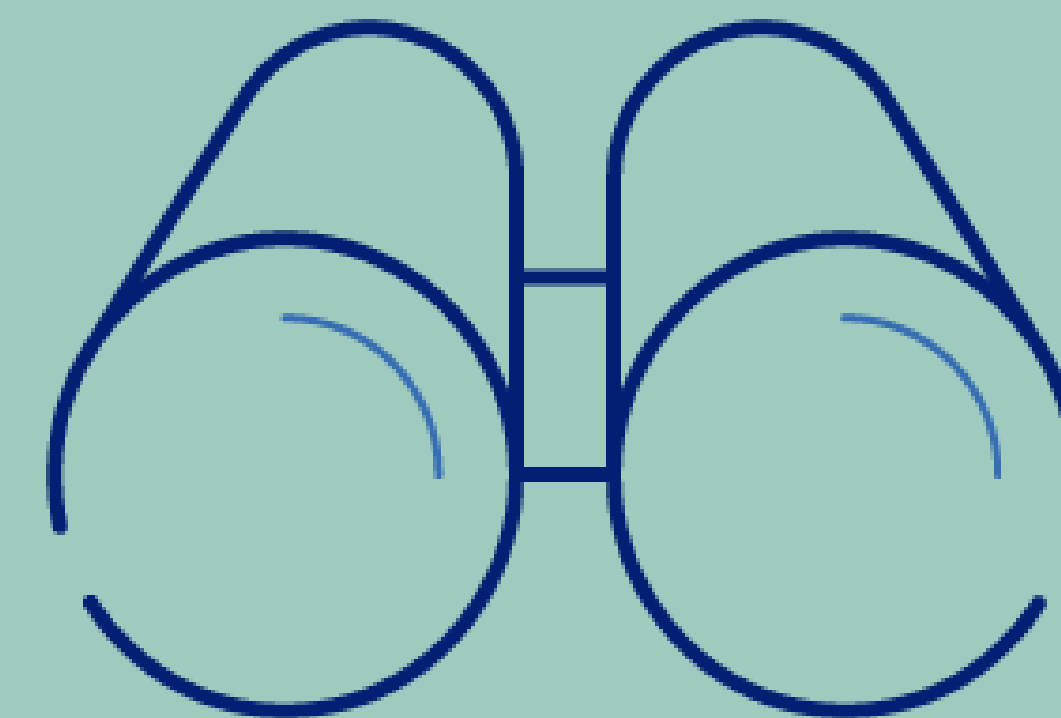
to play a role in accelerating the sector's environmental transition

### OUR TERRITORIES

going beyond the role of job provider by constituting ourselves as a locally useful infrastructure

### OUR COMMUNITY

providing the means to attract new talents and empowering all employees through our network





# AN ESG STRATEGY ORGANIZED AROUND 4 PILLARS

INTRODUCTION

01

Imaging the sustainable airport of tomorrow

## ENVIRONMENTAL

- Move towards zero environmental impact operations
- Actively participate in the aviation sector's environmental transition
- Reduce the environmental footprint of airport planning and development projects

02

Boosting the attractiveness of our regions

## SOCIETAL

- Promoting economic development and local employment
- Improving living conditions by reducing noise exposure
- Promoting civic commitment among employees and synergies throughout the Group on societal issues at the international level

03

Attracting talent, developing career paths and empowering employees

## SOCIAL

- Attracting and retaining talent through an attractive global HR policy
- Working for equality and opportunity for all
- Offer career opportunities to all employees, including internationally

04

Managing our business responsibly

## GOVERNANCE

- Disseminating a CSR culture
- Instilling ethical principles in our business practices
- Promoting local purchasing and the circular economy
- Integrating ESG into the governance of our entities

# A SUSTAINABLE, COMMITTED AND EXEMPLARY GROUP



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# ENVIRONMENT

## IMAGINING THE SUSTAINABLE AIRPORT OF TOMORROW

01



# AN ENVIRONMENTAL POLICY HISTORICALLY FOCUSED ON THE REDUCTION OF THE IMPACT OF OUR OPERATIONS IN PARIS...

## BIODIVERSITY

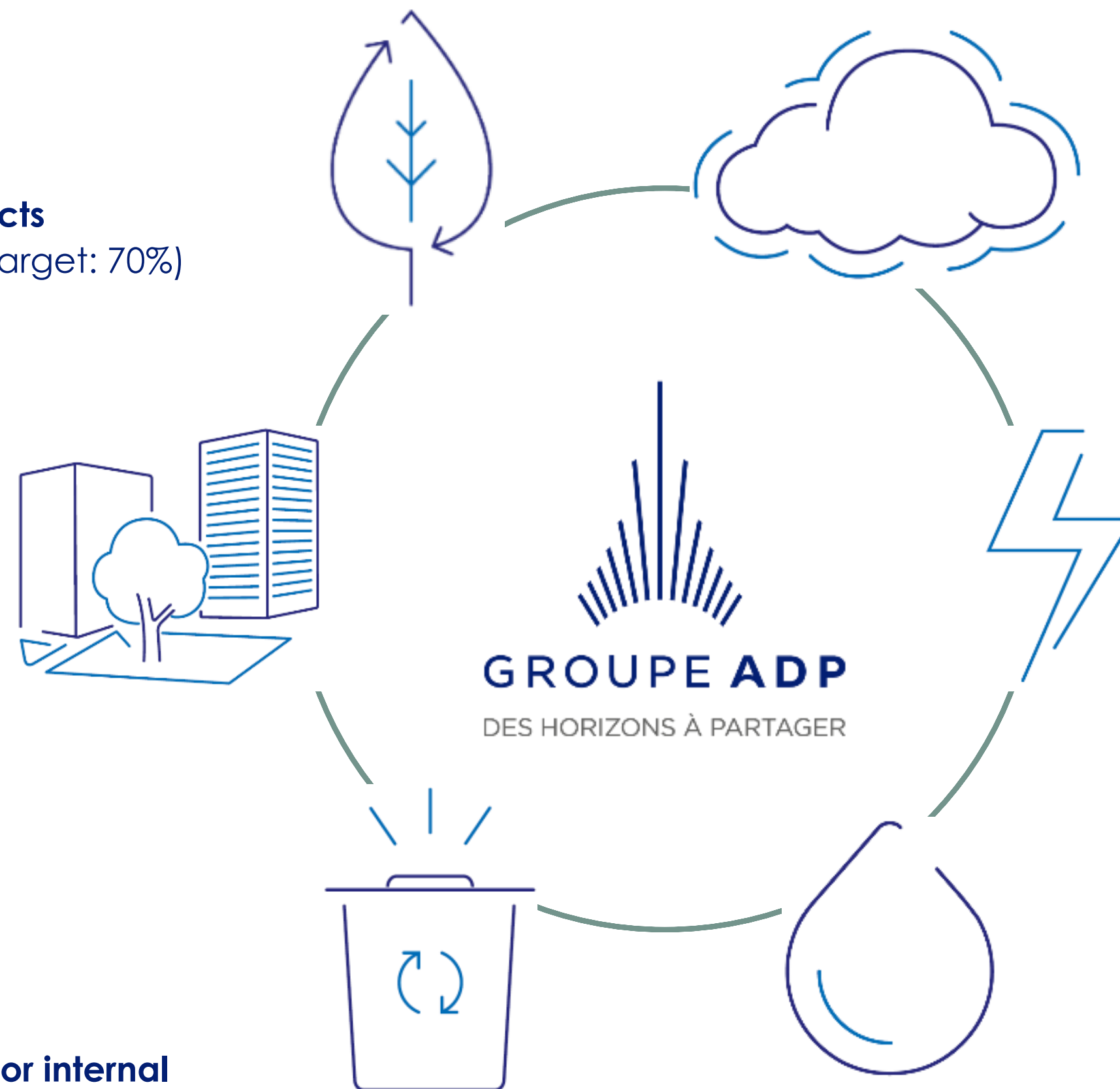
**Reduction by 80% of our phytosanitary products consumption** between 2008 and 2021 (2021 target: 70%)

