



CREATING VALUE FOR ALL





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MEETING WITH AUGUSTIN DE ROMANET

Ten years of applying our social responsibility policy has enabled Aéroports de Paris to forge a new identity. We can no longer imagine operating the Group in the absence of this committed and responsible approach which involves ongoing dialogue with all our stakeholders. This challenge is a unique opportunity which gives us a competitive edge in our air transport and logistics businesses. Infrastructures like ours cannot be developed and managed without this type of approach.

Our societal responsibility policy is ambitious. All of the Company's collective energy has been harnessed in order to focus on becoming the leader of all comparable European airports when it comes to CSR. This new impetus, which has been channelled into issues which are not directly financial, makes a powerful contribution to our strength and sustainability.

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

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

Augustin de Romanet
Chairman and CEO of
Aéroports de Paris





"Ensuring that a CSR culture permeates our entire organisation."

Our results, which have improved significantly, have led to the Group being rated as excellent. This external recognition enables us to take pride in the work that we have put in and also proves what a difference collective awareness and individual contributions, within the Group, can make to overall performance. It shows that we have achieved the first of our objectives: "Ensuring that a CSR culture permeates our entire organisation."

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

The evidence lies in the interest shown in these non-financial results by the stock market, observers of our economic health and analysts of our financial results. This is another

reason why we fulfil their expectations by publishing our annual corporate social responsibility report which we believe to be transparent, genuine and exhaustive, in accordance with international reporting standards.

Our sustainable development policy focuses on developing what is deservedly deemed to be our most important resource: trust. The trust of our investors, our 9,000 employees, our customers, our service providers, civil society at large and all the social components of our ecosystem.

This trust cannot be won solely by means of share price. It is won by our conduct, our choices, our accountability in all the areas in which we are observed and where we are required to meet the expectations of others.

OUR FOUR VALUES

Trust

Service and responsibility on a daily basis in order to win trust.

Commitment

Shared commitment to guarantee reliability and competitiveness.

Boldness

Boldness and innovation in order to be the preferred choice for our customers.

Openness

Openness to the outside world to foster and share in our success.



LARGEST
AIRPORT REAL ESTATE
COVERAGE WITH 6,686 HECTARES
IN PARIS REGION



1st
AMONG AIRPORT GROUPS
IN EUROPE FOR FREIGHT
AND MAIL



RESPONSIBLE SUPPLIER
RELATIONS LABEL

RESPONSIBLE
TOURISM LABEL

HAPPY TRAINEES LABEL
AWARDED



2nd
LARGEST EUROPEAN AIRPORT
OPERATOR IN TERMS OF
PASSENGER TRAFFIC

- One of the top three airport groups worldwide for passenger traffic since it became a shareholder in the Turkish airport management company TAV, in May 2012, with **37** airports under management and close to **230** million passengers handled.
- Paris-Charles de Gaulle: ranked **8th** in the world in terms of traffic; **4th** busiest platform worldwide for international traffic.
- Paris-Orly: **2nd** busiest airport for domestic traffic.
- Paris-Le Bourget: **Leading** business aviation airport in Europe in terms of traffic.

Environment

- **20** environmental officers in charge of the environmental management system
- **1** energy manager and **1** environmental coordinator per platform

Security – Health

- **1** aircraft rescue and fire-fighting service per platform
- **1** animal hazard and runway safety service per platform
- **2** emergency medical services
- **1** occupational health service
- **1** prevention of occupational risks service

Solidarity purchasing

- **€530,000**

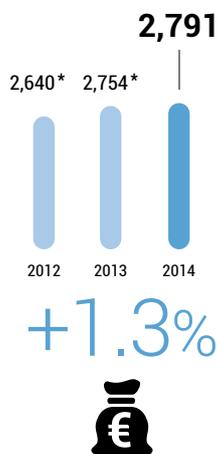
Community involvement

- **€2.2 million** invested in economic and social cooperation.
- **€668,000** to support community-based projects through the Aéroports de Paris Foundation.

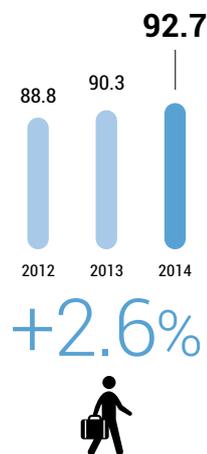
ABOUT US

As the gateway to France, the world's most popular tourist destination, Paris is a major international air transport hub. As a result of their location, world-class infrastructure and competitiveness, our airports are ideally placed to take advantage of the expected growth in air traffic over the medium and long term.

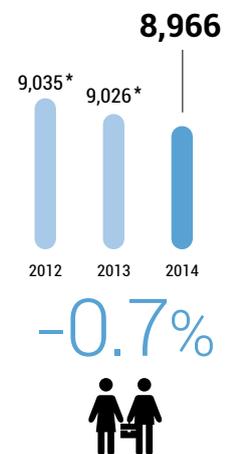
Aéroports de Paris owns and operates the three main airports of the Paris region: Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget, ten general aviation airfields and the Issy-les-Moulineaux heliport. The Company provides airlines, passengers and freight and mail operators with high quality facilities and a range of services tailored to their needs.



CONSOLIDATED REVENUE
(IN € MILLIONS)



NUMBER OF PASSENGERS HANDLED
AT PARIS-CHARLES DE GAULLE AND
PARIS-ORLY (IN MILLIONS)



AVERAGE NO. OF
STAFF EMPLOYED BY THE
AÉROPORTS DE PARIS GROUP

* Pro forma data.

Awards

- **Win-win partnership prize** for major groups and SMEs, received within the context of the SME Pact (June 2014); this prize was awarded in recognition of the innovative partnership entered into with Alstef to design and manufacture automatic baggage drop-off systems.
- Elected "**Customer service of the year**" in the "airports" category, for the third consecutive year, by Viseo Conseil.
- **2014 Randstad Employer Attractiveness Award**, "Transport" category which recognises attractive employer brands.
- **2014 Skytrax WorldAirport Awards** for two airports operated by TAV Airports.
- **2015 Skytrax World Airport Awards**
Paris-Charles de Gaulle in the top 10 in 5 categories:
 - most improved airport – 1st time – 1st place;
 - best airport shopping – 5th place (up 4 places on 2014);
 - best airport leisure amenities – 1st time – 10th place;
 - best terminal – 1st time – 6th place for Hall M;
 - best airport in Western Europe – 5th place (up 5 places on 2014).
- The "**New commercial premises**" prize one of the 2015 Procos prizes awarded by the Expert Federation for Town Planning and for the Development of Specialised Retail.
- **Victoires du Capital Humain**, awarded by the Leaders League group and the magazine Décideurs, 2014 silver trophy (awarded for the 1st time), public sector category, human resources.

Socially responsible investment (SRI) indices and rankings

We are featured on several social responsible investment indices (SRI – see page 75).

- **RobecoSAM's 2015 Yearbook**: we appear in the 2015 RobecoSAM members' list as one of the top 9 industry leaders in the sustainable development, "transport" category for our 2014 initiatives.
- **Ethibel Sustainability Index (ESI) Europe** (since 2009).
- **Ethibel Sustainability Pioneer and Excellence** (on the investment register since 2013).
- **Euronext Vigeo**: Europe 120 (since 2012) and Eurozone 120 (since 2012).
- **MSCI World ESG/SRI** (since 2013): AAA rating. In the top 3 in the "Transportation Infrastructure" group.
- **Global 100**: only airport group to be included since 2012.
- **Stoxx® Global ESG Leaders**.
- **Oekom Prime**, change in rating from C- to C+.



for more information
www.aeroportsdeparis.fr
"Group" tab, Registration Document.

Aéroports de Paris Group activities

The Group operates five main businesses: aviation; engineering and airport operation; airport retail and services; real estate; others (telecoms, security).

Fees account for approximately 40% of Aéroports de Paris revenue whereas, on average, they account for less than 3% in the income statement of traditional airlines.

Regulated and unregulated activities

Since 2006, aviation activities have been regulated by a multi-annual contract known as the "Economic Regulation Agreement" (*contrat de régulation économique – CRE*) entered into by Aéroports de Paris and the French State, after consultation with airlines and other interested parties.

The purpose of the ERA, signed for a five-year period, is:

- to record the Company's commitments in terms of regulated scope investments;
- to define service quality objectives;
- to define the ceiling for changes in fees.

This framework provides the visibility and stability required for aviation activities to be financed fairly.

It allows the best use to be made of the Group's various activities due to the adjusted till system which shares out responsibilities fairly between airports and airlines.

Aviation

Regulated scope

- Airport fees (passenger, landing, standing).
- Ancillary fees (check-in, baggage, de-icing etc.).

Unregulated scope

- Revenue from airport safety and security services.

Non-aviation activities

Regulated scope

- Car parks.
- Industrial services revenue.
- Terminal leases.
- Airport real estate.

Unregulated scope

- Retail activities.
- Diversification real estate.
- Subsidiaries and equity investments.

Main subsidiaries and major equity investments

Aéroports de Paris Management	100 %	Operation, management and development of foreign airports, not including Paris airports	€14 million
ADP Ingénierie	100 %	Airport architecture and engineering in France and abroad	€65 million
Hub One	100 %	Professional telecommunications and radio communications; mobility and traceability solutions	€127 million
HUB SAFE (formerly Alyzia Sûreté)	100 %	Airport security service	€70 million
TAV Construction (held indirectly) – Turkey	49 %	Building company	\$989 million
TAV Airports (held indirectly) – Turkey	38 %	Airport management	\$983 million

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



for more information
www.aeroportsdeparis.fr
 "Group" tab, Registration Document.

Achieving excellence together

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 platform. Several hundred companies are involved in airport operations and providing services to passengers.

For our part, we are committed to modelling exemplary societal initiatives within the airport community at our three major airports in the Paris region. We collectively adopt best practices, whether in relation to passenger safety and handling, environmental protection, quality of life of airport employees or respect for, and solidarity with, local residents.



1,000

NEARLY 1,000 COMPANIES AT OUR 3 AIRPORTS IN THE PARIS REGION REGION DIRECTLY EMPLOY OVER 114,000 PEOPLE*



173

AIRLINE CLIENT IN 2014**



361

CITIES LOCATED IN 125 COUNTRIES ARE SERVICED FROM THE PARIS-CHARLES DE GAULLE AND PARIS-ORLY AIRPORTS

* Source: Business, employment and training observatories.

** Companies having made more than 12 movements during the year at Paris-Charles de Gaulle or Paris-Orly, including airlines belonging to the three alliances, Sky Team, Sky Alliance and oneworld.



Airport city players

Aéroports de Paris SA

- Organising and operating the airport.
- Retail and services.
- Property (leasing, construction).
- Airport services to airlines and professionals (industrial services).
- Security services.
- Environmental monitoring (Aéroports de Paris laboratory).

Airport companies

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

Government services and agencies

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

Responsible purchasing

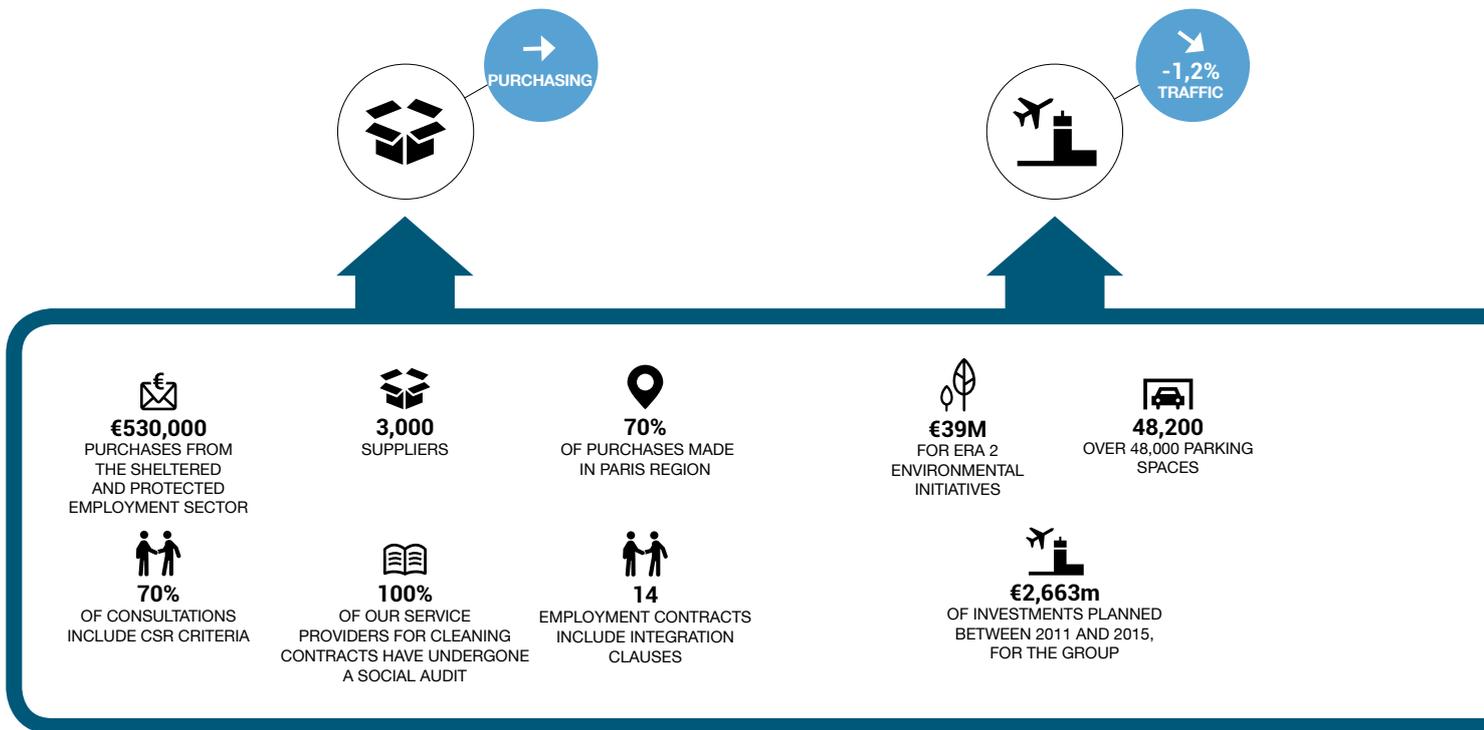
1

- Purchasing code of ethics.
- A responsible, certification-led, purchasing policy.
- Incorporation of environmental and social criteria in our consultations.
- Provisions for integration in our contracts (purchasing from the sheltered and protected employment sector).
- Social audits on suppliers and service providers.

A controlled activity

2

- Judicious increase in our handling capacity.
- Modernisation of our terminals.
- Collaborative initiatives with airlines and platform operators (Airport Collective Decision-Making – CDM label).
- Reduction of our environmental footprint and that of our partners (Airport Carbon Accreditation for climate; HQE™ or BREEAM label for buildings; responsible development; renewable energies; clean transport).
- Quality operational committees with airlines and ground handling companies.
- Real estate: dissemination of good environmental practices to tenants leasing our buildings.
- Employees: priority recruitment from amongst local residents.



Interdepartmental functions

- Interdepartmental functions
- Responsible governance and ethics (Ethics charters and Group CSR), codes of ethics.
- Risk control and internal audit.
- Responsible human resources management (training, employability, diversity, health prevention).
- Integrated management systems – environment, health, quality (IMS). Responsible purchasing (codes of ethics of Aéroports de Paris SA and major subsidiaries).
- Dialogue with our stakeholders, communication, transparency, reporting, third party assessment.
- Handling complaints.

OUR CSR VALUE CHAIN



for more information
www.aeroportsdeparis.fr
 "Group" tab, Registration Document, chapter 17.

High-performance services

3

Passengers (BtoC)

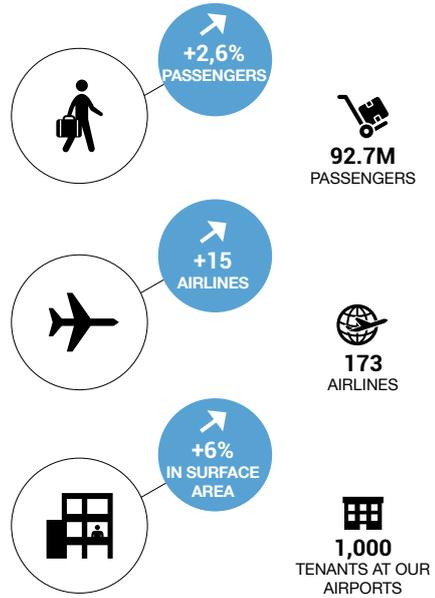
- Improved quality of service for passengers and for disabled and reduced mobility passengers.
- More efficient traffic flow.
- Improved airport security and access by public transport.
- Training in customer service and passenger handling for our employees and our service providers' employees.
- Satisfaction questionnaires at departures and arrivals.

Companies (BtoB)

- Improved business to business performance.
- Adaptation to wide-bodied aircraft.
- Increased airport security and more on-time departures and arrivals.
- Airlines' contribution to environmental performance (400 Hz power sockets, traffic on taxiways, Inter-Company Travel Plan (PDIE), CDM).
- Aid to develop air routes departing from Paris and promotion of the Paris-Charles de Gaulle hub.