## SUSTAINABLE CONSTRUCTION AND DEVELOPMENT

**100% of commissioned buildings since 2015 certified with an environmental label** (HQE, BREEAM or other)

## WASTE

**Material recovery and recycling rate of 36% for internal non-hazardous waste** by 2021 (2021 target: 45%)



## AIR AND EMISSIONS

3 main French airports certified **ACA\* Level 3 (Optimisation)** in 2021  
**35% eco-friendly vehicles** (hybrid, electric, etc.) in our light vehicle fleet in 2021 (2021 target: 30%)

## ENERGY

**Improvement of our energy efficiency by 29%** in 2021 compared to 2015 (target: 7%)  
**Reduction of CO<sub>2</sub> emissions by 63% and 65%** in respectively 2019 and 2020 in absolute terms compared to 2009 (2021 target: 65%)

## WATER

**Reduction of water (withdrawals) extraction by 13%** in 2021 compared to 2016

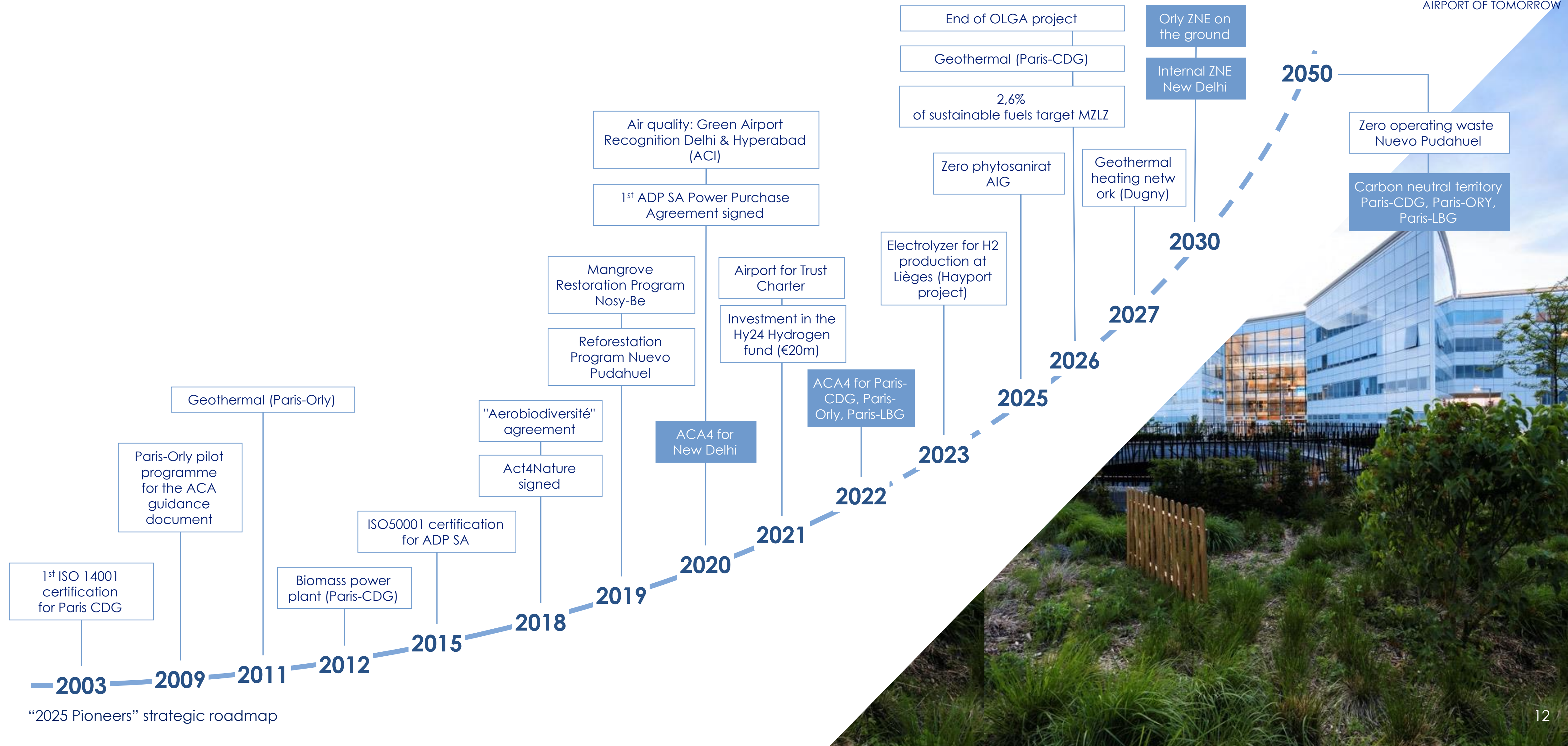


# ... WHICH NOW EXTENDS TO THE IMPACT OF ALL THE AIRPORT STAKEHOLDERS

01

ENVIRONMENT

IMAGINING  
THE SUSTAINABLE  
AIRPORT OF TOMORROW





# HIGH CLIMATIC AMBITIONS AND A CLEAR PATH TOWARDS 2050 FOR THE GROUP

Tend towards zero environmental  
impact in operation with a supporting  
evidence in Paris in 2030



Actively participate in the  
environmental transition of the  
aviation sector by preparing the  
integration of new energies

2050 Carbon neutral  
territory\*\*\*: CDG,  
Orly, LBG

2050 Net zero\*\*: Ankara, Izmir,  
Amman, Liège, Zagreb,  
Santiago

2035 Net zero\*\*: CDG

2030 Net zero emissions at ground level\*\*: Orly

2030 Net zero\*: Orly, LBG, New Delhi

2030 Carbon neutrality\*: CDG, LBG, TAV (14 airports),  
Amman, Liège, Zagreb, Antananarivo & Nosy Be

2025 Carbon neutrality\* in Orly

\* ADP internal emissions  
\*\* includes ground handling and access emissions  
\*\*\* includes accesses, ground handling emissions, taxiing  
and aircraft emissions on the ground, cruising of all departing aircraft

# BEING A PIONEER IN CLIMATE AMBITION, EXTENDING IT TO THE STAKEHOLDERS

01

ENVIRONMENT

IMAGINING  
THE SUSTAINABLE  
AIRPORT OF TOMORROW

## OUR PROMISE

To make carbon-neutral aviation possible in 2050, for all departing flights (Paris)

## OUR APPROACH

To reduce the environmental impact of flight operations (ground, take-off and approach) and incorporate new energy sources



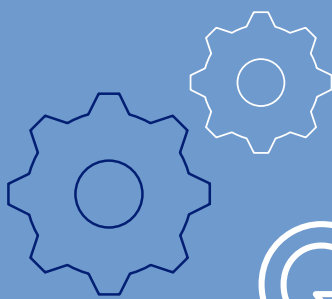
**Optimised operations with multiple benefits:** noise, air, climate, operational efficiency



**Developing new expertise and activities in energy management**



**Supporting our regions by helping to build low-carbon energy supply chains**



## OUR QUANTIFIED OBJECTIVES

Reduce **AVERAGE TAXIING EMISSIONS** by **10%** at Paris-Charles de Gaulle and Paris-Orly

Use **10% LOW-CARBON ENERGY IN TERMINALS AND AIRSIDE**, almost doubling the amount from 2019, and **40% EXCLUDING LANDING AND TAKE-OFF**