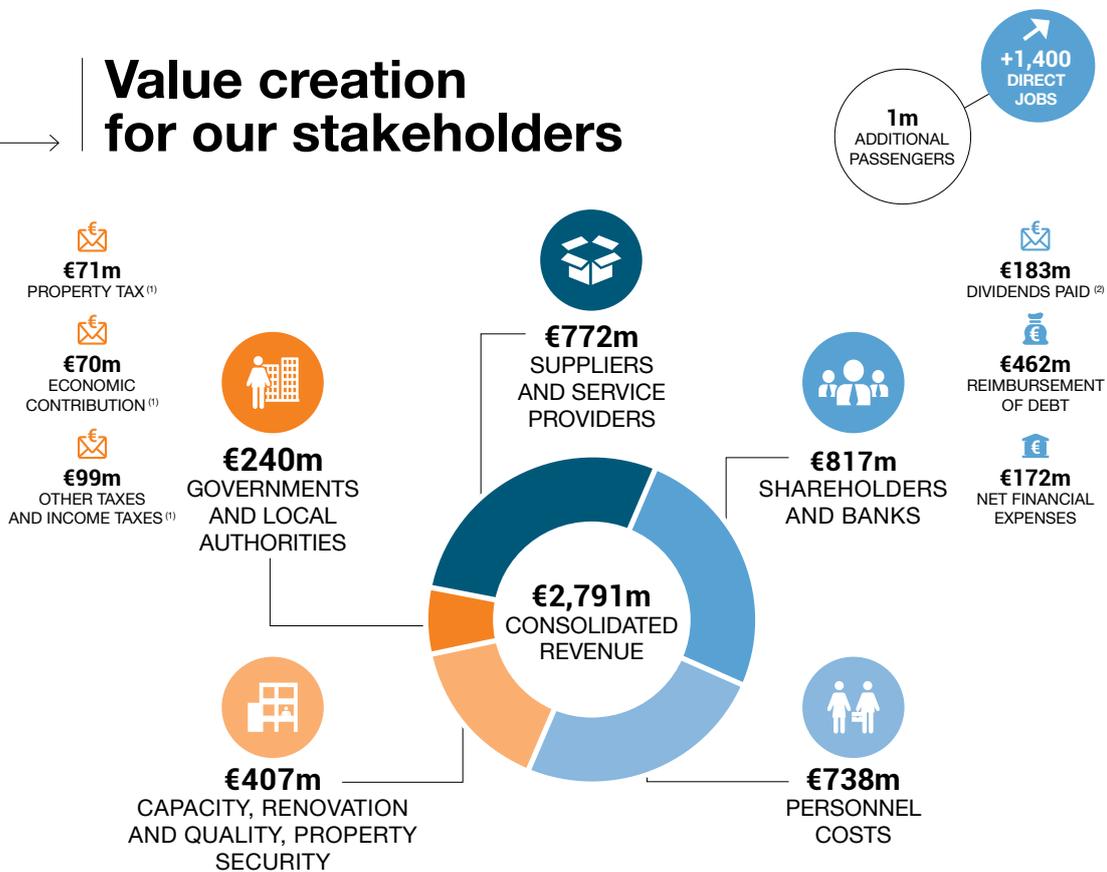
Tenant airport companies (BtoB)

- Improved building quality and comfort.
- Optimised leasing costs.
- Assistance with implementing good environmental practices.



Value creation for our stakeholders

Distribution of wealth



(1) Paid in 2014 for 2014 tax. (2) Paid in 2014 for 2013 tax. Full information is given in the 2014 Aéroports de Paris Registration Document which can be consulted at www.aeroportsdeparis.fr.

TO BE AN AIRPORT INDUSTRY LEADER

Pooling talents

Because we have strengths that are unique within our industry, we have set ourselves the target of becoming the leading airport design, construction and operating group. With its architectural, engineering, building and airport management skills, the Group is the only operator in the world with a presence right the way along the airport value chain. As a result, it is able to access, and make the most of, the know-how of the parent company as well as that of its subsidiaries and equity interests.

This ambition fits in with an economic climate where air transport is undergoing profound changes: the traditional airline model is changing, especially due to the effect of the low cost model and competition from players originating in Asia and the Middle East; competitive pressure between European and non-European airports is increasing; "internet-savvy" passengers who have been equipped by the digital revolution with rapid means of comparing flight offers, are adopting new consumer behaviours.

A plan for 2015

To meet these medium-term objectives, in 2013, we reformulated and refocused the strategic guidelines defined for the 2011-2015 strategic plan, in relation to six aspects:

- improving the quality of service provided to Group customers; improving employee satisfaction;
- strengthening the operational robustness of our airports;
- improving economic performance;
- becoming the European benchmark for corporate social responsibility;
- seizing opportunities for international development.

This strategy is likely to continue into the next plan which will take the Group up to 2020.

OUR MAJOR PROJECTS

One roof logic

Our installations have high-performance but are fragmented and non-uniform. We will make our terminals more flexible and more profitable as a result of applying the "One roof" logic of merging terminals.

Planned projects include:

- the construction of a 34,800 sqm building between terminals 2B and 2D at Paris-Charles de Gaulle (approximately 1.1 million additional passengers);
- the merger of Terminal 1 international satellites at Paris-Charles de Gaulle (1.2 million additional passengers);
- the construction of a 74,000 sqm connecting building between Orly South and Orly West as part of the Paris-Orly link building project launched in 2012 (3.5 million additional passengers).

Accessing Paris-Charles de Gaulle in 20 minutes

We joined forces with the French State and SNCF Réseau (formerly Réseau Ferré de France) as part of CDG Express SAS to conduct the research needed to complete the CDG Express project. By 2023, this rail link is due to connect Paris Gare de l'Est with Paris-Charles de Gaulle with a journey time of 20 minutes. The airport is currently only accessible from the capital via the RER B or the A1-A3 motorway. Total investment is estimated at €1.7 billion.

TAV Construction – world leader for airport construction

In 2014, TAV Construction, in which Aéroports de Paris SA has a 49% capital interest, climbed to first place in the airport construction company rankings worldwide, after coming second in 2013, according to a survey published by Engineering News-Records. One of its most impressive current

projects is the construction of the new Abu Dhabi international terminal, capable of handling 27 million passengers and which we hope will become an architectural milestone in airport history.

Santiago de Chile International Airport

In February 2015, the consortium comprising Aéroports de Paris (45%), Vinci Airports (40%) and the Italian building and civil engineering group, Astaldi, (15%) tendered the highest bid for the 20-year concession for the 6th largest South American airport, Santiago de Chile, (over 16 million passengers in 2014). The consortium will renovate the existing facilities and will design and build a new 175,000 sqm terminal. Concession holders will also be tasked with encouraging traffic growth whilst raising standards of service to the highest level.

FOUR CORE VALUES

In 2014, 2,200 employees helped to select our four core values, alongside members of the executive committee and top management. The project, launched on the initiative of the Human Resources Division, was conducted in conjunction with the Finance and Strategy Division. These values reflect what we are, what we want to be and what sets us apart from others.

Trust: service and responsibility on a daily basis in order to win trust.

Commitment: collective commitment to guarantee reliability and competitiveness.

Boldness: boldness and innovation in order to be the preferred choice for our customers.

Openness: openness to the outside world to foster and share in our success.

Three priorities set in 2014 for 2020

In 2014, we defined the initial guidelines for the 2016-2020 strategic plan which will be submitted to the Board of Directors in 2015. To reach our goal, we wish to express the Group's full potential, over the 2016-2020 period, by setting ourselves three strategic priorities: "optimising", "attracting" and "expanding".

Optimising

Our objective is to make the most of our resources and to consolidate our fundamentals, for example, by rolling out the "One roof" terminal merger logic, as well as with the connecting building at Paris-Orly, the construction of which began this year, and with the future 2B/2D link and merger of Terminal 3 international satellites at Paris-Charles de Gaulle. This logic aims to rid us of the historical structural handicap of our airports, which are split into multiple terminals, and to make them more passenger-friendly.

Attracting

With this priority in mind, by aiming for excellence, we want to become the preferred choice for our employees and promote the Group's brand. This involves, for example, improving the competitiveness of the Paris-Charles de Gaulle Hub to attract international traffic by taking all the measures that we have at our disposal: targeted improvements, an attractive pricing policy and a unique customer experience that sets us apart, in addition to ongoing improvements in passenger service quality.

Expanding

Our third priority consists of expanding our horizons by fostering and sharing growth with our ecosystem. We want to develop connectivity, emphasise our airports' role as an international gateway so that we can grow in line with the economy of the Paris region and conquer markets which create value for the Group.

Outlook for the 2016-2020 ERA

The drafting of the next Economic Regulation Agreement (2016-2020), which governs changes in airport fee levels, is part of this strategic outlook. Preparation for the Aéroports de Paris contract proposal is an important time when dialogue with all stakeholders, especially employees, is encouraged. Economic regulation agreements are, in fact, a major driver of change for the Group, as reflected by the profound change in our airport infrastructures and the significant improvement in the level of satisfaction of our passengers and airlines since 2006.

Proposal for the 2020 roadmap

As a result of intense discussion with air transport operators, in January 2015, we published the Aéroports de Paris proposal for the 2016-2020 Economic Regulation Agreement. It was open for public consultation between January and March. It reflects our confidence in our economic model and in its capacity to adapt to changes in our environment. We envisage:

- a €3.1 billion regulated investment plan to fund the optimisation of our installations and to improve the operational reliability of the three major airports in the Paris region;
- a simplified and re-worked pricing policy that is conducive to winning international and connecting traffic;
- increasing our competitiveness as a result of containing regulated scope operating expenses in order to keep fees low;
- improving the return on capital employed for regulated activities in terms of capital cost.

A brochure to explain the 2016-2020 ERA

The third Economic Regulation Agreement (2016-2020) will be negotiated in 2015 with a view to being signed with the State in the summer of 2015.

The draft copy, which is open to public consultation, is entitled "Aéroports de Paris: a proposal promoting the competitiveness of the air transport sector".

It can be accessed by clicking on the "Group" tab on our website (Finance/Investor relations/Regulation).

Group's non-financial rating by Ethifinance (on a scale of 1 to 100)



71 78
2012 2014



for more information
www.aeroportsdeparis.fr
"Group" tab, Registration Document.

JOINT INTERVIEW



Patrick Jeantet
Chief Operating Officer



Didier Hamon
General Secretary
of the group

Patrick Jeantet, you joined us in January 2014. What are your thoughts on our Company's CSR?

Patrick Jeantet: As Chief Operating Officer, I am, of course, very concerned about the quality of our corporate social responsibility approach. Since my arrival, I have noted the extent to which Aéroports de Paris has succeeded in rolling out a CSR policy to which everyone can make their own contribution. The Company exhibits a culture of responsibility at the core of each of its entities and takes an extremely structured and, what is now a well-recognised approach to CSR.

The most important aspect is the actual results that this approach produces in terms of corporate strategy. I count it as one of the main advantages that will help us to implement both medium and long-term improvement and development projects. I will give you just one simple example. In just a few years, Aéroports de Paris has improved massively, both in terms of quality of service and customer satisfaction. This is definitely a result not just of our strategic guidelines, but also of work to develop collaboration with our stakeholders: airlines, passengers, airport partners. The quality of this type of attention and dialogue feeds into CSR outcomes.

How can the Group's international expansion, buoyed by its recent successes, benefit the CSR policy?

P.J.: One of the objectives stated by the General Secretariat, which oversees the CSR approach, is to implement measures on a Group-wide basis. By 2014, several structured initiatives had already been implemented, with the appointment of a Group ethics officer and the drafting and signing of Group CSR and Ethics charters, adopted by our main subsidiaries. These initiatives resonate with my own thoughts on the need to include

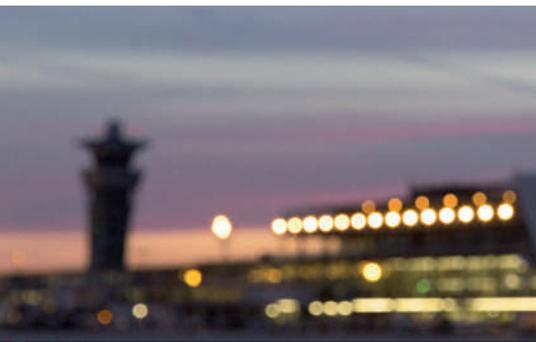
our subsidiaries in our business model and to base the promotion of our know-how in foreign countries on sound engineering arising from the skills synergy between Aéroports de Paris SA and its subsidiaries.

We hear a lot of talk about the CDG Express. How does this project fit into the logic of corporate development, both in terms of its CSR approach and from the perspective of the Grand Paris project?

P.J.: You said it yourself, there have been major debates about the CDG Express over the last 20 years and the debate continues. But we need to move forward! This is a major issue for Paris-Charles de Gaulle airport. Current access routes are saturated. The CDG Express will reduce the journey time between Paris and the airport to 20 minutes, making it more competitive. At the same time, it will meet a three-fold CSR objective: passenger service, employee service, contribution to air quality and prevention of greenhouse gas emissions by limiting the use of cars. On a wider scale, it is also our contribution to France's economic growth and an attempt to help our country keep its place as one of the leading airports for international connectivity.

Didier Hamon, Aéroports de Paris has stated its aim to become the European leader when it comes to CSR. Is that in keeping with the Company's history?

Didier Hamon: Corporate social responsibility is in line with our historical public service values. Our CSR approach reworks, modernises and reinforces these values but, for the most part, they are values that have been familiar to us for a very long time. The novelty for us lies in the mobilising effect of an approach that is structured according to a known benchmark and which follows a process of ongoing improvement. We have already experienced the force of this effect



Six CSR commitments

Our Group CSR charter, signed in January 2015, formalises six generic commitments that the Group is making to its internal and external stakeholders, with regard to societal responsibility:

- to guarantee exemplary governance;
- to place people at the heart of its strategy;
- to satisfy all our customers;
- to control and minimise our impact on the environment;
- to ensure ethical and responsible purchasing;
- to promote local community involvement.

Nine ethical principles

Our Group Ethics charter, signed in January 2015, establishes nine fundamental principles on which workplace behaviours of all our employees are to be based:

- compliance with laws and regulations;
- respect for individual rights;
- respect for the principle of anti-discrimination;
- compliance with health and safety regulations;
- respect for principles of loyalty, fairness and integrity;
- respect for the company image;
- respect for confidentiality;
- respect for competition;
- respect for the environment and the Company's societal responsibility.

when implementing other systems of management: environment, security, quality. We are currently undergoing a period of change with the aim of achieving an exemplary and uniform CSR performance in every area.

How do you think that you will take up this leadership position?

D.H.: We are not the only ones to boast of the success of a proven CSR policy. Being the leader is not just a case of showing ourselves to be excellent or proclaiming our intention to stay that way, it also means taking the lead and urging others on. I hope that Aéroports de Paris can gradually convince European airports to embrace the non-financial rating system as this is the only means of comparing our respective results in a meaningful way. Over the long term, I hope that, together, we can improve the performance of all those who want to get involved.

In December 2014, Aéroports de Paris signed the joint declaration of Transparency International France member companies on lobbying. What does this commitment mean for the Company?

D.H.: Our way of operating means that lobbying is part of a comprehensive policy that is consistent with our societal responsibility. By signing this declaration, we wanted to demonstrate the Aéroports de Paris Group's willingness to base its growth on principles which reflect its ethical commitment. This type of growth is built on winning the trust of the public authorities, our employees, airlines, passengers and various decision-making stakeholders in respect of whom we wish to raise the awareness of, and involvement in, our activities. This declaration reflects the respect that we have for our interlocutors, as our commitment to taking part in

public debates, with integrity and transparency, contributes to the general interest.

What is the CSR programme for the year to come?

D.H.: 2015 is crucial year which marks the end of our second, 2011-2015, Economic Regulation Agreement. In the first half of 2015, we will be preparing the CSR strategy for 2016-2020. We hope to achieve the objectives set by our road maps for 2015. The Group's overall CSR performance is already "excellent" according to the non-financial rating that we have applied for voluntarily and which is repeated every two years. We appear on over a dozen or so socially responsible investment indexes and have numerous certifications in these areas. We not only intend to consolidate this performance but to develop it and add to our range of initiatives. We really want to live in the future.

A GROUP-WIDE CSR APPROACH

We are refining our processes

Our ambition is to become the European benchmark for our industry when it comes to corporate social responsibility (CSR). This ambition, which forms part of the Group's strategic guidelines, is also part of our historical culture. Our business model has always sought to balance economic growth, societal expectations and environmental protection, in line with the three principles of sustainable development. These are reducing our environmental impact both locally and globally, seeking to raise satisfaction levels amongst the employees upon whom our performance is based, investing in order to meet the expectations of all our stakeholders and to contribute to the prosperity of the communities within which we operate.

A framework

So as to effectively adapt this balance to the change in the economic, environmental and social climate, we have structured our improvement process.

In addition to the environmental management systems rolled out in 2001, we follow ISO 26000 guidelines. As a result of this benchmark of corporate social responsibility, we include our stakeholders' expectations in our decision-making chain which is a source of shared value creation.

Clearly identified issues

Fostered by proactive, ethical and transparent governance, our CSR policy was, until 2014, based around four themes broken down into 20 or so priority issues, combined with action plans. These issues were identified by means of regular dialogue with our stakeholders, in accordance with regulatory requirements and national and international good practices.