Airports controlled by Groupe ADP ACA level  $\geq 3$  in 2021 (Paris-Charles de Gaulle, Paris-Orly, Paris-Le Bourget, Ankara, Izmir, Amman)

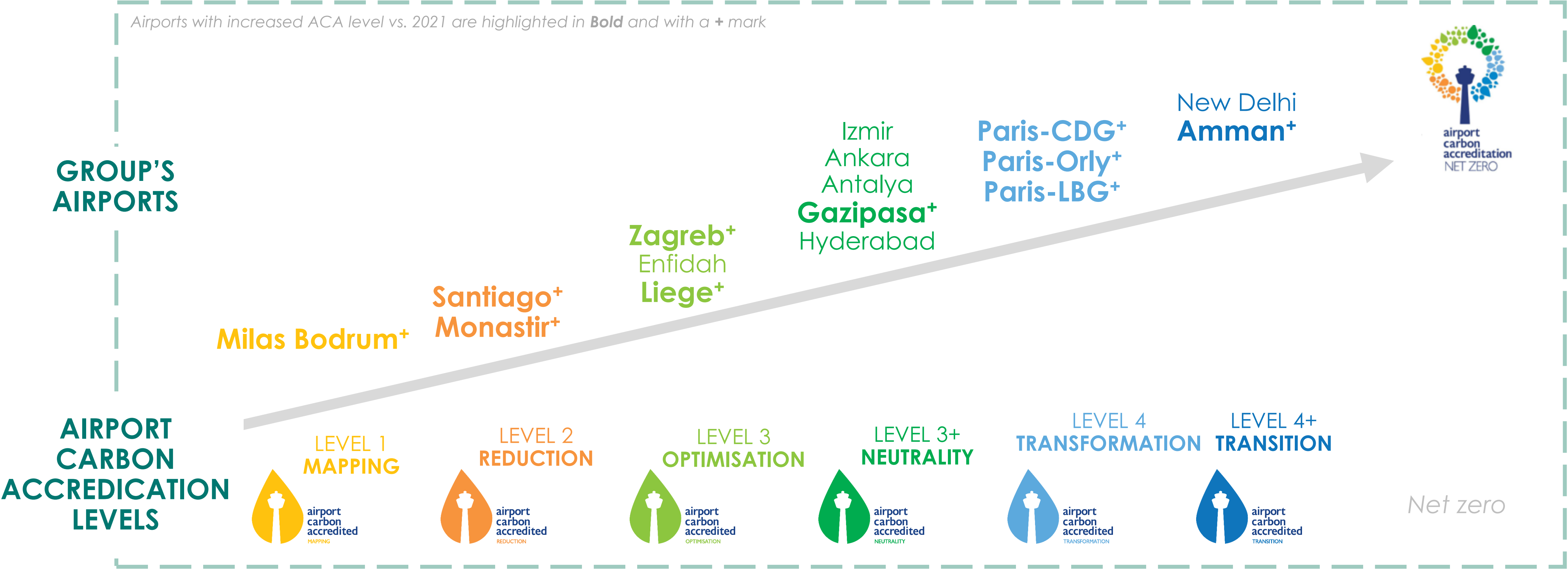


# PIONEER IN THE AIRPORT TRANSITION

2025 PIONEERS  
FOR TRUST

16 AIRPORTS OF THE GROUP ENGAGED IN THE AIRPORT CARBON ACCREDITATION PROGRAM

STRONG PROGRESS DYNAMIC WITH 10 AIRPORTS GAINING A LEVEL IN 2022





# SIGNIFICANT ACCELERATION ON ENERGY IN 2022

## CAVEIRAC PHOTOVOLTAIC POWER PLANT HAS STARTED PRODUCTION (PPA)

1

6,8 GWh/y PV power plant

21 years power purchase agreement  
contract between Groupe ADP and  
Urbasolar

Started production in October 2022

Located in Gard (France)





# SIGNIFICANT ACCELERATION ON ENERGY IN 2022 COMMITMENT TO PEAKSHAVE ELECTRICITY DURING PEAK HOURS

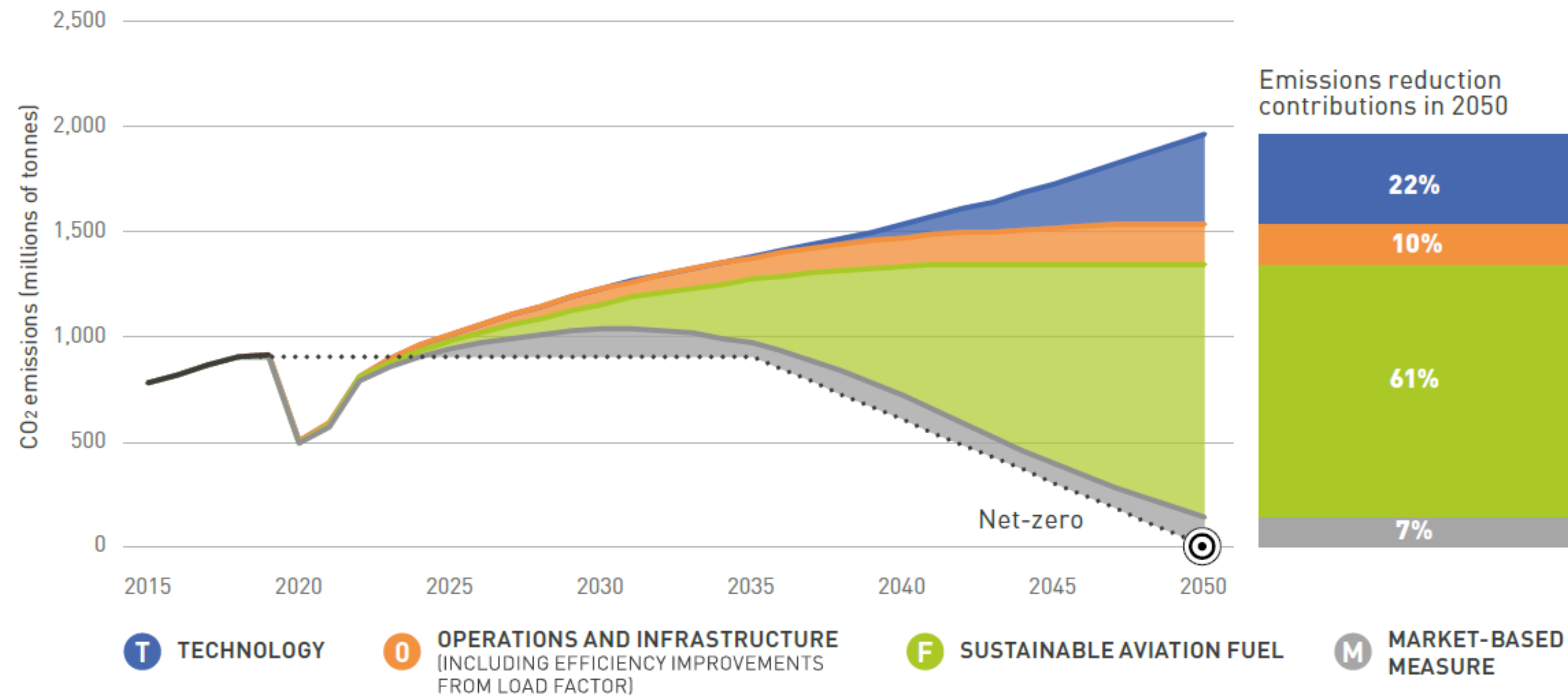


Groupe ADP has committed to reduce part of its electricity consumption during ecowatt red alert peak hours (winter 2022-2023)