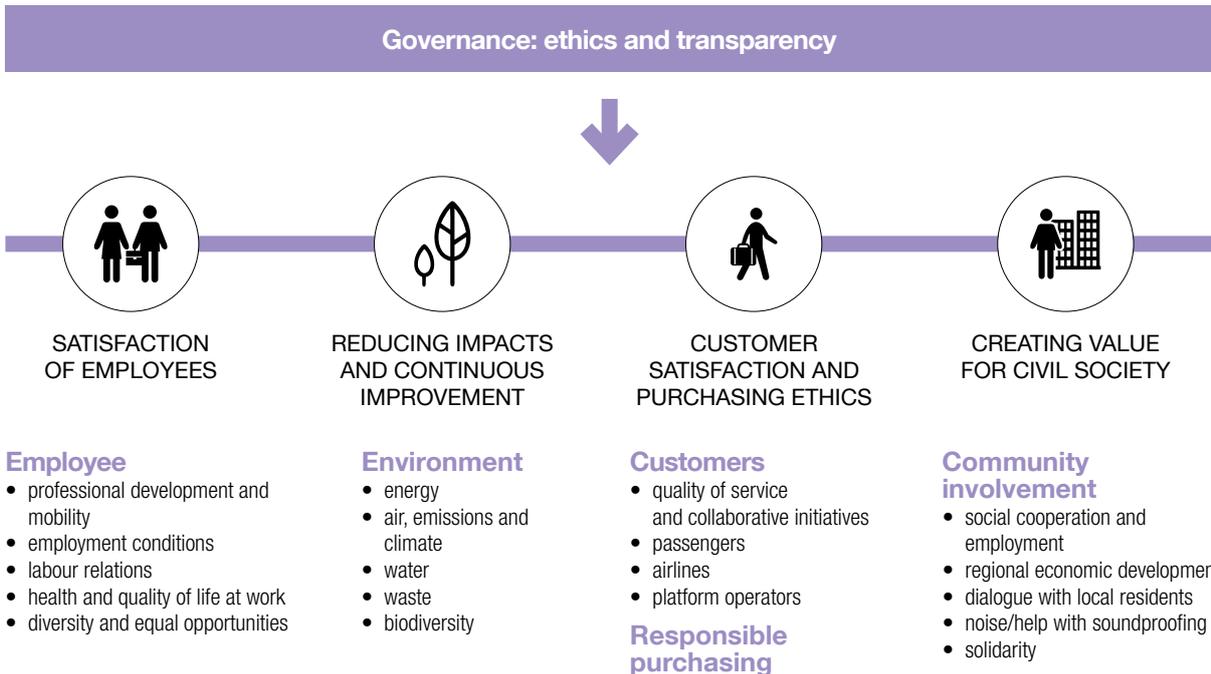
For several years now our stakeholders have judged these issues to be a fair representation of their expectations. We wished, however, to evaluate the relevance of our approach in terms of company performance, from the perspective of a new 2016-2020 strategic plan which will be published in 2015. A firm of consultants helped us to conduct a materiality study of our CSR issues. Aéroports de Paris SA stakeholder mapping was updated and a materiality matrix was produced in December 2014. It will serve to re-position our priorities and reporting in 2015.



for more information
www.aeroportsdeparis.fr

"Group" tab, Registration Document.
chapters 06, 17 and appendix 2.

Our 2011-2015 priority issues



A matrix to help see things clearly

The aim of the materiality study is to identify CSR issues of importance for our internal and external stakeholders and to place them in order of priority (economic, environmental and social impacts) in terms of the likelihood of influencing our performance and their decision-making. We conducted this audit on the basis of the identification and definition of the scope of 32 issues deemed to be significant in terms of our strategy. Our stakeholders were invited to rate their importance in terms of their own interests. By cross-referencing these evaluations, we identified our top 20 CSR issues which were illustrated in the form of a graph. We plan to publish the results of this research, as well as the materiality matrix, on our website in 2015.

Forums

Three CSR forums were set up in 2014 for Aéroports de Paris SA managers and are very much appreciated by their users. In total, **123** participants learnt that they were spontaneously implementing CSR in areas as varied as purchasing, human resources, relations with local residents or even the environment.

Fact

In 2015, we plan to set up discussions with our Turkish partner, TAV Airports, whose financial rating includes non-financial components such as environmental and societal data.

Group-wide commitment

We are expanding in accordance with human rights and the fundamental rights defined by the International Labour Organisation (ILO). Since 2003, we have been signatories of the UN Global Compact. We strive to ensure compliance with the ten principles that it lays down in relation to human rights, employment standards, environmental protection and the fight against corruption.

Every year CSR issues are better integrated into our strategy. In line with our business model, which aims to reinforce synergies across the Group, we have laid the foundations for a comprehensive Group CSR policy.

A CSR charter and an Ethics charter

In June 2014, the Group's General Secretariat entered into a consultation process with our subsidiaries and with a dozen or so parent company departments in order to draw up a Group CSR charter and a Group Ethics charter. Both charters were signed in January 2015 by our four main subsidiaries. This initiative strengthens internal cohesion with regard to the implementation of corporate social responsibility measures and raises the profile of our guidelines with our stakeholders, among whom the charters will be disseminated.

The CSR charter is a framework document which will be broken down into complementary charters or themed approaches. The Ethics charter reaffirms the guiding principles of workplace behaviours (responsibility, integrity and respect for others). It offers all Group employees the option, which until now has been limited to Aéroports de Paris SA employees, to consult our ethical guidelines.

BtoC customers

- **Passengers and their travelling companions:** security, punctuality and comfort.

Regional development players

- **Value creation (economic benefits, social benefits),** reduction of environmental impacts, noise.

BtoB customers

- **Airlines:** quality of airport services, contribution to their competitiveness.
- **Real estate tenants (retail, etc.) and airport companies:** landlord services, services.

Administrators and financial backers

- **Economic performance,** shareholder interests, risk management (including CSR risk).

Employees

- **Group employees:** career path, health and quality of life, equity, equal opportunities, environmental protection.
- **Employees of companies and partners:** security, quality of life, environmental protection.

Airport partners

- **Suppliers, public services, airline service providers, tour operators, partner airports, associations and clubs:** transparency of our practices, quality of service and collaborative methods, economic performance.

Public-sector actors

- **French:** compliance with legislation, ERA, risk management, CSR and roll out of government policies.
- **International:** compliance with legislation, ERA, risk management, CSR and roll out of European policies or international commitments.

Societal relays and influencers

- **Media, politicians, local residents, NGOs, professional auditors and non-financial analysts:** economic performance, quality of life and disruption management, economic and social cooperation, risk management, spokesperson for public policy, certification, human rights.

An evolving organisation

At the same time, we are making changes to our organisation to ensure cross-cutting dialogue between our management and our subsidiaries. In particular, we have created a subsidiaries' CSR network (page 34) to encourage dialogue. We intend to improve our CSR reporting by making it Group-wide for 2016-2020.

Protecting our integrity

Our Group Ethics charter reaffirms our ethical commitments and extends the long-term mechanisms that we have been using since 2008, in partnership with the NGO Transparency International France. They incorporate our code of ethics, the promotion of the fight against corruption and the prevention of the risk of fraud. This partnership involved the parent company and its subsidiaries.

To support these mechanisms, the duties of the Group General Secretariat, created in 2013, include formalising the Company's ethical rules and guidelines and ensuring their dissemination. In 2014, a Group ethics officer was appointed with this particular aim in mind. We also incorporated the ethics risk into our Golden Rules.

Responsible lobbying

We are members of the NGO Transparency International France, and subscribe to its principles of transparency. In December 2014, the Aéroports de Paris Group signed its joint declaration in favour of responsible lobbying.

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



€75,000

**COST OF LOBBYING
THE FRENCH SENATE
AND NATIONAL ASSEMBLY
(PERSONNEL COSTS INCLUDED)**

Training and raising the awareness of our staff

We implement due diligence procedures and train our technical departments, buyers and some managers in fraud prevention and the fight against corruption. Specific training is given to expatriate employees every three years at the very least and takes account of the level of exposure to this risk. In May 2014, the managing director of Transparency International France spoke at a seminar organised for our expatriates.



Fact

154 managers were trained in fraud prevention and the fight against corruption in 2014.

Transparency and third party assessment

We report to our stakeholders on our sustainable development activities on an annual basis in our corporate social responsibility report. Prepared in accordance with Global Reporting Initiative (GRI) guidelines, this report can be accessed on our website.

We voluntarily open our performance to external audit, seeking a non-financial rating every two years. This assessment measures our progress in terms of corporate governance, human resources (human capital), the environment, customer and supplier relations and societal commitment. We publish the results in our annual reports. In accordance with Decree No. 2012-557 of 24 April 2012 on the transparency obligations of companies in terms of corporate, social and environmental responsibility, an independent third party organisation was appointed for 2013 and 2014 to check the CSR-related information contained in the Group's management report. For the 2014 report, the third party auditor gave a reasonable level of assurance (the highest level possible) regarding the four most representative indicators of our activities. This level means that these indicators cover over 50% of the published value.

Security forum

In May 2014, we held our first security awareness-raising forum at Paris-Charles de Gaulle airport on traffic areas and aircrafts. Over five days, more than 1,200 participants had the opportunity to talk to each other: ground handling staff and those working on concurrent activities, trainers, quality service personnel, flight security officers, airline pilots and State services. The aim of this forum was to move away from the restrictive or overly abstract aspects of security regulations in order to demonstrate their concrete practical use. Highly practical issues were addressed such as aircraft marshalling and security procedures, refuelling, respecting the fire safety perimeter, concurrent activities, debris-related risks, and maintenance. Having been highly successful, this forum will be repeated.



We are aware of, and are able to control, our risks

A comprehensive approach

We have a comprehensive approach to internal control, risk management, and internal audit, which is aimed at boosting our performance and ensuring the proper implementation of our activities and the achievement of our objectives. Internal control contributes to the smooth functioning of our internal processes, the effectiveness of our operations and the efficient use of our resources.

It is aimed at ensuring compliance with regulations and the application of the strategic guidelines set by the Executive Management. Risk Management identifies the risks that could affect our fields of activity. It aims to maintain risks at a level that is deemed acceptable by the Executive Management and to ensure that the major risks are controlled. In 2014, the Group's updated risk map was submitted to the Operational Committee for Risks and Internal Control, the Executive Committee, the Audit and Risk Committee and the Board of Directors.

Audits periodically assess the internal control and risk management systems. They ensure that significant risks are taken into account in an appropriate manner and that all the conditions are in place to safeguard and develop our business.

Regulating our actions and behaviours

Aéroports de Paris internal rules of procedure incorporate the fraud prevention policy into ethical guidelines as well as specific rules within the ethical purchasing code. They also include a code of ethics for trading and a code of ethics for information security, updated in 2014 for entry into force in 2015, applicable Group-wide. All subsidiaries have rules on professional conduct.

Fact

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

The internal control and risk management team reports to the Group General Secretariat. The Audit Director also reports to Executive Management and to the Audit and Risks Committee set up by the Board of Directors. Our systems are regulated by an internal control charter, a risk management framework and an internal audit charter.

Introducing managers to risk management

To facilitate the adoption of the "audit, risk management, internal control" (ARC) approach by managers, we designed a training module centred on the key role played by managers in the ARC approach and the assistance afforded by said approach to managerial practices. Twenty or so managers took part in two pilot sessions. The ARC approach was also presented during induction days for new managers.

Protecting our information

The different roles performed within the Group are reliant on the processing of daily exchanges of information. This constitutes a vital asset which should be protected. In 2014, we formalised our general information protection policy and its frameworks. The person responsible for information protection is also the IT and data protection contact for Aéroports de Paris SA. Said person oversees compliance with legislation, with the assistance of 20 IT and data protection officers, appointed within each of the Company's divisions. On European data protection day on 28 January 2014, organised by the Council of Europe and the European Commission, we screened an animated film for our employees.

Fact

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



for more information
www.aeroportsdeparis.fr
 "Group" tab, Registration Document.
 Chapters 06 and 17 and appendix 2.

Runway 4: refurbished and safer

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



A RESPONSIBLE CERTIFICATION-LED APPROACH

Our buyers commit

Our buyers' ethics

Our purchasing policy, which was formalised in 2012, aims for economic, environmental and social excellence. We annexed a code of purchasing ethics to the Aéroports de Paris SA internal rules of procedure which defines our ethical guidelines with regard to suppliers and service providers. Each of our employees must sign an agreement to adhere to this code. At our invitation, our subsidiaries drafted their own codes of ethics, in partnership with the NGO Transparency International France.



100%

of buyers were trained
in CSR at twice-yearly
seminars



for more information
www.aeroportsdeparis.fr
"Group" tab, Registration Document,
chapter 17 and appendix 2.

Several systems were put in place, in particular to fight against fraud, corruption and the underground economy. In 2014, we secured our purchasing and procurement processes and improved our contract management and traceability tools. Our technical departments and our buyers have been trained in CSR principles, responsible purchasing and anti-corruption and fraud prevention measures.

A responsible label

Since 2013, our action plans have focused on responsible, socially inclusive purchasing and on making it possible for SMEs to access our markets in France. This policy is gradually being extended to our subsidiaries (pages 73 and 74).

In 2014, we were awarded the "Responsible Supplier Relations Label" upon the basis of which our purchasing processes are structured. This label certifies that we have adhered to the commitments made in 2010 when we signed the Responsible Supplier Relations Charter, proposed by the Ministry for the Economy and the French purchasers and managers' organisation (Compagnie des dirigeants et acheteurs de France). This charter encourages large companies like ours to adopt ten good practices with regard to their suppliers. It aims to create a climate of mutual trust, a long-term and equal relationship which protects suppliers' interests and thus encourages support for progress and innovation initiatives within SMEs and SMIs.

Prize

We have been members of the SME Agreement since 2012. We support innovative SMEs. Our Innovation unit identifies the SMEs with the capacity to develop ground-breaking solutions with us. In 2014, our partnership with Alstef won us the SME Pact Win-Win Partnership Prize for the joint design of the automatic baggage drop-off systems installed as standard at our terminals since 2013.



Dominique Étourneau
Purchasing Director,
Aéroports de Paris

"Financial and non-financial
observers welcome what we have
done and our recent investments."

Our non-financial rating for purchasing has almost doubled in seven years, rising from 41/100 in 2007 to 81/100 in 2014. This reflects our sustained efforts to buy better, to introduce clearly defined ethical guidelines, to secure our processes, to protect our suppliers and to lead the way when it comes to responsible purchasing. This year, we applied for, and obtained, the Responsible Supplier Relations Label, following a four man-month assessment and a three-day audit. Buyers,

Fact

- The Responsible Supplier Relations Charter now has **24** certified companies, **518** signatory companies and bodies with a purchasing volume valued at **€480** billion.
- In 2013, we appointed a new supplier and service provider mediator.

Our suppliers are committed to an ethical approach

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

Within this context, in 2014, we rolled out a Supplier CSR Charter to which our suppliers adhere when entering into contractual agreements. They agree to respect human rights, to adopt best practices in terms of labour-management relations and working conditions, to fight against corruption and to protect the environment. Amendments have been annexed to contracts signed prior to this charter.

Since 2012, we have been using a tool to verify the conformity of the employment and financial information presented to us. In 2014, we conducted social audits on cleaning service providers, this industry having been identified as a priority sector.

Fact

70% of contracts signed by Aéroports de Paris SA in 2014 incorporate CSR criteria, accounting for between **5** and **10%** of the criteria assessed. We are aiming to increase this to **100%** of contracts by 2016.

Integration clauses

For the last ten years or so, we have been purchasing from companies within the sheltered and protected employment sector and, since 2013, we have made provisions for integration in our contracts. Within the context of the connecting building works at Paris-Orly, our works contracts have obliged the winners of ten or so contracts to reserve 5% of hours worked for those experiencing social and employment-related difficulties. Companies are supported by an organisation specialising in integration

employees working in accounting, innovation and human resources departments supported our efforts. This is an indication of a high level of commitment. This label, around which our strategy is structured, will contribute to the success of our projects for 2015/2016. Our roadmap has already been drawn up: improve supplier CSR oversight over the term of the contracts, reduce our payment times and do our utmost to make ethics an everyday consideration. Our suppliers like this approach of incorporating CSR criteria into our consultations: they see it as recognition of their own efforts in this area when they are looking to win contracts.

initiatives which makes a final assessment once the work has been completed.

In 2014, purchases from companies within the sheltered and protected employment sector amounted to €530,000 with a target of €600,000 set for 2015. We identified 11 supply networks and conducted a feasibility study which showed that there is the potential to double this amount by 2016-2020. Since 2012, our partnership with the Gesat network of specialist companies has helped us to identify those organisations that can best meet the requirements of our new strategic contracts. We publish informational and awareness-raising brochures for our employees so that they know to go to establishments within the protected worker sector (Esat) when making their purchases.

Our purchasing profile

Aéroports de Paris SA purchases totalled **€1.3** billion in December 2014.

These purchases can be broken down into four categories:

- general expenses (including intellectual services);
- equipment;
- services;
- works (new and maintenance).



Reverse barometer

We ask our suppliers to respond to a satisfaction survey in relation to our purchasing practices. This survey, which was sent to the 320 companies with the largest revenue in 2013, was sent to all our suppliers in 2014, across all business segments, i.e. 800 companies. Answers to the 26 questions asked awarded our performance an average score of 55/100.



Strengths

The Ethifinance rating agency noted the following as points of progression:

- the inclusion of CSR criteria throughout the entire purchasing cycle;
- commitments to companies within the sheltered and protected employment sector and in the area of integration;
- initiatives to support suppliers and award of the Responsible Supplier Relations Label;
- purchasing processes ensuring that practices are in line with the Company's purchasing code of ethics.

The 2012 rating, awarded by Vigeo using a scale of 1 to 4+, has been converted to the 1 to 100 rating scale used by the Ethifinance agency.

DIALOGUE WITH OUR STAKEHOLDERS

Regular and open dialogue

Our CSR policy and strategy incorporates our stakeholders' expectations when it comes to defining the Company's challenges. In 2014, we wanted to update our stakeholder mapping. Stakeholders have been divided into six groups since 2006. The analysis identified

seven different groups. In 2014, this new breakdown served to establish the specifications for an internal and external stakeholder survey to find out which issues they considered to be a priority so that said issues could be mapped (see page 14).



BtoC customers

1

- Passengers and their travelling companions.

Information tools

www.aeroportsdeparis.fr (on PC, laptop, smartphone, tablet) • MyAirport (smartphone, tablet) • Customer guides • Paris Worldwide magazine • Twitter, YouTube, Facebook, Pinterest • E-newsletters • Smart terminals for information and directions in airports • Disabled and Reduced Mobility Passengers: specific page on our website.

Consultation methods ⁽¹⁾

www.aeroportsdeparis.fr • Satisfaction questionnaires at departures and arrivals • Printouts in terminals • Dedicated information line number (3950) • Complaints handling • Foreign Chambers of Commerce • Benchmarks

(1) To the best of our knowledge, no airport passenger associations were set up in 2014.



BtoB customers

- Airlines.
- Real estate tenants (service industries, logistics, retail) and corporate airport users.

Information tools

www.aeroportsdeparis.fr • Intranet sites • E-newsletters • Twitter.

Airlines

Airport Orientation Committee (AOC) • Airport Players' Club • Service University.

Real estate tenants

Conferences • Guides to starting up and operating in airports.

Consultation methods

Companies

Airport-CDM • Quality of service operational committees • Local quality committees • Operational meetings • Annual satisfaction surveys • Benchmarks.

Real estate tenants

Meetings • Environmental Partners' Club • Satisfaction surveys.

Handling complaints from passengers, their attendants and travelling companions

Our Customer Division receives and acknowledges receipt of complaints relating to passenger journeys involving Paris-Charles de Gaulle and Paris-Orly airports. Such complaints are received by email (via the website), via printed questionnaires handed out to customers at terminals and hard copy letters (to services, to the Chairman and CEO, to mediators etc.).

The Customer Division handles claims within its remit. For car parking e-services, it responds to requests for assistance or information direct, via a dedicated line.

It forwards complaints to the relevant airport divisions in real time and by electronic means. These divisions may conduct an inquiry, in conjunction with our partners, if they are involved (police, customs, companies, concession holders, service providers, etc.). Customers generally receive a response within 15 days. 5,485 complaints were received in 2014 (4,838 in 2013).

Fact

We are members of the French Association for the Management of Customer Complaints (Amarc) and, within this context, attend business clubs as well as three annual conventions.



for more information
www.aeroportsdeparis.fr
 "Group" tab

Working together to improve our actions

Finding a taxi with no waiting time

In light of the high level of satisfaction expressed by our customers following the modernisation of the taxi rank at the Orly West terminal in 2013, we modernised the taxi rank at the Orly South terminal. The operation ran alongside the refurbishment of the access roads serving the two terminals, in line with our framework of priorities. The queuing area is now 110 metres long, i.e. 40 metres longer than it was before, and has seven pick-up points rather than five. This area, which is fully protected from the weather, is part of a new 17 by 200 metre concourse. After six months of operation, the feedback is positive: waiting times are practically non-existent.



An airline service which benefits passengers

In August 2014, the PZ car park opened its doors at Paris-Charles de Gaulle. Accessible from the east, it is located near to the Air France hub. Its 560 parking spaces are intended for the airline employees who used to park in the EF car park. Resulting from a collaboration with Air France, this new facility, which took a year to build, offers a twofold advantage: it brings Air France employees closer to the hub where they work and frees up the EF car park for passengers. The PZ car park has four spaces reserved for electric cars. The number may increase in terms of demand.



DIALOGUE WITH OUR STAKEHOLDERS



2

Employees

- Aéroports de Paris employees, union bodies, employee representatives.
- Employees of airlines and on-site partners.

Information tools

www.aeroportsdeparis.fr • Annual reports⁽²⁾

Aéroports de Paris employees

In-house journal • In-house newsletters • Intranet sites • Group Committee • Information and awareness-raising booklets • Induction day for new employees, those receiving promotions and executives • Employee guides.

Consultation methods

Aéroports de Paris employees

Annual employee satisfaction survey • Committee for Health, Safety and Working Conditions • Works Council • Employee representatives • Trade union delegates.

Platform employees

Dialogue with directors of companies that use our airports.



3

Public-sector actors

French

- State.
- Regulatory authority.
- Local authorities.
- National general interest bodies.

International

- European institutions.
- Trade unions.

Information tools

www.aeroportsdeparis.fr • www.entrevoisins.org • Annual reports⁽²⁾ and regulated information • Conferences, symposiums, press releases • Site visits • Responsible lobbying.

Consultation methods

Regulatory consultation tools (consultation documents, applications for licences, etc.) • Partnerships with an economic, environmental and social objective • Working groups.



4

Regional development players

- Competitiveness clusters.
- Local companies.
- Local general interest bodies.

Information tools

www.aeroportsdeparis.fr • Annual reports⁽²⁾ • www.tendersmart.com • Forums and meetings • Specific information on development projects.

Consultation methods

Local governmental authorities • Local promotional initiatives • Forums and meetings with SMEs • Support structures for start-ups • Working groups.

(2) Corporate Social Responsibility Report, Registration Document, Activity Report and Sustainable Development Report.



for more information
www.aeroportsdeparis.fr
 "Group" tab

Reorganisation reveals hidden talents

In January 2015, our efforts to streamline and secure our management process led to a number of employees changing their jobs and roles: our management or business relations assistants and our logistics officers and technicians have become procurement officers buyers, purchasing framework managers and sales administrators. To support these changes, in 2014, we invited a hundred or so of our employees to prepare for their future roles with their future managers: a four-stage programme, approved by the Committee for Health, Safety and Working Conditions, gave them the chance to familiarise themselves with the idea, identify their skills and build on them through training so that they could be ready for their new job from day one. This led to a number of hidden talents being discovered: 40% of participants were promoted. The effectiveness of the process in reducing stress relating to job changes was proven. Stage 4 will take place in June 2015.



CDG Express: a high-level service link

Planned for 2023, CDG Express will provide a 20 minute, direct link between Gare de l'Est and Paris-Charles de Gaulle. A dedicated, high quality public transport link with the airport, comparable with those serving international airports of a similar size, is an essential attribute. CDG Express will also boost the economic attraction of Paris and its region, whilst raising France's profile abroad. This project fulfils the wishes of the French State, expressed in 2013 when announcements were made regarding the New Grand Paris Project. The research firm, CDG Express études SAS, in which the Government, Aéroports de Paris and SNCF Réseau are shareholders, was set up in June 2014 to conduct all the research needed for the successful completion of this link project.



Getting to Paris-Charles de Gaulle faster by car

Since October 2014, passengers and employees accessing, or departing from, Paris-Charles de Gaulle airport from the east, have had a new road link. A dedicated route can be accessed from the RN 1104. This new road configuration, which saves drivers precious minutes, is helping to open up the Seine-et-Marne population and labour catchment areas. It is the fruit of a public/private partnership between the French State (€1.5 million) the Paris Region (€1.5 million) and Aéroports de Paris (€2 million), which is, for the first time, funding a road development scheme beyond its boundaries. This project, which is part of a multi-modal transport service project, should see the opening of a dedicated bus and taxi lane in 2015.



DIALOGUE WITH OUR STAKEHOLDERS



5

Administrators and financial backers

Administrators

Financial backers

- Shareholders (including the State, the majority shareholder).
- Investors and ad hoc financial backers.
- Banks.
- Financial analysts.

Information tools

Administrators

www.aeroportsdeparis.fr • Annual reports⁽²⁾

Financial backers

www.aeroportsdeparis.fr • Annual reports⁽²⁾ • Letters to the shareholders • Monthly and quarterly presentations.

Consultation methods

Administrators

Board of Directors • Specialist committees.

Financial backers

General Meeting of Shareholders • Shareholders' Club • Shareholders' meetings • Site visits.



6

Airport partners

- Suppliers.
- Public services, customs.
- Ground-handling companies.
- Development partners (travel industry, transport companies, publicity media, retail outlets at terminals).
- Partner airports.
- Associations and clubs.

Information tools

www.aeroportsdeparis.fr • www.tendersmart.com (suppliers) • Annual reports⁽²⁾ • Purchasing code of ethics • Supplier and Service Provider CSR Charter • Seminars and conferences • Service University • Welcome guide for airport-based companies.

Consultation methods

www.tendersmart.com • Tenders and consultations including supplier self-assessment • Satisfaction surveys for suppliers and service providers, retail businesses etc. • Practical themed workshops • Quality operational committees • Working groups, regional projects, State projects • Environmental partner clubs.



7

Societal relays and influencers

- Local residents.
- Politicians and elected officials.
- NGOs and associations.
- Media.
- Opinion relays and leaders, VIPs.
- Professional auditors.
- Non-financial analysts.

Information tools

www.aeroportsdeparis.fr • www.entrevoisins.org • Annual reports⁽²⁾ • www.ev-labo.aeroportsdeparis.fr • Certified management systems • Press releases and press kits, press conferences, hospitality for journalists • Responsible lobbying • Events held by local elected officials, employment organisations, economic players, NGOs and educational establishments • Environment and Sustainable Development Centres • Platform visits.

Consultation methods

Request for non-financial rating • Response to SRI ranking frameworks • Cooperation with NGOs (Transparency International France) • Responsible lobbying • Environmental advisory committees • Meetings.

(2) Corporate Social Responsibility Report, Registration Document, Activity Report and Sustainable Development Report.



for more information
www.aeroportsdeparis.fr
 «Group» tab

Our proposals for 2020

In 2014, we made a commitment to far-reaching cooperation with the airlines as part of the third Economic Regulation Agreement (2016 – 2020). After noting their expectations and acknowledging the issues that they considered to be a priority for this future period, we presented our initial strategic guidelines for the 2016-2020 ERA to the Economic Advisory Committee and to our Board of Directors. The public consultation documents have been available since January 2015 on our website www.aeroportsdeparis.fr. A conference call took place live on 21 January 2015 and was also available in recorded format. The 2016-2020 ERA is due to be signed in the summer of 2015.

Win-Win

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

The children of local residents help Haiti

Within the context of our partnership agreements with communities of local residents in and around our airports, we are developing educational films for Children Municipal Councils (*conseils municipaux d'enfants* – CME). We support the initiatives launched by these young elected representatives and value their environmental protection and citizenship work. In 2014, the Paris-Orly Environment and Sustainable Development Centre coordinated the "Jeunes Élus Partn'Air d'Haïti" project, a humanitarian initiative to help orphans in Mapou. With the help of the humanitarian association, Solid'Air Caraïbes, set up in 2009 by Air Caraïbes personnel, we managed to get 97 children involved from four villages in Essonne. One tonne of foodstuffs, basic necessities and toys were collected in April.



Human resources roadmap

	Progress objectives for 2015	Progress
	Professional development and mobility <ul style="list-style-type: none"> • Mobility • Skills development and employability • Managerial development • Development of CSR culture. 	 <ul style="list-style-type: none"> • Progress in making HR networks more professional • Setting up a structured mobility programme (toolbox).
	Employment conditions <ul style="list-style-type: none"> • Objective and transparent remuneration systems • Skills upgrading • Incorporating CSR criteria into objectives. 	 <ul style="list-style-type: none"> • Elimination of the male/female pay gap: 9% gap remaining.
	Labour relations <ul style="list-style-type: none"> • Promoting labour relations and collective bargaining • Promoting employee participation and consultation. 	 <ul style="list-style-type: none"> • Respecting trade union rights • New tool for measuring employee satisfaction.
	Health and quality of life at work <ul style="list-style-type: none"> • Protecting health and safety • Organising work time carefully. 	 <ul style="list-style-type: none"> • Multi-year prevention programme • Advances in managing the prevention of psychosocial risks (RPS).
	Diversity and equal opportunities <ul style="list-style-type: none"> • Preventing discrimination • Promoting gender equality • Promoting diversity and equal opportunities • Promoting respect for human rights by the Company and its service providers and suppliers. 	 <ul style="list-style-type: none"> • 49% of promotions given to women • 37% of new employees are young people under the age of 26 • 7% of new employees are disabled.

Environment roadmap

	Progress objectives for 2015	Progress
	Energy <ul style="list-style-type: none"> • 15% renewable energy in our final consumption • 12.5% reduction in internal consumption per square metre (compared to 2009) • Design, construction and refurbishment of buildings in accordance with high environmental quality (HQE) standards. 	 <ul style="list-style-type: none"> • 100% of renewable energy target met • 6.3% of consumption reduction target met.
	Air, emissions and climate <ul style="list-style-type: none"> • Climate: Airport Carbon Accreditation retained for our 3 main airports • Implementation of inter-company travel plans. 	 <ul style="list-style-type: none"> • 3 Inter-Company Travel Plans (PDIE) are in place for our 3 airports.
	Water <ul style="list-style-type: none"> • 5% reduction in internal consumption per passenger (compared to 2010) • Improvement in rainwater management. 	 <ul style="list-style-type: none"> • Internal consumption reduction target met: 11.2% drop • Launch of works to optimise rainwater management at Paris-Charles de Gaulle.
	Waste <ul style="list-style-type: none"> • Reduction at source • 30% recycling of non-hazardous waste • Sorting of passenger waste. 	 <ul style="list-style-type: none"> • 28.5% recycling rate (93% of target).
	Biodiversity <ul style="list-style-type: none"> • 5% reduction in pesticide use (compared to 2010) • Protection of biodiversity. 	 <ul style="list-style-type: none"> • 50% reduction in our use of pesticides (100% of target met).

Main achievements in 2014

- Signing of the mobility charter and continued safeguarding of career paths
- Collective increased professionalism on the part of Human Resources executives
- Definition of corporate values in consultation with managers and dissemination to employees
- CSR training for managers.

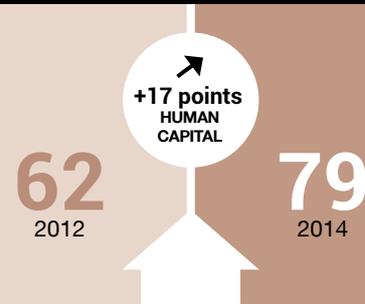
- Financial incentives for executives involved in meeting CSR objectives
- Personalised support within the context of the voluntary departure plan.

- Distribution of the 2013 employee satisfaction survey amongst employees
- **35** meetings with social partners about the voluntary departure plan
- Participatory innovation.

- Collaborative action plan and campaign to promote the "Occupational well-being" agreement (quality of life and prevention of psychosocial risks)
- Campaign to assess psychosocial risks in activities.

- New gender equality agreement
- Signing of the diversity charter by our subsidiaries
- Preparation for diversity certification in 2015
- Creation of an inclusion and diversity unit
- Implementation of our Generation Contract plan.

Request for non-financial rating



Strengths

The Ethifinance agency promotes:

- major projects relating to employment and skills management;
- exemplary commitment to diversity and equal opportunities;
- commitments to achieving a work/life balance.

See page 38.

The 2012 rating, awarded by Vigeo using a scale of 1 to 4+, has been converted to the 1 to 100 rating scale used by the Ethifinance agency.

Scope: Aéroports de Paris SA.

Main achievements in 2014

- Preparation for implementation of ISO 50001
- Nearly **€900,000** overall saved in 2013 and 2014 thanks to actions taken as a result of our energy assessments
- Ongoing development of renewable energy production on our airports.

- Renewal of the level 3 Airport Carbon Accreditation for Paris-Orly and Paris-Charles de Gaulle, and 2015 objective of obtaining level 3 for Paris-Le Bourget
- **49%** drop in our CO₂ emissions as a result of our renewable energy production compared with 2009
- Creation of Inter-Company Travel Plan (PDIE) association at Paris-Charles de Gaulle.

- Extension of our rainwater recovery and re-use practices
- Dry urinal test
- Wetland filtration at Paris-Orly and testing of phyto-purification of glycol runoff waters at Paris-Charles de Gaulle.

- Feasibility study of setting up a circular economy in Grand Roissy with EPA Plaine de France
- Collection of bio-waste from our company restaurants for recycling.

- Biodiversity assessment of our 3 main airports
- Consultation regarding the maintenance of green spaces involving the incorporation of alternative techniques.

Request for non-financial rating



Strengths

The Ethifinance agency highlighted:

- ambitious and costed plans;
- policy support at every level;
- environmentally-friendly construction and asset management;
- an energy management system that complies with ISO 50001;
- quality of waste management;
- reduction of emissions;
- use of phyto-purification in water treatment.

See page 46.

The 2012 rating, awarded by Vigeo using a scale of 1 to 4+, has been converted to the 1 to 100 rating scale used by the Ethifinance agency.

Scope: Aéroports de Paris SA.

Customers and purchasing roadmap

	Progress objectives for 2015	Progress
	Customer satisfaction <ul style="list-style-type: none"> • Be among the leading benchmark companies in Europe • Develop a customer culture within the Company and our partners. 	 <ul style="list-style-type: none"> • Launched in 2006, the dissemination of customer service culture within the Company and our partner companies is a constant feature of our strategy.
	Passengers <ul style="list-style-type: none"> • Quality standards • Innovation. 	 <ul style="list-style-type: none"> • In 2015 we will achieve the "connection" section of our passenger service quality framework • Creation of our Security Lab • Target satisfaction rate: 88.1%.
	Companies <ul style="list-style-type: none"> • Quality standards and collaborative approaches • Modernisation of infrastructure and installations • Innovation. 	 <ul style="list-style-type: none"> • In 2015, we will extend our collaborative decision-making tool, Airport-CDM, until now only applied airside, to collaborative terminal management.
	Companies <ul style="list-style-type: none"> • Improve the satisfaction of companies • Quality standards (businesses etc.). 	 <ul style="list-style-type: none"> • Ongoing programme to refurbish buildings and develop and secure surrounding areas.
	Purchases <ul style="list-style-type: none"> • Solidarity-based responsible purchasing. 	 <ul style="list-style-type: none"> • Rating up by 40/100 points in 7 years.

Community involvement roadmap

	Progress objectives for 2015	Progress
	Social cooperation and employment <ul style="list-style-type: none"> • Portfolio of training and support • Communicating the information to job stakeholders. 	 <ul style="list-style-type: none"> • Long-term initiative • Consolidating our effectiveness in 2014.
	Regional economic development <ul style="list-style-type: none"> • Contributing to the economic development of Grand Roissy and Pôle d'Orly • Supporting SMEs • Cooperation with local and regional authorities. 	 <ul style="list-style-type: none"> • Long-term programme. Improved synergies with regions.
	Dialogue <ul style="list-style-type: none"> • Cooperation with elected officials, local authorities and associations. • Consultation with local residents on employment, airport activity, the environment and noise. 	 <ul style="list-style-type: none"> • Long-term initiative • Meeting with newly elected officials after 2014 local elections.
	Noise <ul style="list-style-type: none"> • Managing the funds generated by the tax on noise pollution from aircraft (TNSA) to help with soundproofing • Monitoring of sound levels by our laboratory. 	 <ul style="list-style-type: none"> • Long-term initiative.
	Solidarity <ul style="list-style-type: none"> • Financing local solidarity projects. 	 <ul style="list-style-type: none"> • Long-term initiative.