# BE A PIONEER IN THE IMPLEMENTATION OF NEW ENERGIES

## 1<sup>st</sup> mean to the decarbonization of air transport



WayPoint 2050, Scenario 1, Air Transport Action Group

7

**Sustainable Aviation Fuel chains** certified to date, others to come

## SUSTAINABLE AVIATION FUELS

Infrastructures already able to operate with Sustainable Aviation Fuels in CDG and ORY

Sustainable Aviation Fuel used on a continuous basis in LBG since mid-2021

**GMR:**

Development of a project in India of sustainable aviation fuel production (FASEP project)

# BE A PIONEER IN THE IMPLEMENTATION OF NEW ENERGIES

## 1<sup>st</sup> mean to the decarbonization of air transport

### Hydrogen

1



#### HYDROGEN TERRITORIAL ECOSYSTEMS

**H<sup>2</sup>Hub**  
Airport

**AIRBUS**

Région  
**île de France**



**AIRFRANCE KLM**  
GROUP



PARIS : preparation  
of ecosystems  
on the 3 platforms

**NUEVO PUDAHUEL** : launching  
studies (April 2022) for a  
hydrogen territorial  
ecosystem

2

#### PREPATING THE ARRIVAL OF THE LIQUID HYDROGEN AIRCRAFT



**IN PARTNERSHIP** with Airbus and Air Liquide,  
Group ADP investigates the feasibility **to deploy**  
**hydrogen infrastructure** to refuel future liquid  
hydrogen aircraft

**AIRBUS**





# CLOSING OF HY24 FUND (2B€) IN 2022

0  
1

Groupe ADP, as LP investor of Hy24, is contributing to the raise of hydrogen, one of the required solutions to fight climate change



# BEING A PIONEER IN ADDRESSING BIODIVERSITY CHALLENGES

01

ENVIRONMENT

IMAGINING  
THE SUSTAINABLE  
AIRPORT OF TOMORROW

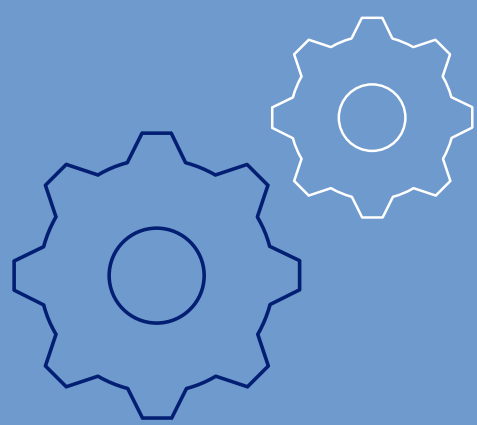
## OUR PROMISE

To reduce the Group's impact on the factors eroding biodiversity



## OUR APPROACH

To support further addressing of biodiversity issues in the airport and aviation sector, throughout the value chain, by involving our stakeholders



## OUR QUANTIFIED OBJECTIVES

Preserve **25% OF LAND FOR BIODIVERSITY AT PARIS-CDG AND 30% AT PARIS-ORLY AND PARIS-LE BOURGET**, and set a course for the group's airports to **IMPROVE THEIR BIODIVERSITY INDEX BY 2030**

The 23 airports of the group committed to the Airports for Trust charter

# BEING A PIONEER IN OUR CONSTRUCTION METHODS

## OUR PROMISE

To promote sustainable, low-energy and high-quality infrastructure while reviewing our construction methods



## OUR APPROACH

To meet the highest standards of low carbon construction as a project owner



**Optimising and densifying  
our existing infrastructure to  
limit capacity increases**



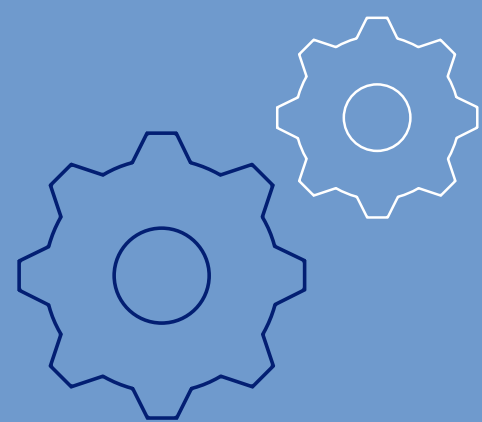
**Reusing materials on site and  
reducing vehicle traffic**  
(e.g. Runway 1 at Paris-  
Charles de Gaulle, Runway 3  
at Orly)



**Reducing the operating  
costs of new infrastructure,  
reducing the need for  
costly road infrastructure**



**Promoting the development  
of competitive supply chains  
for low-carbon materials**



## OUR QUANTIFIED OBJECTIVES

Set a **CARBON BUDGET FOR THE LIFE CYCLE**  
of all investment projects over €5m

Parisian airports (Paris-Charles de Gaulle/Paris-Orly) and Amman (AMM)  
Airports controlled by TAV Airports: Ankara (ESB), Izmir (ADB), Bodrum (BJV), Gazipaşa (GZP),  
Monastir (MIR), Enfidha (NBE) Skopje (SKP), Ohrid (ODH), Tbilisi (TBS), Batumi (BUS), Almaty (ALA)



# PIONEER IN SUSTAINABLE CONSTRUCTION

2025 PIONEERS  
FOR TRUST

Composite structure and recycled concrete  
used for runway works at Paris-CDG

40% CO<sub>2</sub> saved<sup>1</sup>



Materials reuse during Terminal 1 development

Use of bio-based insulation for luggage system  
at Orly 4



Calcined clay used for access works in Paris-Orly  
30% CO<sub>2</sub> saved<sup>1</sup>

Electrical & hydrogen machinery used for resealing  
works of the retention bassins in Paris-CDG

73% CO<sub>2</sub> saved<sup>1</sup>

ENVIRONMENTAL EXEMPLARITY IN ALL PROJECTS

# BEING A PIONEER IN POOLING EXPERTISE AND IN FINANCING ENVIRONMENTAL INNOVATION

01

ENVIRONMENT

IMAGINING  
THE SUSTAINABLE  
AIRPORT OF TOMORROW



Horizon 2020

Grant Agreement n° 101036871

OLGA - hOListic Green Airport, a European H2020 project, coordinated by Groupe ADP, to **showcase environmental innovations** and demonstrate their value and replicability

A **holistic approach to environmental performance** on an airport

**Ability of Groupe ADP to build a large consortium grouping the best** aeronautical, industrial, academic and startup-related skills

30 innovations

60 months (→ sept. 2026)