Main achievements in 2014

- "Departures" and "Arrivals" quality framework for passengers
 - Raising our partners' awareness of good passenger handling practices.
-
- **33** additional reception agents in 2014
 - Simplification and roll out of information and directions systems at departures and arrivals
 - Redevelopment of passenger waiting areas as a result of a collective, on the ground, approach
 - **9** innovative projects completed
 - 2014 Satisfaction rate: **88.9%**.
-
- Twice-weekly collective monitoring of flight information
 - Opening of 15 new air routes
 - 2014 Satisfaction rate: **82%** (75% in 2013).
-
- Finalisation of operations to secure the Cargo area
 - Operations to secure traffic flow and waste collection areas.
-
- 2014 Responsible Supplier Relations Label.

Request for non-financial rating



Strengths

The Ethifinance rating agency highlighted:

- improved management by the new Customer Division;
- appropriate systems for dealing with customer satisfaction and complaints;
- culture-specific customer service;
- improved customer satisfaction rate;
- responsible purchasing approach.

See page 56 and page 19.

The 2012 rating, awarded by Vigeo using a scale of 1 to 4+, has been converted to the 1 to 100 rating scale used by the Ethifinance agency.

Scope: Aéroports de Paris SA.

Main achievements in 2014

- AERO Compétences, qualifying regional training open to **157** interns at Paris-Charles de Gaulle
 - Mobile recruitment unit (Caravane de l'emploi)
 - Roissy CDG public interest group for employment – safeguarding of career paths for work-study jobs.
-
- Grand Roissy – research into the development of a local circular economy with EPA Plaine de France
 - Promotion of the airport region and location in the United States and China with Hubstart Paris Région®
 - **5th** "Rencontres du Grand Roissy" – meeting between major accounts and SMEs in relation to the Responsible Supplier Relations Label
 - Meeting with Val-de-Marne SMEs and SMLs for Paris-Orly.
-
- **59** partnership charters with local social and environmental collectives, for Paris-Charles de Gaulle and Paris-Orly
 - Regular information about the link building project at Paris-Orly
 - "Air and noise" conference for elected officials and associations at Paris-Charles de Gaulle.
-
- Ongoing processing of applications on help with soundproofing
 - Launch of a new Aéroports de Paris laboratory website (air, water, noise)
 - New measures in relation to night flights for Paris-Charles de Gaulle.
-
- **72** projects supported by the Aéroports de Paris Foundation in 2014, including the Gilets bleus initiative (support with dependency)
 - Aéroports de Paris partnership with the Rejoué social inclusion project.

Request for non-financial rating



Strengths

The Ethifinance rating agency highlighted:

- the exemplary nature of the local development and improvement initiatives and the highly structured oversight of the measures implemented;
- the local employment and training initiative;
- communication tools and dialogue with local communities.

See page 64.

The 2012 rating, awarded by Vigeo using a scale of 1 to 4+, has been converted to the 1 to 100 rating scale used by the Ethifinance agency.

Scope: Aéroports de Paris SA.

2014 EXTRA-FINANCIAL RATING

Since 2003, we have had our performance assessed by an independent non-financial rating agency. This assessment is carried out every two years. In 2014, it was conducted by Ethifinance. That year, the rating scope included Aéroports de Paris SA and its four main subsidiaries: Aéroports de Paris Ingénierie (ADPI), Aéroports de Paris Management, HUB SAFE (formerly Alyzia Sûreté), Hub One SA and its subsidiary Hub One Mobility. The 2012 rating did not include Hub One Mobility or HUB SAFE. Aéroports de Paris is the only major European airport group to undergo voluntary non-financial rating.

Aéroports de Paris SA has gained 8 points in terms of excellence

The 2014 Aéroports de Paris SA rating demonstrates its level of commitment and the extent of its oversight of the measures implemented. Its overall rating, which ranks its performance as "excellent", was up 8 points (+10%) on 2012 and rose from 72/100 to 80/100. This score puts the Company among the 10% of top-rated companies in France, across all sectors. The five areas that were assessed were all rated "excellent".

+8 points
OVERALL RATING
72 80
2012 2014

Governance

The slight drop in the rating of governance was due to a change of framework between 2012 and 2014. For 2014, however, the rating agency highlighted improvements to governance control bodies and risk management procedures, the creation of two Group charters (Group CSR and Ethics charters) combined with the appointment of a Group ethics officer.

-4 points
82 78
2012 2014

Environment

The rating agency highlighted the Company's very high ambitions in terms of management and the reduction of environmental and energy-related impacts. It recommended increasing efforts with regard to biodiversity and incorporating subsidiaries' performances into environmental monitoring and reporting.

+5 points
80 85
2012 2014

Group

Group consolidated rating of "Excellent"

Aéroports de Paris Group performances reached the highest level of maturity ("excellence") with a total of 78/100, up 7 points on 2012. Overall, the subsidiaries scored over 50/100, placing their performance at an "advanced" level. Although performances differed from one company to another and from one theme to another, all are improving in every area. Reporting on subsidiaries' main

+7 points
71 78
2012 2014

0 to 25
INTRODUCTION

25 to 50
PROGRESSION

50 to 75
ADVANCEMENT

75 to 100
EXCELLENCE

Method

The non-financial rating (four-level rating scale), carried out by Ethifinance, focuses on corporate governance, human resources (human capital), the environment, relations with our customers and suppliers and community involvement. These five themes were broken down into 17 areas of activity and 27 specific issues for Aéroports de Paris. Ethifinance's rating method is based on the analysis of three management principles: policy, system, performance.

Comparability between the 2012 and 2014 ratings. The 2012 rating awarded by Vigeo was on a scale of 1 to 4+. The scores were then converted to the scale of 1 to 100 used by the Ethifinance agency so that they could be compared.

+17 points
62 79
2012 2014

Human capital

The score was up significantly due to the advances made by major projects: management of employment and of skills, diversity and equal opportunities and balance.

+7 points
73 80
2012 2014

Customers and purchasing

Efforts to establish the purchasing policy across every level of the Company, endorsed by the Responsible Supplier Relations Label, the creation of a Customer Division, represented on the Executive Committee, quality improvements of benefit to customers and the plan to secure management processes, were all scored positively by the agency.

+10 points
65 75
2012 2014

Community involvement

The rating reflected the value placed on the Company's involvement in local development, the resources put into improving access to employment and communication tools with local communities.

CSR initiatives and programmes is described in pages 73 and 74.

Plans for progress

In 2014, Aéroports de Paris strengthened its ties with its subsidiaries and laid the foundations for a Group-wide CSR strategy, as witnessed by the signing of the Group CSR Charter, the Group Ethics Charter and the Supplier CSR Charter within the area of responsible purchasing. Generally speaking, the parent company will continue to support subsidiaries by disseminating good practices.

Governance: rolling out their CSR strategies, clarifying the Group's codes of ethics according to the specific nature of the subsidiaries.

Environment: improving the definition of their commitments and the roll out and oversight of their initiatives, encouraging interactions and the adoption of Group good practices.

Human capital: improving dialogue, particularly with regard to intra-group mobility, and increasing anti-discrimination and stress prevention measures.

Customers-purchasing: developing the responsible purchasing policy.

Community: increasing commitments in terms of employment and training and partners policies on our Company.

Focus on subsidiaries

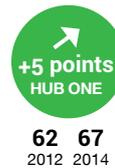
ADP Ingénierie

ADP Ingénierie (ADPI) is a French company specialising in airport design. It carries out, at an international level, major airport development projects and complex buildings such as terminals, runways, control towers and aircraft maintenance centres. ADPI acts as a consultant, prime contractor or assistant to the appointed contracting party.



Rating

ADPI's overall rating was up 5 points with two notable advances: customers and purchasing (+26 points) and human capital (+13 points). The drop in the governance score was due to a change of framework. The rating agency highlighted: a structured governance, anti-corruption tools and marked commitment when dealing with CSR issues; a highly formalised environmental management; a clear and legible human resources policy, supported by training, dialogue and professional development initiatives; a true quality management system and a monitored service provider selection system.



Rating

Hub One gained 5 points overall (67/100), with a sharp rise for human capital (+25 points) where it achieved "excellence". Hub One has operated an independent and highly structured CSR policy since 2008 (its first year of non-financial rating). It conducts annual reporting, has developed stakeholder consultation tools and has signed several charters – relating to its field of activity. The rating agency noted the maturity of its environmental and energy management policies; job stability and the structured nature of its employment policies, a quality management system, mature responsible purchasing approach and, on a societal level, the offer of paid leave for employees. Rated for the first time, Hub One Mobility attained the advanced level and benefited from Hub One's CSR roll out policies and systems.



Aéroports de Paris Management

This subsidiary specialises in airport management and in long-term equity investments in airport companies. It is directly or indirectly responsible for the operation, management and development of 21 airports with traffic of over 41 million passengers.



Rating

Its overall score was up 10 points with four remarkable advances in the areas of "community" (+15 points), "customers-purchasing" (+13 points), "environment" (+12 points) and "governance" (+10 points). The rating agency primarily noted its sound governance, CSR oversight body for concessions, CSR reporting for several equity investments; a level of a maturity approaching excellence in terms of the environment with the majority of concessions obtaining ISO 14001 certification; good mobility management, a robust approach to customer quality and the existence of ethical guidelines for purchasers; the introduction of reporting on initiatives for the benefit of local communities through the concessions.



HUB SAFE (formerly Alyzia Sûreté)

HUB SAFE (formerly Alyzia Sûreté) operates various airport security activities in Parisian airports: passenger and cabin baggage security checks, staff security checks, control of road access within airside areas at airports, canine security. Its services extend to ensuring cargo is secure using specially trained dogs, and event-related security (Salon du Bourget). A benchmark for airport safety, HUB SAFE is one of the largest companies on the French market. It relies on the Alyzia training centre in order to maintain its expertise and disseminate it beyond the Group.

Rating

For its first rating, HUB SAFE attained a level of maturity approaching excellence (71/100) with a remarkable score for community involvement (89/100). The rating agency highlighted the robust nature of its CSR commitments, the ongoing roll out of a CSR strategy and the successful incorporation of ethical and environmental protection principles into company operations. The use of numerous monitoring indicators and the roll out of positive human resources initiatives were also scored positively. The very high score for community involvement recognised the essential role played by the company in terms of promoting the integration of those furthest from the labour market.

Hub One and its subsidiary, Hub One Mobility

Hub One is a group which specialises in information and communication technologies for professionals. It designs and installs systems for the digitisation of business lines, places and uses in order to provide tailor-made solutions to meet the requirements of major accounts and SMEs. Its solutions and expertise combine the activities of a telecoms (fixed, radio and mobile) operator, of a mobility and traceability integrator and of all the associated services. Hub One has one fully-owned subsidiary, Hub One Mobility.

Robust governance

Board of Directors and Committees

Aéroports de Paris is a French public limited company governed by a Board of Directors (*Société Anonyme à Conseil d'Administration*). The Board of Directors consists of 18 members, including 6 directors appointed by the General shareholders' Meeting, 6 directors representing the French government and 6 directors elected by employees. Three Committees contribute to the quality of its decisions: the Audit and Risk Committee, the Strategy and Investment Committee and the Compensation, Appointments and Corporate Governance Committee. Two censors participate in Board of Director meetings in an advisory capacity.

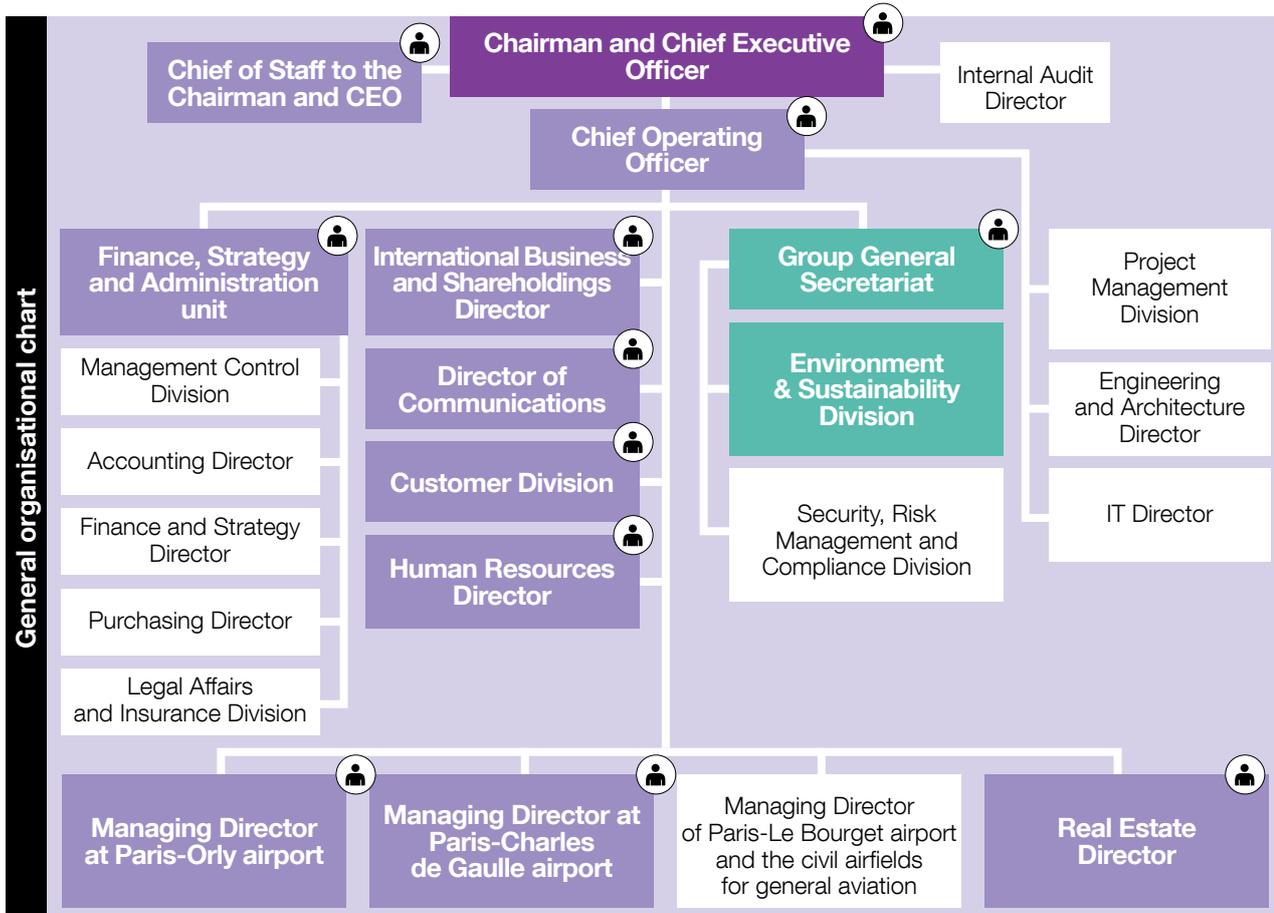
Internal regulations set forth the scope of the Board of Director's responsibilities and its operating procedures. The internal regulations include a director's charter as well as a code of ethics relating to securities transactions and compliance with French regulations on insider trading, insider infringements and market manipulation. The Board of Directors complies with the Afep-Medef Code of Corporate Governance.

Executive Committee

Chaired by the Chairman and Chief Executive Officer, Augustin de Romanet, the Executive Committee has 12 members, 2 of whom are women, and provides strategic and operational management of the company. Since 2014, the Executive Committee has included an Executive Director representing the Customer Service Division, which is one of the core components of our strategy and an Executive Director in charge of airport operations who coordinates our Paris region airport activities.

Group General Secretariat

Created in 2013, the Group General Secretariat, which is on the Executive Committee, brings together the company functions that contribute to risk management, sustainable development and ethics. This entity organises the cross-functional culture of our CSR policy.



Member of the Executive Committee

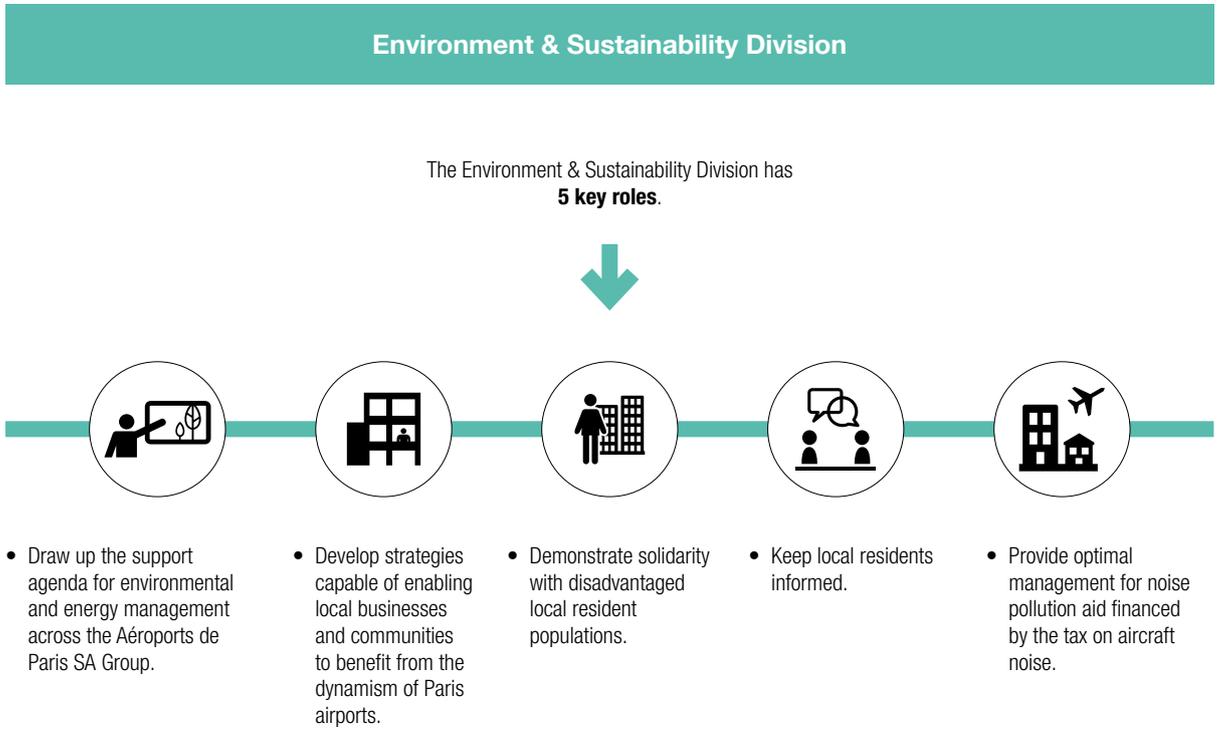
Repère
Seven women sit on the Board of Directors, representing **42%** of the total number of members. This calculation does not take into account board members elected by employees.



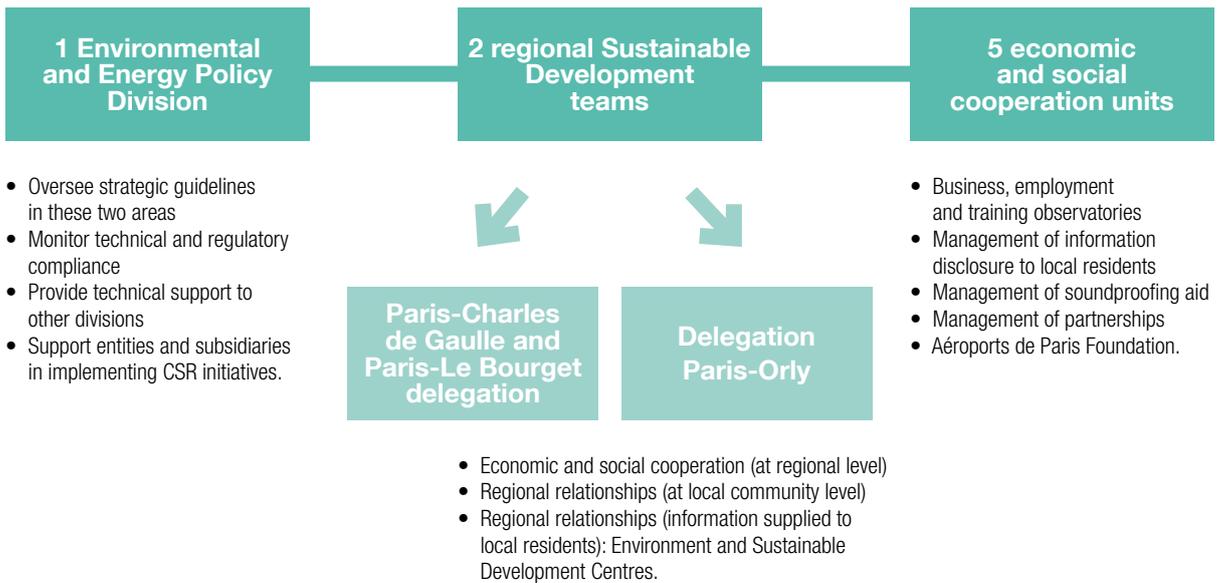
for more information
www.aeroportsdeparis.fr
 "Group" tab, Registration Document, chapters 7, 14, 16.

The role of the Environment & Sustainability Division

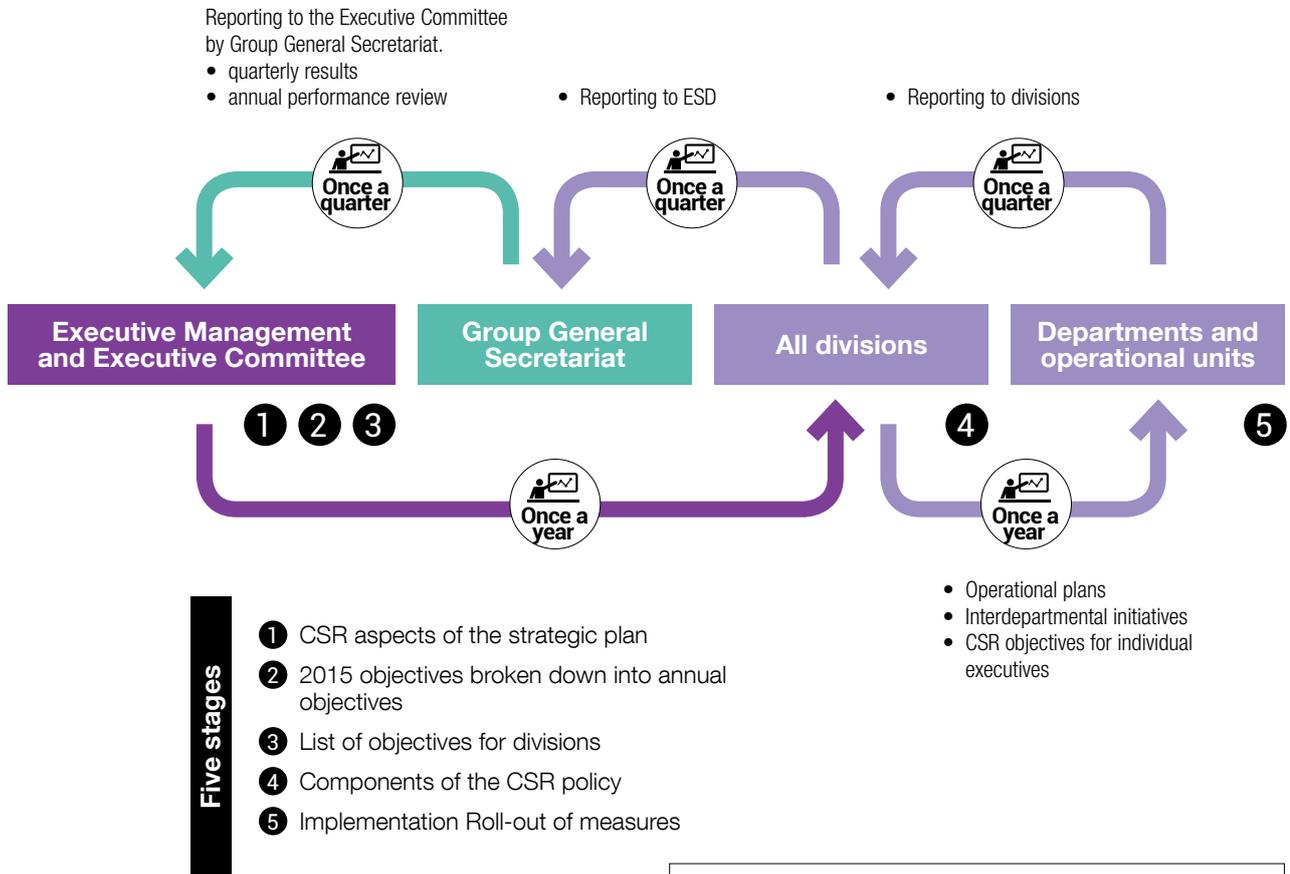
Key roles



Organisation



Our CSR programme has five stages



Abbreviations

GGS: Group General Secretariat.
ESD: Environment & Sustainability Division.

The list of objectives

Every year, the Chairman and Chief Executive Officer includes the elements required for the implementation of our Aéroports de Paris SA CSR programme in his list of divisional objectives.

Reporting

Every three months

The Environment & Sustainability Division presents a dashboard with information supplied by Aéroports de Paris SA divisions, to the Executive Committee, with the support of the General Secretariat.

At year-end

Every year, the Environment & Sustainability Division, together with the other divisions of Aéroports de Paris SA, provide feedback on the work done. They prepare an annual assessment of the performance of Aéroports de Paris SA based on ten key indicators.

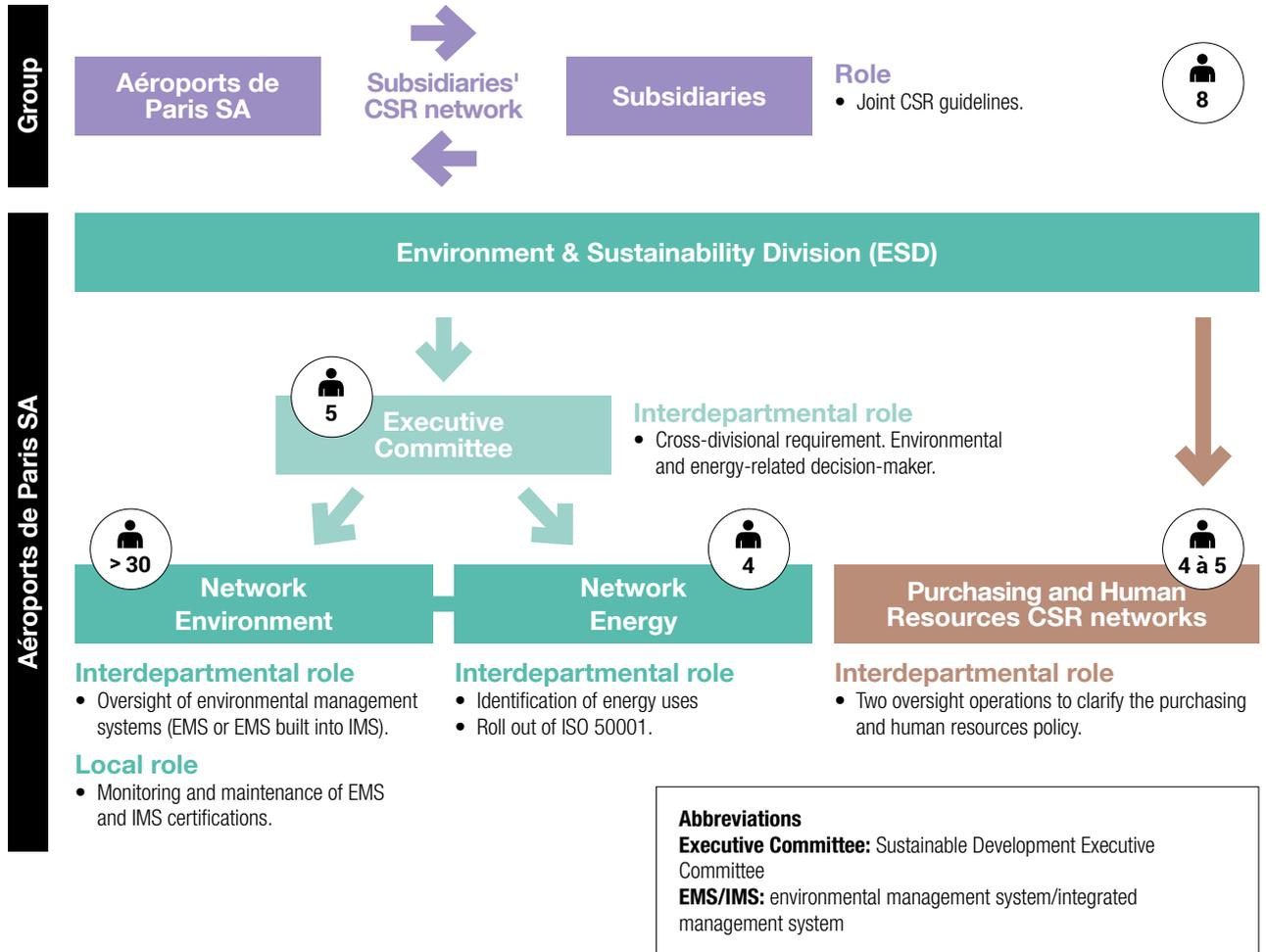
The conclusions are presented to the Executive Committee, which uses them to implement action plans. This assessment is also carried out, at Group level, across the four main subsidiaries – ADPI, Aéroports de Paris Management, Hub One and HUB SAFE (formerly Alyzia Sûreté) – under the supervision of the Group General Secretariat.

Risk control

The Audit Division, in conjunction with the Security, Risk Management and Compliance Division that reports to the Group General Secretariat, ensures that risks are identified and taken into account, and assesses such risks on a regular basis. Our Audit, Risk Management and Internal Control (ARC) network is made up of 38 people (see page 17).

Each subsidiary conducts these risk assessments for its own scope of activity, in certain cases with the help of the parent company's Security, Risk Management and Compliance Division.

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



The implementation of our CSR policy is based on employee networks which analyse needs and monitor the completion of initiatives and the achievement of objectives. Members of these networks devote up to 200 days to CSR duties, totalling 1,500 man/hours a year.

At Group level

A "Subsidiaries' CSR" network meets twice a year and, on average, comprises eight people.

For Aéroports de Paris SA

- 2 Environment & Sustainability Division (ESD) representatives,
- 1 Human Resources Division representative,
- 1 Purchasing Division representative.

For the subsidiaries

- the CSR representative from each of our main subsidiaries – ADPI, Aéroports de Paris Management, Hub One and HUB SAFE (formerly Alyzia Sûreté).

This network sets common CSR guidelines, particularly with regard to ethics, human resources, purchasing and the environment.

At the Aéroports de Paris SA level

The Sustainable Development Steering Committee is overseen by the Chief Operating Officer (COO). Every six months it brings together the Group General Secretariat, the operational divisions of each airport, the Real Estate Division, the Project Management Division and the Engineering and Architecture Division.

The Environment network is made up of over 30 full-time and part-time staff. Four people have an interdepartmental role to play: the Environment manager for each platform (three) and the ESD director (one). Locally, ten Environmental officers per platform, supported by the Environment manager, roll out the environmental policy in the operational units.

Every month the **Energy network** brings together an ESD project manager and the Energy manager from each airport.

Each of the operational bodies responsible for the oversight of the "Purchasing" and "Human Resources" CSR networks, led by the ESD project manager, brings together an average of three people per division on a monthly basis.

EMPLOYEE SATISFACTION

Corinne Krehchmar
Skill-based recruitment
consultant for the national
employment agency (Pôle
Emploi) Maisons-Alfort
(Val-de-Marne)

Franck Mereyde
Director of Paris-Orly
Airport

Shared points of view

Recruiting without a curriculum vitae

Twenty or so young people were hired as reception agents staff at Paris-Orly and Paris-Charles de Gaulle, as part of the public policy for future sustainable jobs (*emplois d'avenir*) using the employment agency's no-CV recruitment method.

Franck Mereyde, why has Aéroports de Paris turned to this type of recruitment method?

F.M.: We have made a number of commitments with regard to the employment of young people: offering sustainable contracts, prioritising young people from our local labour catchment areas, promoting integration and diversity. This method has enabled us to discover the talents of young people who were not motivated by school but who, in a work situation, will give everything and have real growth potential.

Corinne Krehchmar, explain the process to us.

C.K.: Our aptitude-based recruitment method assesses the aptitude of a candidate to do a job, based on role-playing exercises. For the position of reception agent, the applicant was faced with the issues of customer service, communication skills and following instructions. This exercise, previously tested on employees already in positions within the Company, was designed and prepared with Aéroports de Paris.

How are the candidates selected?

C.K.: Candidates are recruited by the national employment agency (Pôle Emploi), via the local employment offices in Essonne and Val-de-Marne and via spontaneous applications received by the Company. The young people selected in advance were all highly motivated and attended meetings on time.

How does the Company support these young recruits?

F.M.: We have set up a dual support mechanism: the Apprentis d'Auteuil Foundation to instruct them in the basics of the business world and upgrade their general knowledge; Aéroports de Paris for vocational training. For the long term, we want to support these young people, currently employed under fixed contracts, to take qualifications that will improve their prospects and facilitate their employment on a permanent basis.



for more information
www.aeroportsdeparis.fr
 «Group» tab



Our Human Resources Division ensures that we comply with provisions on diversity, equal opportunities and employee quality of life. It ensures respect for human and employee rights at Group level and promotes these values among our stakeholders.



25,000

HOURS OF TRAINING WILL BE ALLOCATED TO MOBILITY AND REDEPLOYMENT IN 2015



45%

IN 2014, 45% OF INTERNAL PROMOTIONS TO EXECUTIVE POSITIONS WERE GIVEN TO WOMEN, COMPARED WITH 25% IN 2013



83%

OF AÉROPORTS DE PARIS GROUP EMPLOYEES OWNED 1.6% OF THE SHARE CAPITAL AS AT 31 DECEMBER 2014



75%

OF POSITIONS WERE FILLED AS A RESULT OF INTERNAL RECRUITMENT IN 2014 (376 OUT OF 500)



30%

OF EXECUTIVES OUT OF A 61% SAMPLE HAD A CSR OBJECTIVE TO ACHIEVE IN 2014



IN THE "TRANSPORT" CATEGORY, AÉROPORTS DE PARIS WON THE 2014 RANDSTAD AWARD FOR EMPLOYER BRANDS WHICH RECOGNISES THE MOST ATTRACTIVE COMPANIES

SKILLS AND ADAPTABILITY

Professional development

We are seeking social equilibrium

A complex issue

Our competitiveness is based on the talents and motivation of the men and women that make up our Company. Our social policy aims to improve collective and individual performance whilst meeting the legitimate need for career advancement and occupational well-being expressed by our employees. It is being rolled out within the highly competitive environment of the air industry which demands constant innovation and optimisation of costs and processes.

A balanced response...

We offer a balanced response to this complex issue, particularly through the modernisation of our organisations and through individual and collective skills development. We use internal mobility as a motivational tool and a social and economic performance driver. Our policy of keeping costs, payroll and employee numbers down is reflected by a control over external recruitment and the optimisation of internal mobility. In order to comply with our second Economic Regulation Agreement 2011-2015, we launched, in 2014, a voluntary departure plan. It aims to improve economic performance and competitiveness whilst increasing recruitment over a three-year period within our core businesses.

Individualised support and ongoing information about the voluntary departure plan, approved by the Direccte (the regional business, competition, consumption, work and employment body) was provided on our website and supplemented by a brochure explaining the system, eligibility criteria and terms and conditions. As at 31 December 2014, some 300 departures were planned including 250 departures that were already effective.

... respectful of social values

Our Human Resources Division actively supports national employment policies: in 2013, it signed the Ministry of Urban Affairs' "Companies and Neighbourhoods" charter. Our managers, who are involved in discussions regarding changes to our social policies, control the strategic and human components of such policies. In 2014, they sought to define four corporate values (page 11). In 2015, a managerial development module will help them to translate these values into actual behaviours.