25 M€ in subsidies

57 partners and third parties

4 airports: CDG, Malpensa, Zagreb, Cluj-Napoca

10 countries

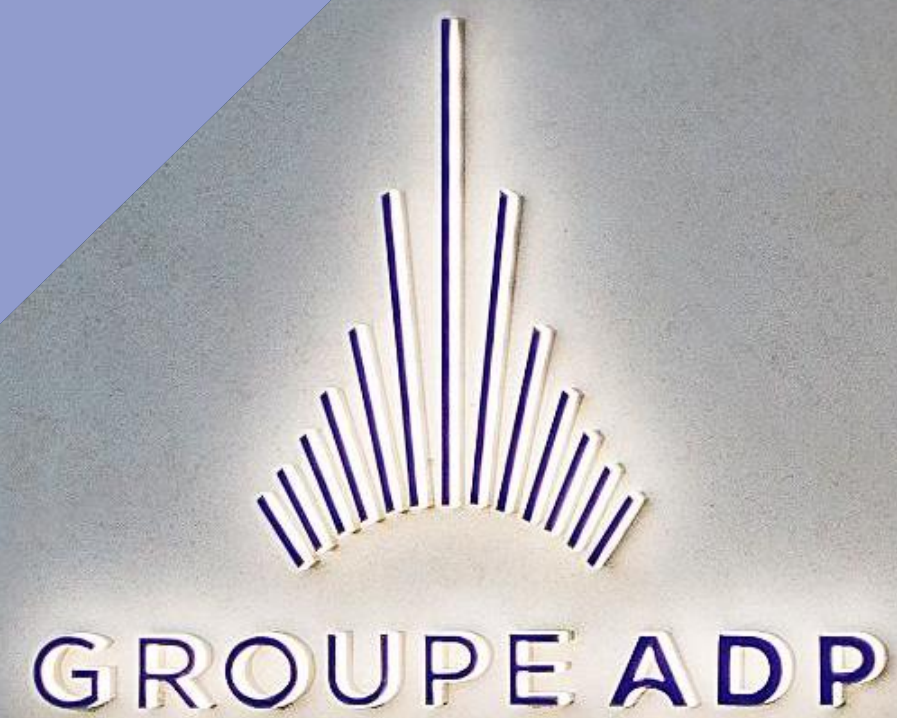


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# **SOCIETAL**

## MAKING THE TERRITORIES THE FIRST BENEFICIARIES OF OUR ACTIVITIES

# 02





# SOCIETAL POLICY HISTORICALLY FOCUSED ON NOISE REDUCTION AND LOCAL EMPLOYMENT DEVELOPMENT

Reduction of noise pollution  
and support for local residents



Local employment development



Deployment of a sponsorship policy,  
including the airport community, in support of local projects





# BE A PIONEER IN THE CONNECTIVITY OF OUR PLATFORMS TO THE TERRITORIES

02

SOCIETAL

MAKING THE TERRITORIES  
THE FIRST BENEFICIARIES  
OF OUR ACTIVITIES

## OUR PROMISE

To strengthen connectivity to serve local users



## OUR APPROACH

To enable the development of multiple connected modes of transport in the airports, serving passengers, employees and local residents



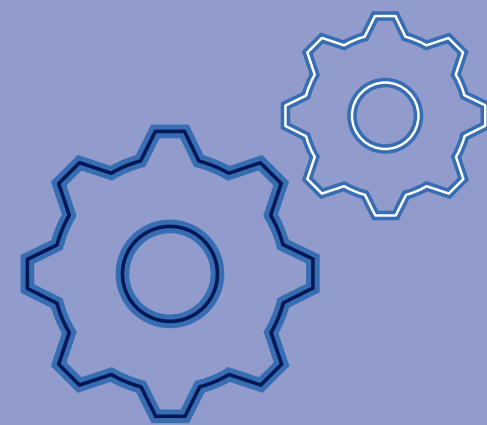
Preparing for the future:  
continuation of existing work:  
CDG Express (2027), Line 14 (2024),  
Line 17 (2027), cycling route along  
the RN7 (2022+)



Connecting local mobility projects  
with the new ADP Mobility Master  
Plan



Building and rolling out the airport  
accessibility strategy and on-site  
active mobility options to limit  
the use of individual vehicles



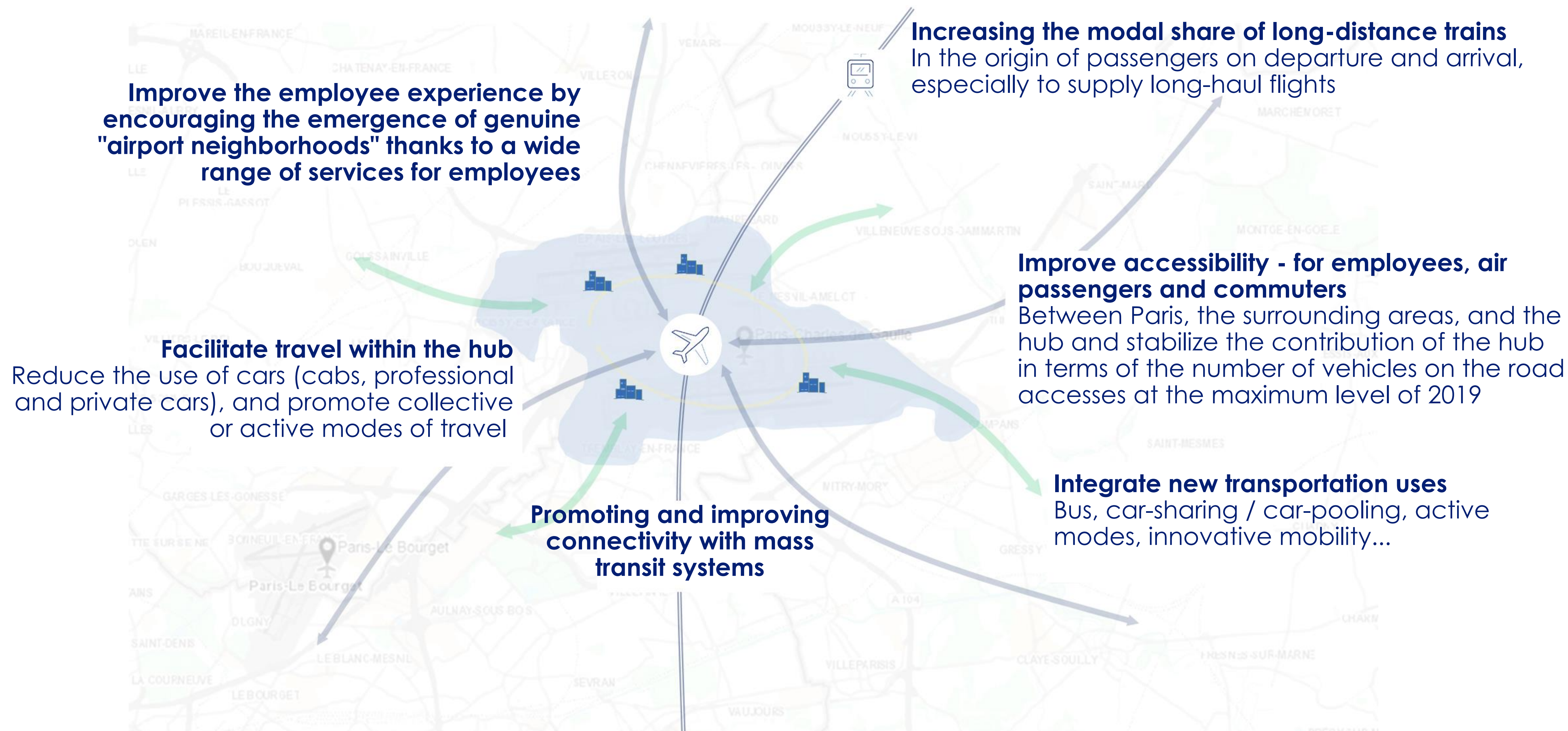
## OUR QUANTIFIED OBJECTIVES

Open the **NEW PARIS-ONLY MULTIMODAL HUB**, with the commissioning of the line 14 station in 2024, and make it possible to commission or construct **8 ADDITIONAL PUBLIC TRANSPORT LINES** to connect Paris airports to neighbouring areas



# TO BE A PIONEER IN THE MULTIMODAL OFFER

Towards a new relationship with airport territories at Paris-Charles de Gaulle



# BE A PIONEER IN IMPROVING THE LIVING ENVIRONMENT ON OUR HOLDS

## OUR PROMISE

To significantly improve the quality of life of local residents by reducing the noise footprint of our flight operations

## OUR APPROACH

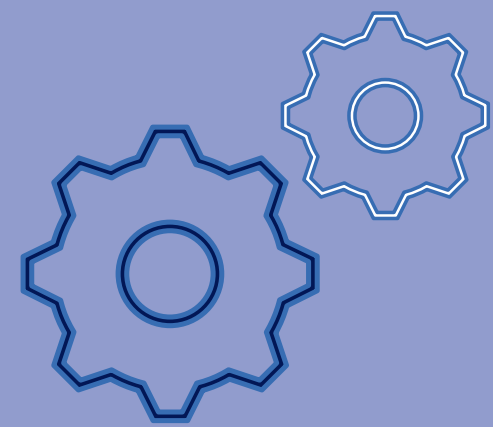
To unite and mobilize relevant stakeholders to initiate ambitious action plans in order to reduce the noise generated by the airports

Measuring and monitoring the noise exposure of local residents

Accelerating the soundproofing of populations eligible for the dedicated scheme

Working with the DGAC to help implement operational procedures for noise abatement

Finalizing the impact study based on the balanced approach at Paris-Orly, initiating the study at Paris-CDG, and supporting the completion of the airports' environmental noise prevention plans (PPBEs).