A modernised and more effective division

Our central Human Resources Division is made up of four specialist departments. It operates at a Group level via the intermediary of the subsidiaries' Human Resources managers' committees, with which it defines shared guidelines. It conducted a project to decentralise the HR function, the main objective of which was to encourage more direct human resources management in respect of employees and managers. In order to make this transition a success, practices were harmonised. In 2014, a joint training initiative brought together members of the HR network and the Human Resources Division services, thus breaking down the walls between the different entities.

An Inclusion and Diversity Policies unit was set up in 2014, within the Human Resources Division. It was incorporated into the Skills Development and Employment Policies Division.



8,966

Group employees
(not including commercial
joint ventures)

RECRUITMENT ⁽¹⁾

Executives, including 8 manager incubators	59
Non-Executives	116
Work-study contracts	127

(1) Aéroports de Paris SA.

Graduate Programme

In order to attract the best talent for our businesses, we have a "Graduate Programme" which means that we can welcome young executives from the top universities or those with master's degrees.



Paving the way for our employees' future

A forward-looking tool

Launched in 2012, our forward-looking jobs and skills management plan (gestion prévisionnelle des emplois et des compétences – GPEC) is our main tool for monitoring mobility and career paths. The GPEC provides us with a regular assessment of our requirements and resources that serves as a basis to define our priorities. For the 2012-2015 period, in addition to constantly adapting our employees' skills to match company requirements, we have set ourselves the target of offering them a clearer and more motivating vision of how their jobs and careers are likely to evolve.

A mobility charter

In 2014, we drafted our mobility charter. Its objective is to incentivise employees to have full confidence in opting for mobility. Offered on a Group-wide basis, it commits human resources managers and players to applying transparent mobility principles, whilst ensuring employees' professional development. It represents the practical embodiment of our values – commitment, trust, openness and boldness – by identifying our best practices, and lays the groundwork for our future initiatives. It also formalises dialogue with our subsidiaries as well as the terms and conditions of international mobility.

Group-wide roll out

Mobility is a choice that is first developed by the employee and his or her manager. The basic tool for this approach is the performance evaluation and work meeting (entretien d'appréciation et professionnel – EAP). As a result of these meetings, we adjust the employees' training and career paths, or mobility aspirations, to company requirements, as identified by the GPEC.



Recruitment

A multi-year plan to recruit **180** people in hospitality, technical and maintenance areas was launched in 2013.



120

people,

this is the female recruitment target over 3 years

In 2014, we reserved a 24,000 hour training package for mobility and redeployment. We will compile a skills framework, in addition to our jobs framework, so as to specify job sectors and career paths, and we are developing a computerised skills management tool. We have formalised a support system for new recruits and employees who have been promoted. This includes an induction day and a six-month progress plan overseen by managers.

Every year, approximately **6%** of payroll is dedicated to training (**€21.3 million** for vocational training). We involve our managers in designing training plans for their teams.

Employment conditions

We encourage commitment

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

Our new jobs spaces

In 2014, at Paris-Charles de Gaulle and Paris-Orly, we opened jobs spaces overseen by our managers Career paths. Within these jobs spaces our employees can consult jobs listings, training offers, access a CV database, register their aspirations in terms of mobility or find out about jobs sectors and forums on specific themes. These spaces supplement the pages of our website that are dedicated to these issues.



CSR objectives within the compensation structure

Since 2011, we have introduced financial incentives for executives involved in meeting CSR objectives. The executive compensation structure recognises the quality of their contribution and acknowledges skills developed. A variable portion is related to percentage of the achievement of individual goals. Managers are invited to set their teams a CSR objective.

Women and Men

Between 2011 and 2013, we analysed and compensated wage disparities for a total of **225** executive and non-executive employees. Since 2014, situations are examined on a case-by-case basis. Research conducted by Apec in 2013 did not find any instances of wage discrimination with regard to Aéroports de Paris SA.

Profit sharing agreement

The 2012-2014 profit sharing agreement takes three criteria into consideration: economic performance, quality of service and the lost-time work accident rate.

In 2014, the amount of incentives recorded for Aéroports de Paris SA totalled €12.1 million, compared with €13.5 million in 2013.

Socially responsible savings and investments

Employee savings are made up of a group savings plan (plan d'épargne groupe – PEG) and a collective group pension plan (plan d'épargne retraite collectif groupe – Percog); 83% of Aéroports de Paris SA employees are shareholders via the FCPE Aéroports (corporate mutual fund). In 2009, we also selected a solidarity investment fund, the FCPE Amundi Label Actions Solidaire. The socially supportive part of the fund is invested in the investment company France Active that finances projects for the environment, social integration and fighting social exclusion. This fund has been certified as a socially responsible investment (SRI).

Labour relations

We prioritise openness and listening skills

Effective means of communication

We conduct high quality labour dialogue which helps to create a social climate that is conducive to collective and individual efficacy. In accordance with International Labour Organisation (ILO) principles, we organised this dialogue around our Group committee, the Works Council, eight departmental and one interdepartmental Health, Safety and Working Conditions committees (CHSCT), the interdepartmental CHSCT having been created in 2013, a central body of employee representatives and over 50 union delegates, in application of a trade union agreement. Specific commissions monitor the application of company-wide agreements, details of which are systematically distributed to all employees via the intranet sites and in-house newsletters. Union bodies meet with the Human Resources Division once a month.

Fact

- Aéroports de Paris is a member of the Employee Savings Club.
- The organisation of the bodies described below only involves Aéroports de Paris SA: Works Council, eight CHSCT, the interdepartmental CHSCT.

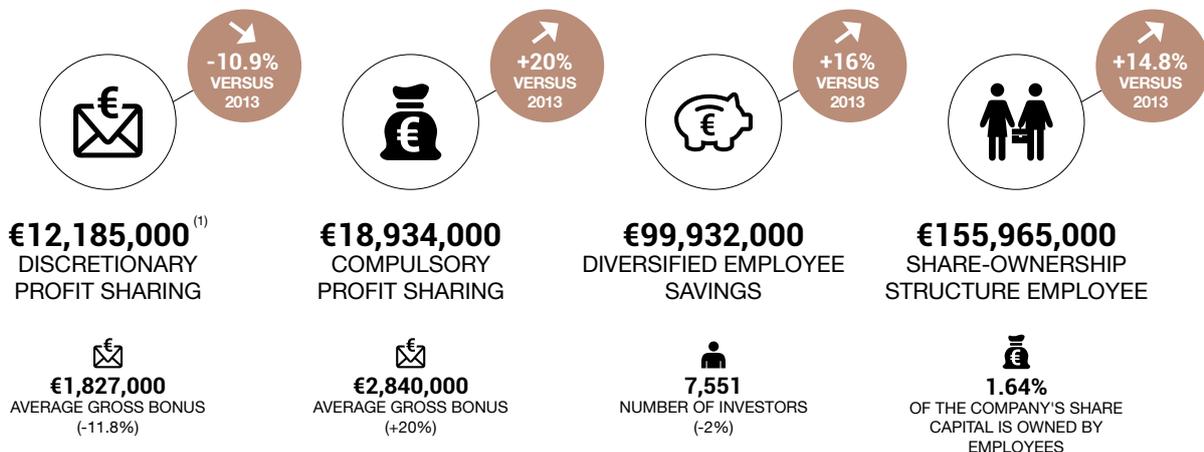


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www.aeroportsdeparis.fr

"Group" tab, Registration Document, chapter 17.

Employee profit sharing and savings

2014 overview



Figures from Aéroports de Paris SA.

(1) Paid out to the Employees for the achievement of 2014 targets.

Measuring employee satisfaction

Every two years we invite our employees to share their perception of the company via an anonymous survey, conducted by an external consultancy firm.

This satisfaction survey helps managers to design action plans to support commitment, motivation and quality of life at work. The December 2013 results were distributed to all entities in June 2014. The survey included ten questions related to psychosocial risks. With more participants than in 2011 (44% rather than 40%), our employees expressed a high level of satisfaction with regard to their working environment (+15 points on 2011) and their relations with their colleagues, a very strong desire to develop professionally within the company (+9 points on 2011) and their confidence in the company's capacity to develop. Their hopes for improvements in 2014 mainly related to the clarification of their individual future prospects and objectives, and the flexibility of working conditions.

Participatory innovation

We introduced a participatory innovation scheme which is sustained by an average of 80 innovative ideas a year. The top ones are tested out and presented during the special Initiative Day. In 2014, we launched the first challenge to be organised jointly by the Human Resources Division and the Innovation unit: "Innovate to improve your workspace". Ten finalists were selected from the 36 entries by means of an employee vote and five winners were chosen by our Executive Committee. These projects, which are currently in the process of being implemented through a €200,000 budget allocation, should come to fruition in 2015. The winners received a tablet.



Innov'idées

- 40 Innov'idées concepts were rewarded in 2014, 7 of which will be implemented in our terminals.
- Our Innovation unit organises creativity workshops on a regular basis.

Health and quality of life at work

We protect our employee's health

Our health policy

Our workplace health and safety policy is based on prevention and the notion that work should be adapted to the worker. Employees are provided with information about our policy on a regular basis. Our annual 2014 occupational risk prevention plan is based on the French Ministry of Work's 2010-2014 health at work plan and on regulatory provisions in relation to difficult working conditions. It is drawn up and monitored by the Occupational Risk Prevention unit which ensures interdepartmental consistency of preventive measures. 25 site safety officers are allocated to different operational and functional divisions. They give our employees advice and support. Eight CHSCT and one interdepartmental CHSCT help to safeguard the health and safety of employees. A multidisciplinary medical and technical commission, chaired by the Human Resources Director, identifies additional areas of study and research in the annual prevention plan.



Evrest

Our Occupational Health Department has joined the national oversight board on occupational health (*Évolution et relations en santé au travail* – Evrest).

Protecting our employees...

We follow a multi-year occupational risk prevention programme: risks of pedestrian and road traffic accidents – which account for nearly 50% of workplace accidents within our Company; risks relating to asbestos, noise, ionising radiation, vibrations and chemicals. Within the context of the prevention of carcinogenic, mutagenic and reprotoxic agent (CMR) risks, a plan to replace CMR products and corresponding instructions was drawn up in 2013. Since 2014, we have been using a computerised tool to manage safety notices and we conduct regular measurement campaigns.

BURO₂: "Bur" for "bureau" (office), "O₂" for "oxygen"

Employees from three different Paris-Orly divisions designed the BURO₂ space together as part of the "Innovate to improve your workspace" challenge. Some 68 sqm of the former Cocktail lounge in the South Terminal have been redeveloped for Airport Helpers®. This community of volunteers, originating from all the companies with a presence in our Paris airports, which has been welcoming and reassuring passengers and "attendants" since 2013, now has an easily accessible and comfortable place where volunteers can relax, work, do some e-learning and exchange information. The operation cost around €50,000. The creators of this project belong to the Paris-Orly Customer unit, the Real Estate Division programme unit and to our Service University.



... and those of our partners

We are developing specific instructions and prevention plans applicable to concurrent activities for our service providers or with airline service providers. We conduct measurement campaigns to assess exposure to electromagnetic fields at terminals and in car parks.

Fact

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

Expatriates

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

Difficult working conditions

As of 2013, we conducted an audit of the jobs that might be exposed to risk and our work continued in 2014. On 9 October 2014, decrees implementing the law on pensions were published; they introduce personal work hardship prevention accounts. We introduced systematic automated monitoring of work hardship factors covered by the regulations: night work and shift work. We will roll out an assessment mechanism in January 2015 in order to feed these work hardship accounts.

Fact

Our airports Paris-Charles de Gaulle and Paris-Orly are certified OHSAS 18001 (health and safety at work).

We seek to maintain a work-life balance

Private life

We promote work-life balance via a number of schemes governed by our gender equality and disabled worker integration agreements: paid paternity leave, option to work part-time, neutralisation of parental leave for promotions. Two inter-company nurseries have been open for over five years now at Paris-Charles de Gaulle and Paris-Orly. Our employees receive the universal employment-service cheque (chèque emploi-service universel – Cesu). They also have a website dedicated to housing and benefit from the pooling of our resources with those of our subsidiaries, other major companies and the Habitat Committee, a Planèt'AIRport structure.



€400,000

Total annual
Cesu budget

Well-being at work

In 2014, we rolled out the first initiatives to implement the 2013-2016 "Well-being at work" agreement, relating to psychosocial risks and quality of life. The agreement is based on an attention mechanism constituted by our interdisciplinary alert network, a coordination and support group and a joint commission of experts. A "prevention of psychosocial risks and reorganisations" specialist leads the communications and awareness raising campaigns. Our method of assessing psychosocial risks is documented in the single Document.



A little blue owl to ward off stress

In 2014, a campaign to raise awareness of quality of life at work, symbolised by a little blue owl, offered employees simple instructions on courtesy and how best to organise working time. This campaign was one of the first initiatives to be conducted under the "Well-being at work" agreement. We also focused on getting our managers to adopt this agreement, particularly within management committees, and we set up thematic reflection groups to roll it out.

Diversity, equal opportunities

We put the emphasis on diversity

Diversity at Group level

For several years now we have had a voluntary policy of commitment to diversity and equal opportunities. In 2013, Aéroports de Paris SA signed the Diversity Charter. Its four main subsidiaries – Aéroports de Paris Management, ADPI, Hub One and Hub Safe (formerly Alyzia Sûreté) – joined it in 2014. In 2015 we plan to apply for the Diversity Label. To this end, we updated our 2010 diversity assessment as a result of changes in legislation and the progress we had already made.

Gender equality

Signed in 2014, our fourth three-year anti-discrimination agreement (*égalité professionnelle entre les hommes et les femmes* – EPHF), for 2014-2016, plans to increase the number of female executives in the company to 40% by 2016, and to raise the number of women on executive committees by the same percentage. It also aims to achieve a gender-balanced workforce. It was the subject of an action plan to develop an adapted culture and adapted behaviours. We carried out an information campaign, raised the awareness of the company's most influential players and involved our management committees more closely.



Our 2014 guides

The Parenting Guide and the Gender Equality Guide.

Action to abolish stereotyping

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

FEMINISATION OF GOVERNANCE

	2013	2014
Executive Committee	1  (out of 13 members)	2   (out of 12 members)
Board of Directors	42%	42%

Fact

- We reserve a percentage of our apprenticeship tax for educational establishments which promote professional gender equality.

The generation contract

Our 2013-2015 unilateral action plan, regarding the generation contract, is helping to combat youth unemployment, safeguard job security for older members of staff, pass on skills and fight against employment discrimination. The generation contract commits us to filling 30% of our permanent positions with young people under the age of 26, 15% of whom are beneficiaries of work-study contracts. These hirings are made in our strategic business lines and are in line with the voluntary departure plan. The young recruits follow an induction programme that helps them settle in. For older members of staff, we plan a 4% recruitment rate, flexible working hours, career advice and assistance in purchasing retirement points.



Label

We were awarded the Happy Trainees label by the internet platform *meilleures-companies.com*. This label is an indication of the level of satisfaction of interns and work-study trainees.

Disability

Our 2013-2015 agreement on the integration of people with disabilities also applies to anyone caring for a child or spouse with a disability. It provides for housing and mobility assistance, a 6% employment rate and increased purchasing from the relevant protected employment sector (see page 18). 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.



Disability

7% of the 145 external recruits joining the Company in 2014 were disabled. Our 6% target was achieved in 2014.

Virtual employment forums

In 2014, we took part, with very positive results, in the Handi2day virtual forum, exclusively devoted to people with disabilities, and in the Seekube virtual forum, focusing on young female engineers and technicians.



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"Group" tab, Registration Document, chapter 17.

CONTROLLING IMPACTS AND MAKING CONTI- NUOUS PROGRESS

Catherine Moutet
Manager for Afnor Énergies

Sophie Aoutin
Aéroports de Paris Energy
and Environment Manager,
north and south Real
Estate units

Shared points of view

Energy, a highly motivating standard

Aéroports de Paris has implemented an ISO 50001 compliant energy management system. Shared points of view of the standardisation body and the Real Estate Division.

Catherine Moutet, what is your perception of Aéroports de Paris' commitment to energy performance?

C.M.: Aéroports de Paris contacted us in 2012 with a view to drafting its Energy roadmap. We were very impressed by the commitment demonstrated by the Environment & Sustainability Division and the open-mindedness and professionalism of the Energy unit managers. Their strategic vision is part of a global, collective, international and long-term outlook. In this respect, I really liked the Airport Energy Seminar which brought together energy representatives from twenty or so international airports. They made us aware of the complexity of energy management issues in terms of the diversity of interests of the stakeholders concerned.

Sophie Aoutin, what difference has ISO 50001 made to an analyst like yourself?

S.A.: Energy monitoring has been one of the Real Estate Division's objectives since 2011, but the introduction of an ISO 50001 compliant management system has structured our initiatives. We now have analytical and monitoring tools and detailed figures on which to base our action plans. Our analysts are better able to anticipate the real impact of an investment plan designed to improve energy performance. In terms of anticipated energy savings, they have a clear idea of how long it will take to get a return on the investment and of the operating costs. These factors are essential when deciding on the type and level of investment. The energy management system also enables us to make the most of what we have. We have learnt to find common sense solutions when it comes to optimising our installations. This approach is crucial.



for more information
www.aeroportsdeparis.fr
 «Group» tab



Our environmental policy is based on the systematic integration of the environment into all our activities
 Environmental management systems for the three main airports and the Issy-les-Moulineaux heliport are certified and regularly audited.



-41.4%
 REDUCTION IN OUR CO₂ EMISSIONS IN 2014 COMPARED WITH 2009



30%
 IN 2015, ONE THIRD OF OUR INTERNAL WASTE WILL BE RECYCLED



€39 million
 WE HAVE RESERVED A BUDGET OF €39 MILLION FOR INVESTMENT IN SUSTAINABLE DEVELOPMENT OVER THE ERA 2 PERIOD



-50%
 USE OF PESTICIDES BETWEEN 2009 AND 2014



€1.1 million
 PRODUCTION OF RENEWABLE ENERGY GENERATED IN 2014 A SAVING OF €1.1 MILLION COMPARED WITH ENERGY PRODUCTION FROM GAS



15.9%
 IN 2014, OUR ENERGY MIX INCLUDED 15.9% OF RENEWABLE ENERGIES WITH A TARGET OF 15% BY THE END OF 2015

WE ARE REDUCING OUR ENVIRONMENTAL FOOTPRINT

We aim for environmental excellence

A high ambition...