## OUR QUANTIFIED OBJECTIVES

Support the **EXPANSION OF CONTINUOUS DESCENT PROCEDURES** between 2023 and 2025 to Paris-Charles de Gaulle and Paris-Orly

Reach in 2026 a decrease in noise of 6 decibels between 22:00pm and 6:00am at Paris-Orly



# BE A PIONEER IN THE TRANSFORMATION OF THE LINES OF WORK AND JOB ACCESS TO LOCAL POPULATIONS

## OUR PROMISE

A joint transformation in the way we manage airport and air transport jobs and skills  
in the areas where we operate



## OUR APPROACH

To publicize company requirements and help connect local candidate pools  
with the airport employer community

Anticipate how the industry and the  
associated skills will change in order  
to define relevant guidelines in  
conjunction with training stakeholders

Get involved in job events to  
communicate our offerings  
directly to local residents

Build a sourcing and profiling tool for  
the airport community and local  
residents to pool job listings and  
optimise applications

# BE A PIONEER FOR ATTRACTING YOUNG PEOPLE TOWARDS AIR TRANSPORT AND AIRPORT JOBS

02

SOCIETAL  
MAKING THE TERRITORIES  
THE FIRST BENEFICIARIES  
OF OUR ACTIVITIES

## OUR PROMISE

Make our professions known to the younger generation and inspire vocations



## OUR APPROACH

To create a pool of partner companies within the airport community to raise awareness around airports jobs and offer opportunities to young people



**Internships that highlight the variety of possible careers and to inspire vocations**



**Create an internship programme with attractive content, particularly digitally**



**Promote international experiences through the Graduate Program**

Allocate **60%** of the internships to secondary school students from priority neighborhoods at Paris Aéroport

# BE A PIONEER IN THE DIFFUSION OF A NEW CULTURE OF CIVIC ENGAGEMENT AT THE SERVICE OF THE TERRITORIES

## OUR PROMISE

Developing a culture of employee engagement



## OUR APPROACH

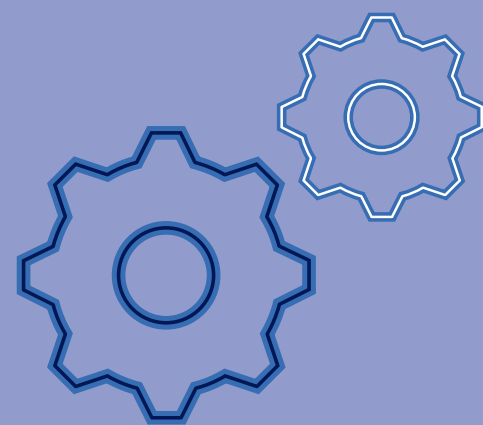
To strengthen employee engagement schemes to help them fulfil their desire to work for the common good and have a positive impact on the communities in which they operate



**Developing skills  
sponsorship and aid initiatives**



**Supporting managers  
to encourage employee involvement**



NOS  
OBJECTIFS  
QUANTIFIÉS

**MULTIPLY BY 5** THE NUMBER OF CIVIC ENGAGEMENT DAYS  
for employees, to bring it to **5,000 over the period 2022-2025**

**ADP SA**



# PIONEER IN SOCIAL & SOCIETAL RESPONSIBILITY AND GOVERNANCE

2025 PIONEERS  
FOR TRUST

807

**CIVIC ENGAGEMENT DAYS ACHIEVED<sup>1</sup>**  
above initial target of 500 days in 2022

177

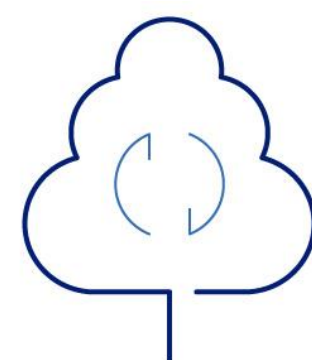
**EMPLOYEES INVOLVED IN:**

Forest preservation

Inclusion through employment

Support global education access

...





# THE WORK OF THE STAKEHOLDER COMMITTEE TAKES ON A NEW DIMENSION

## 4 STAKEHOLDER COMMITTEE MEETINGS IN 2022



### FIRST WHITE BOOK

Issued by the committee, regarding access to the airports



#### ACT FOR TOMORROW

The Groupe ADP Stakeholder Advisory Board shares its ideas



#### Decarbonizing airport ground access: What's the future of cars?

This is the first in a series of white papers on how to integrate sustainability into airport planning and operations. They are co-authored by **Groupe ADP's Advisory Board**, a panel of leading experts who offer an independent perspective and provide targeted guidance on ADP's sustainability strategy.

Each white paper highlights an emerging opportunity to strengthen the airport's environmental performance in a socially and financially sustainable manner. In so doing, we seek to:

- provide thought leadership on sustainable airport development across the global aviation community
- stimulate an informed discussion between Groupe ADP and its key development partners
- align ADP's decarbonization targets with its financial objectives

The first paper investigates a critical source of airport emissions: ground access. Focusing on how passengers and staff travel to and from the airport, it proposes five priority action points to reduce emissions on the ground.

#### MEET THE EXPERTS

Founded in 2021, Groupe ADP's Advisory Board provides targeted guidance on sustainable airport development to Groupe ADP, a leading global airport operator based in Paris. Bringing together leading experts in aviation, biodiversity, climate change, finance, and workforce development, the Board's current members include:

- Sergio ALEGRE CALERO, Director General, Airport Regions Council (ARC)
- Alain BATTISTI, President, National Federation of Merchant Aviation (FNAM)
- Olivier BOUCHER, Director, IPSL Climate Modeling Center
- Pierre-Guy COSIMI, Secretary General, National Air Transport Workers' Union (SNTA)
- Stéphane CUEILLE, CEO, Safran Electrical & Power
- Myriam EL KHOMRI, Director of Consulting, Siaci Saint-Honoré
- Anne-Romaine DE GRANDMAISON, Member, Ecological Awakening
- Max HIRSH, Managing Director, Airport City Academy
- Olivier JANKOVEC, Director General, Airports Council International (ACI) Europe
- Christian MANTEI, Honorary President, French Tourism Development Agency
- Chloé MORIN, Associate Expert, Jean Jaurès Foundation
- Khanh NHAM, Member, Groupe ADP Passenger Community
- Simone PICHOT, Student, National University of Civil Aviation (ENAC)
- Amandine ROGGE MAN, Member, French Citizens' Convention for Climate
- Hélène SOUBELET, Director, Biodiversity Research Foundation
- Philippe ZAOUATI, Managing Director, Mirova



# 03

## **SOCIAL** ATTRACTING TALENT, DEVELOPING CAREER PATHS AND EMPOWERING EMPLOYEES





# A SOCIAL POLICY HISTORICALLY FOCUSED ON THE DEVELOPMENT AND RETENTION OF EMPLOYEES IN PARIS...

## KEY FIGURES

- **32** countries of establishment
- **5,752** ADP SA employees and 22,269 Group employees
- **103** business lines (ADP SA)



## EMPLOYEE SHAREHOLDING

Share of ADP SA capital owned by employees: **1.80%**



## EQUALITY AND INCLUSION INITIATIVES

- Female employment rate: **38%**
- Equal pay: Workplace Gender Equality Index: **88%**
- Employment rate of disabled people: **7%** in 2020
- **2.54%** of work-study students hired in 2021



## COMBATING WORKPLACE ACCIDENTS

- **30%** reduction since 2018



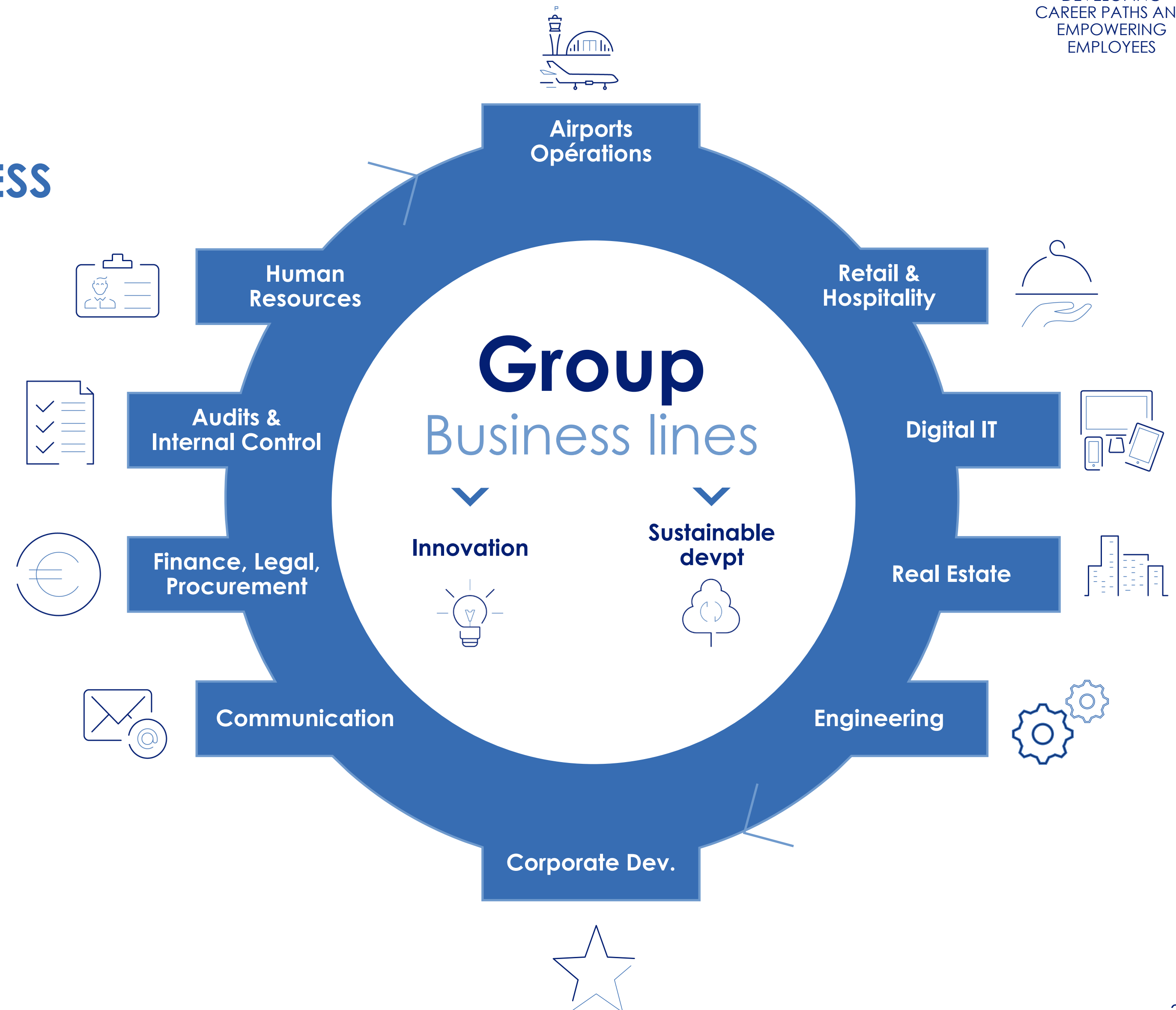
## ... WHICH HAS RECENTLY EXPANDED AT THE GROUP LEVEL

### Opportunities for career development and mobility through THE GROUP BUSINESS LINES

**10 group business lines** systematically taking into account expertise related to innovation and sustainable development

#### And whose objectives are:

- Promote the integration of the various components of the Groupe ADP in France and abroad
- Strengthen our industrial and financial performance
- Offer broad development prospects to our employees





# BEING A PIONEER AS A COMPETITIVE AND RESPONSIBLE EMPLOYER

03

**SOCIAL**  
ATTRACTING TALENT,  
DEVELOPING  
CAREER PATHS AND  
EMPOWERING  
EMPLOYEES

## OUR PROMISE

To attract and retain talent



## OUR APPROACH

To take initiatives to boost the Group's appeal



Set up clear compensation packages in line with the market



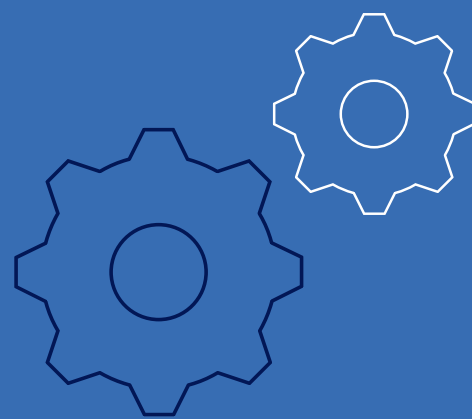
Deploy a ESG core culture for all employees



Promoting well-being at work



Involve employees in identifying and recruiting talent



## OUR QUANTIFIED OBJECTIVES

Include an **ESG ELEMENT** in the **REMUNERATION OF 100% OF EMPLOYEES**

ADP SA, TAV Airports and AIG

**TRAIN 100% OF EMPLOYEES on GOOD ETHICAL AND COMPLIANCE PRACTICES**

# BEING A PIONEER BY TAKING STRONG COMMITMENTS TO EQUALITY AND DIVERSITY

## OUR PROMISE

To promote equality in the workplace and offer prospects to all employees in Paris



## OUR APPROACH

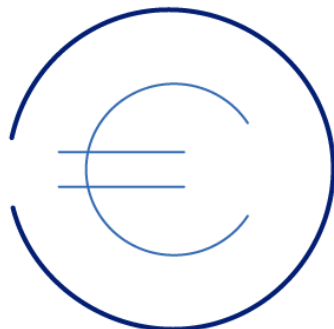
To take steps to promote gender diversity and inclusion



Strengthen the gender mix in the governing bodies and in the management COMMs



Training 100% managers on non-discrimination



Removing pay gaps to achieve equal pay(2021 : 1,83%)



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# GOVERNANCE

## MANAGING OUR BUSINESS RESPONSIBLY

04





# A GOVERNANCE SYSTEM HISTORICALLY ORIENTED TOWARDS THE MANAGEMENT OF RISKS

A structured Group network and channel for all risk management pillars (audit, risk, internal control, ethics & compliance, security)

In terms of ethics and compliance:

- A **code of conduct, 7 procedures and e-learning** to model good practices
- A third party **assessment process** to secure business relations
- A **whistleblowing system** accessible to all employees and to our partners
- An **annual Barometer** to measure the ethical culture
- An **ethics comitee** with external parties

**Joint audits** with controlled subsidiaries and a **common tool** for risk management, internal control and Group audit

More than 3,000  
**Respondents** to the Ethical  
Climate Barometer 2021

75%

of employees are **aware  
of the alert system**

79%

of employees would turn to their  
manager to **discuss an ethical issue**

78%

of employees would be **willing to report  
an ethical problem if they saw one**

# BEING A PIONEER IN BRINGING ABOUT A NEW CULTURE OF RESPONSIBILITY AND ETHICS

## OUR PROMISE

To ensure exemplary governance that meets the highest standards and to conduct risk management by the Group and its employees



## OUR APPROACH

To take all possible steps to protect the interests of the Group and its stakeholders and strengthen employee engagement schemes



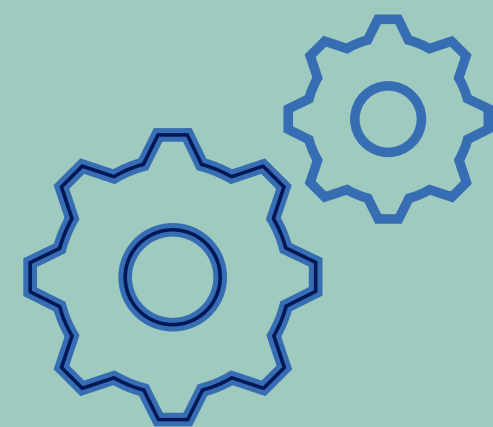
Ensure that the Group's risks are controlled by incorporating a short -medium- and long-term vision based on best practices



Guarantee business continuity in compliance with safety conditions to protect the Group



Support employees to encourage everyone's involvement



## OUR QUANTIFIED OBJECTIVES

PROVIDE 100% OF EMPLOYEES  
WITH TRAINING IN GOOD ETHICS  
AND COMPLIANCE PRACTICES

# BEING A PIONEER IN RESPONSIBLE PURCHASING

## OUR PROMISE

To rely on our strong local roots to encourage local purchasing



## OUR APPROACH

To change the purchasing strategy



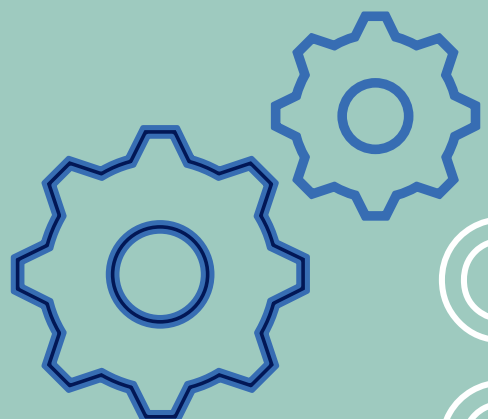
Better information on the local economic fabric



Targeted sourcing from local SMEs and the disability and inclusion sectors through simplified consultations and modified clauses



Group-wide solidarity purchasing objectives

 <div> OUR QUANTIFIED OBJECTIVES </div>	Facilitate the realization of 80% OF FRENCH LOCAL PURCHASES. INCLUDING 20% FROM SMEs & microenterprises subject to the legislation on public procurement legislation	INCREASE THE SHARE OF HOURS WORKED BY EMPLOYEES IN JOB REINTEGRATION PROGRAMMES →7% in works contracts > €50m by ADP s.a.	INCREASE PURCHASES FROM THE DISABILITY SECTOR
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# BEING A PIONEER IN ENSURING EXEMPLARY GOVERNANCE OF OUR ACTIVITIES

## OUR PROMISE

To develop a ESG culture throughout all levels of the Group



## OUR APPROACH

To encourage the consideration of non-financial aspects when steering, managing and developing our business activities



**Measure non-financial results and share them with the Group's governance bodies**



**Involve stakeholders in our deliberations on the future of the Group**



**Lead working groups with assets to promote synergies and the development of joint initiatives**

**CONTINUE THE REQUESTED EVALUATION OF OUR NON-FINANCIAL PERFORMANCE EVERY 2 YEARS** and build the associated progress plans

**CONVENE OUR STAKEHOLDER COMMITTEE FOUR TIMES A YEAR**

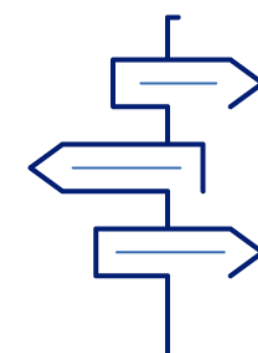
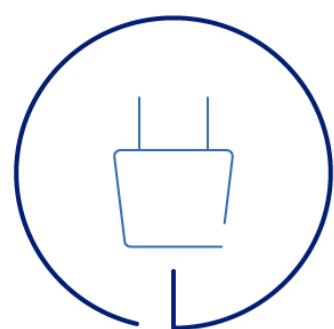
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# CONCLUSION





**"ADVANCED  
AIR MOBILITY"**  
is emerging:



**Drones, e-VTOL<sup>1</sup>,  
hybrid and electric light aircraft**

**Applications  
in urban, peri-urban  
and rural environments**

**Use cases for freight, passenger,  
health and emergency services  
transportation**

1. Electrical vertical takeoff and landing aircraft



# A CONTROLLED FINANCIAL IMPACT OF THE ENVIRONMENTAL POLICY

CONCLUSION

## MORE ENVIRONMENTALLY PERFORMING INFRASTRUCTURES

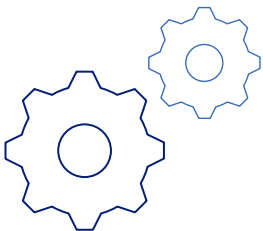
**Promote sustainable infrastructures** through a complete review of our construction methods

**Diversifying our energy activities** by promoting clean energy

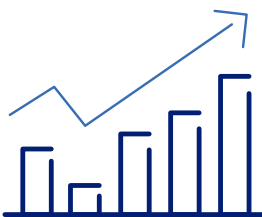
**Expanding transportation solutions** through the extension of train station capacities



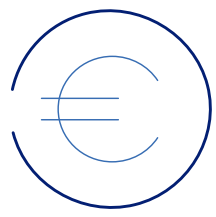
## A MORE SOBER INVESTMENT POLICY



**Optimize the use of existing airport capacity**



**Accompany traffic growth at an adapted pace through a sober development of capacities**



**Reduce the need for costly road infrastructure**

### Digitizing the passenger experience

Adapting existing infrastructures to **support the expected improvement in load factor** linked to fleet renewal, the improvement in airline performance and the gradual shift in the traffic mix in favor of international traffic

**Promote the modularity and flexibility of infrastructure** in the development of airport capacity to keep pace with traffic growth as closely as possible

Limit the amount of built-up area in existing sites through **more compact infrastructures**, taking advantage of the expected **gradual substitution** of domestic and short-haul Schengen traffic by international traffic

**Rethinking the position of the car on our hubs**, with particular emphasis on developing of airport capacities around existing existing infrastructures

**Continue to improve public transport access platforms by public transport**, in collaboration with the territories



**A SUSTAINABLE, COMMITTED AND EXEMPLARY GROUP**

CONCLUSION

**AN  
ESG AMBITION** WHICH...



... DRIVES THE TRANSFORMATION  
OF OUR BUSINESS

... RENEWS THE RELATIONSHIP  
WITH THE TERRITORIES AND STAKEHOLDERS

... STRENGTHENS THE ECONOMIC MODEL

... BECOMES A FACTOR OF COMPETITIVENESS





# 2025 FOR PIONEERS

## ESG STRATEGY

INVESTORS CONFERENCE  
ESG STRATEGY

30 MARCH 2022