France is devising its sustainable development policy on the basis of stakeholder consultation, driven by the annual Environmental Conference meeting. It has an ambitious objective: to make France a country of environmental excellence. We are fully on board with this approach. For 20 years or so now, we have been reducing the direct and indirect environmental impacts of our activities as well as those of our partners. The environmental management system for our three airports is certified ISO 14001.

In 2015, the final year of our 2011-2015 strategy plan, we are striving to become the European benchmark for the airport industry in terms of sustainable development and corporate social responsibility. Energy has not been forgotten: we are completing the roll out of a structured ISO 50001 compliant energy management system.

... put into practice with the involvement of our employees

Our environmental policy is being rolled out effectively as a result of the everyday involvement our units and employees. Every employee who deals with environmental issues in his or her job receives technical training which provides an overview of the regulatory framework and offers special theme-based modules: waste management,

air quality, classified facilities, contaminated soil and energy management. Managers and newly hired employees are sensitised to environmental and energy issues.

Each platform has a network of a dozen or so environmental officers who meet every month. They keep the environmental management system (ISO 14001 certified) up to date, conduct awareness raising initiatives and promote our environmental policy locally. We have also mobilised our network of energy managers and entrusted them with preparing for the ISO 50001 certification of the energy management system used in our installations.

An integrated management system

The Environment & Sustainability Division, which reports directly to the Group General Secretariat, is responsible for the interdepartmental management of our environmental and energy policy. It produces an annual performance review and compiles a dashboard. Comprising multiple indicators, this tool is reviewed by members of the Executive Committee on a quarterly basis. The Sustainable Development Steering Committee, created in 2010, is the decision-making body for the roll out of our environmental policy.

A global vision

We approach the environmental performance of our hubs from a global perspective, striving to manage all of the risks in accordance with the legal and regulatory



Environmental Partner Clubs

We also encourage companies within the airport industry, or those operating on our airports, to adopt best environmental practices. The Environmental Partner Clubs (EPC), created in 2003, aim to familiarise such companies with the Group's environmental policy by means of exchanges of good practices and awareness-raising and communications initiatives such as the European Sustainable Development Week. On the 11th occasion that this event was held, from 1 to 7 April 2014, over 300 employees from our Group and from partner companies perfected their knowledge of CO₂ emissions reduction, water management and biodiversity protection. Nearly 60 companies take part in the Clubs and meet regularly to participate in themed working groups.

requirements that govern our activities and operations. It is from this standpoint that Paris-Charles de Gaulle and Paris-Orly have set up an integrated management system (IMS). This comprehensive system focuses on ongoing progress and leveraging best business practices.

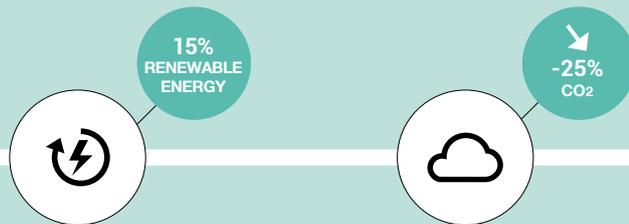
The IMS incorporates the requirements of international quality management standards (ISO 9001), environmental protection standards (ISO 14001) and occupational health and safety management systems (OHSAS 18001). It takes account of the airport safety regulations set forth by the French civil aviation authority (DGAC). The IMS at Paris-Charles de Gaulle has been certified since May 2008 and since 22 October 2013 at Paris-Orly. ISO 14001 certification of the EMS at Paris-Le Bourget and at the Issy-les-Moulineaux heliport has been renewed for another three years and we are working towards extending it to other civil airfields for general aviation.

2016-2020: a significant improvement in quality

The preparation of the third Economic Regulation Agreement (2016-2020) and the next strategic plan gives us the opportunity to revise our environmental and energy policy. Our draft proposal will comply with the new EC "energy-climate" policy and with the French law on energy transition for green growth. Here are some of the avenues that we are exploring: Increasing our production of renewable energies, accelerating our initiatives to improve energy efficiency in buildings, recycling our grey water and developing natural filtration systems, increasing our commitment to the circular economy to protect natural resources, stepping up our clean transport policy, strengthening our initiatives to limit and reduce aircraft emissions on the ground and to reduce aircraft taxiing times, improving our biodiversity policy for new developments.

Our 2011-2015 progress plan

Our environmental and energy policy can be broken down into five themes: energy, air and emissions, waste, water and biodiversity. In 2014, we began to develop a computerised environmental management and energy tool which we will roll out in 2016 to perform our analyses, to design consumption and impact reduction scenarios, to plan for the future, to harmonise our reporting processes and to simplify audit and certification procedures.

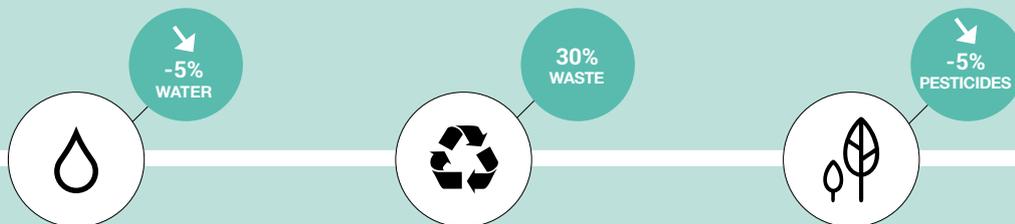


Energy

- Reduce our internal CO2 emissions by **25%** (compared with 2009)
- Achieve at least **15%** internal final consumption from renewable energies
- **12,5%** improvement in our internal energy efficiency, in primary energy per square metre (compared with 2009)

Air, emissions and climate

- **10%** reduction in CO2 emissions for our fleet of light and commercial vehicles (compared to 2010)
- Implementation of inter-company travel plans
- **10%** reduction in aircraft taxiing times at Paris-Charles de Gaulle (compared to 2007)
- Limiting and reducing aircraft emissions on the ground
- Renew Airport Carbon Accreditations for the three airports
- Continuous monitoring of ambient air quality at airports; real-time reporting in collaboration with Airparif.



Water

- Reduce by **5%** the internal consumption per passenger (compared to 2010)
- Offset newly sealed surfaces by storage capacities
- Improve rainwater management.

Waste

- Reduce all of our waste at source
- Achieve **30%** recycling of non-hazardous waste materials
- **5%** reduction in paper consumption (compared with 2010) and only recycled paper to be used.

Biodiversity

- Make an inventory of the flora and fauna at our main sites
- **5%** reduction in our use of pesticides (compared with 2010)
- Include recommendations on preserving biodiversity in the planning guides.

Energy

We continue to pursue our energy transition

Exceeding regulatory requirements

In October 2014, the Intergovernmental Panel on Climate Change (IPCC) published its 5th assessment report. Three key messages are to be noted: climate change is a reality, its man-made origins have been proven, it is possible to take action to stabilise global warming at levels that are not harmful to society at large.

For several years now, reducing our carbon footprint has been one of the cornerstones of our environmental policy. More ambitious than the 2008 European climate and energy package and Grenelle laws 1 and 2, it commits us to reducing our carbon dioxide emissions (CO₂) by 25% between 2009 and 2015, whilst delivering consistent quality of service and taking into consideration increased airport capacity. In order to achieve these goals, we are reducing our consumption and lowering the percentage of carbon energy in our energy mix.

Fact

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

Obtaining ISO 50001 certification

To achieve our objectives, we are rolling out an ISO 50001 compliant energy management system and are targeting company-wide certification in 2015.

This energy management system will be based on an energy manual which defines the scope of the system as well as how its management is to be organised, and describes the processes and approaches that will improve our long-term performance. It emphasises the importance of educating our stakeholders on energy issues. It will be combined with environmental and energy management software.

Seeking energy efficiency

We are committed to major energy saving programmes. Car park and runway lighting systems are gradually being replaced by LED lighting which reduces our energy consumption. We are regulating the internal temperature of our buildings using a centralised technical management system. The amount of electricity used by baggage sorting systems has been reduced by the introduction of energy-saving motors.

Fact

- In 2014, the Real Estate Division signed the **Energy Efficiency Charter** for public and private tertiary buildings as part of the French Ministry of Ecology's Sustainable Building Plan.

Developing renewable energies

A number of renewable energy production systems are now operational on our airports. Inaugurated in 2011, the Paris-Orly geothermal plant will eventually produce 100% of the heat needed to heat the terminal and the Cœur d'Orly business district and prevent the emission of 9,000 tonnes of CO₂ per year. In 2012, Paris-Charles de Gaulle installed a high-performance heat/refrigeration pump system for the heating and cooling of satellite 4, together with a biomass power plant that provides 25% of the airport's heating requirements, preventing the emission of 18,000 tonnes of CO₂ per year.

Fact

- In 2014, renewable energy accounted for over **15.9%** of the energy consumed by Aéroports de Paris, with a target of **15%** by 2015.



COP 21: symbolic for Aéroports de Paris

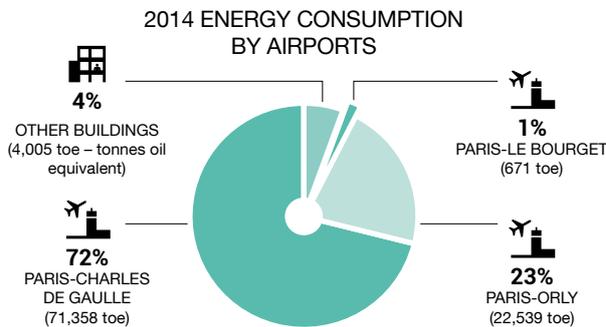
The next universal climate change agreement is due to be signed at Paris-Le Bourget, on the occasion of the 21st climate change conference (COP 21) to be held in December 2015. Just as the airport gets ready to welcome the 40,000 participants who are expected to attend this conference, Aéroports de Paris will review its own climate-related initiatives over the period of its second economic regulation agreement (2011-2015). Our 2015 projects in this area include plans to sign the Paris Climate Action partnership commitment charter in September, having already launched a related plan of action with the signatories of the charter and the Paris Climate Agency (APC). We also have ambitions for Paris-Le Bourget to obtain level 3 Airport Carbon Accreditation in 2015.

Solar power

The roof of the Paris-Orly intercompany restaurant is equipped with 72 sqm of solar panels which can heat up to 4,000 litres of domestic hot water: this allows annual energy saving of 30,000 kWh. We have installed wind and solar-powered individual autonomous lighting at the Environment and Sustainable Development Centre (Maison de l'Environnement et du Développement durable – MEDD) employee car park at Paris-Charles de Gaulle. The hot water supplied to the Paris-Le Bourget firehouse is produced by a solar thermal water heater. Near to the Paris-Charles de Gaulle Environment and Sustainable Development Centre, a solar power plant which has produced 157 MWh/year since 2013, reduced CO₂ emissions by 7 tonnes in 2014. In 2015, we plan to install a photovoltaic park near to the Paris-Orly Environment and Sustainable Development Centre, measuring approximately 40 sqm and with an installed capacity of 4.5kWc, above a dozen or so parking spaces.

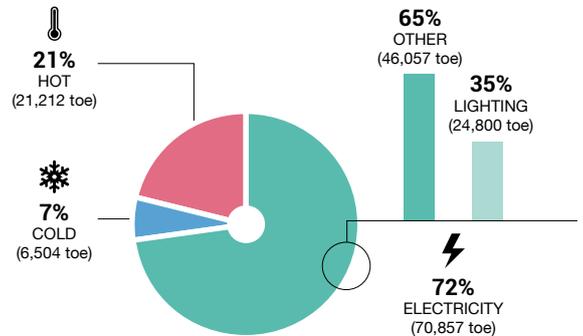
Green certification

To reduce our carbon footprint even further, we took up an offer from our supplier to deliver, in 2014, 30% French renewable energy. It provides us with green certificates certified by a third party, proving that this 30% quota was produced by hydroelectric dams, wind farms or solar farms. In 2015, the percentage of renewable energy purchased is likely to increase to 50%.



Since 2009, we have reduced our CO₂ emissions by one third, saving €1.1 million per year on our supplies.

ENERGY CONSUMPTION BY USE FOR PARIS-CHARLES DE GAULLE AND PARIS-ORLY (in 2014)

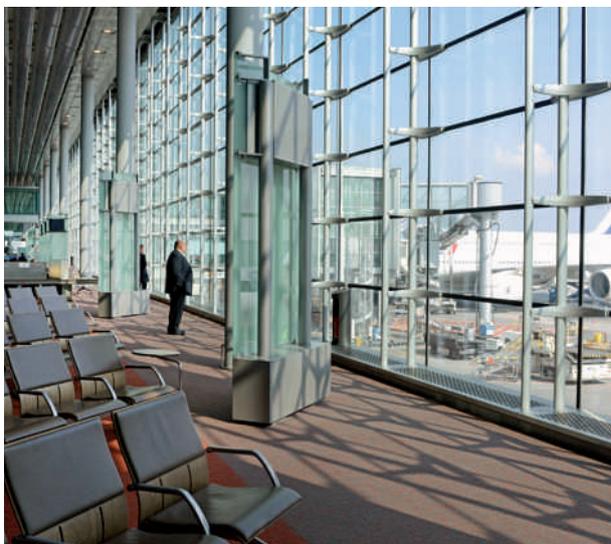


High environmental quality

Our real estate development policy is in line with our "Airport City" concept. This concept defines the type of urban environment that an airport needs both on-site and within close proximity: office space for international companies, hotels, retail outlets, freight, business parks, support buildings, warehouses, and car parks.

The construction or refurbishment of our main buildings comply with France's High Environmental Quality (*haute qualité environnementale* – HQE) and Low Energy Buildings (*bâtiment basse consommation* – BBC) guidelines. We will have all future major buildings HQE™ (French certification) and BREEAM (British certification with international reach) certified.

Our future headquarters at Paris-Charles de Gaulle were designed to obtain HQE™ "excellent" and BREEAM "very good" labels. The link building between Orly South and Orly West is likely to obtain HQE certification™. In September 2014, we started to renovate Orlytech. In the 19 buildings which comprise this tertiary activities park, covering a vast area of 28,600 sqm, we will focus on improving the level of comfort for our tenants and on making office buildings and the intercompany restaurant compliant with thermal insulation standards. We urge our partners and investors to have the buildings that they construct on our airports certified.



Feedback on investment in energy diagnostics

Our programme foresees that energy audits will be conducted to identify initiatives with high energy-saving potential. Since December 2012, our Real Estate Division has audited and inspected around 110,000 square metres of buildings. Based on this audit, we were able to take direct measures to reduce by 5 to 10% our energy bill for the hundred buildings inspected. The return on investment of these implemented measures is less than one year. Total savings delivered in 2013 and 2014 for the buildings in question approached €900,000, by correcting for climate change.

Air, emissions and climate

We are reducing our carbon footprint

Since 2007, we have put reducing our carbon footprint at the heart of our sustainable development strategy. Our goal is to reduce our carbon dioxide emissions by a quarter between 2009 and 2015.

Reducing our impacts...

To reduce our direct emissions, we are working on the three main sources of emissions: thermal power plants, electricity consumption and service vehicles. The commissioning of geothermal power plants at Paris-Orly and biomass and photovoltaic power plants at Paris-Charles de Gaulle reduced our carbon emissions by over 27,000 tonnes a year. The refurbishment or construction of low-energy buildings has reduced emissions resulting from our heat and electricity consumption by nearly 4,000 tonnes a year. The gradual replacement of our service vehicles with electric or low-emission cars has reduced the carbon impact of our fleet by 10%.



80

ELECTRIC SERVICE VEHICLES

... and those in the air industry

In partnership with the airlines, Eurocontrol (European Organisation for the safety of air navigation) and the French civil aviation authority, we are applying the Airport Collaborative Decision Making (Airport-CDM) approach, as a result of which we are optimising the traffic flow of aircraft on the ground. At Paris-Charles de Gaulle, aircraft taxiing time has fallen by 10% compared with 2007. This is helping to reduce aircraft fuel consumption and is reducing the airports' emissions by 17,000 tonnes of CO₂ per year.

Adapting to climate change

According to research presented in November 2014 by Eurocontrol, 86% of European airport operators believe that they will have to adapt their infrastructures to the effects of climate change. This research follows on from the work carried out in 2013 by the French civil aviation technical service (Service technique de l'aviation civile – Stac) to assess the vulnerability of French airports to heatwaves, rising sea levels, extreme weather events or a change in wind patterns. The Stac created a matrix of the climate vulnerability of the airports by cross-referencing their likelihood of occurrence against their potential impact on the infrastructures (longer distances for take-off and rapidly-deteriorating runways). We took these factors into consideration in our risk map.

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

During ground handling, aircraft need electricity to operate their air conditioning units and restart their engines. Three types of technology are used for this supply: auxiliary power units (APU), aircraft ground power units (GPU) or 400 Hz power sockets on the ground. The 400Hz power sockets are the only locally non-polluting devices. At Paris-Charles de Gaulle, the CO₂ emissions from APUs represented up to 4% of the airport's emissions. This is why we are continuing to roll out 400Hz power sockets and are strongly urging airlines to use them. For air conditioning, we are installing aircraft air conditioning supply systems (PCA). Satellite 4 is already equipped with contact stands.

These efforts, which have been made in close collaboration with our partners, have been recognised: in 2014, our level 3 Airport Carbon Accreditation (ACA) was renewed for Paris-Orly and Paris-Charles de Gaulle and our level 2 ACA for Paris-Le Bourget.



Fact

- 100% contact stands at Paris-Orly and Paris-Charles de Gaulle are fitted with 400Hz power sockets.

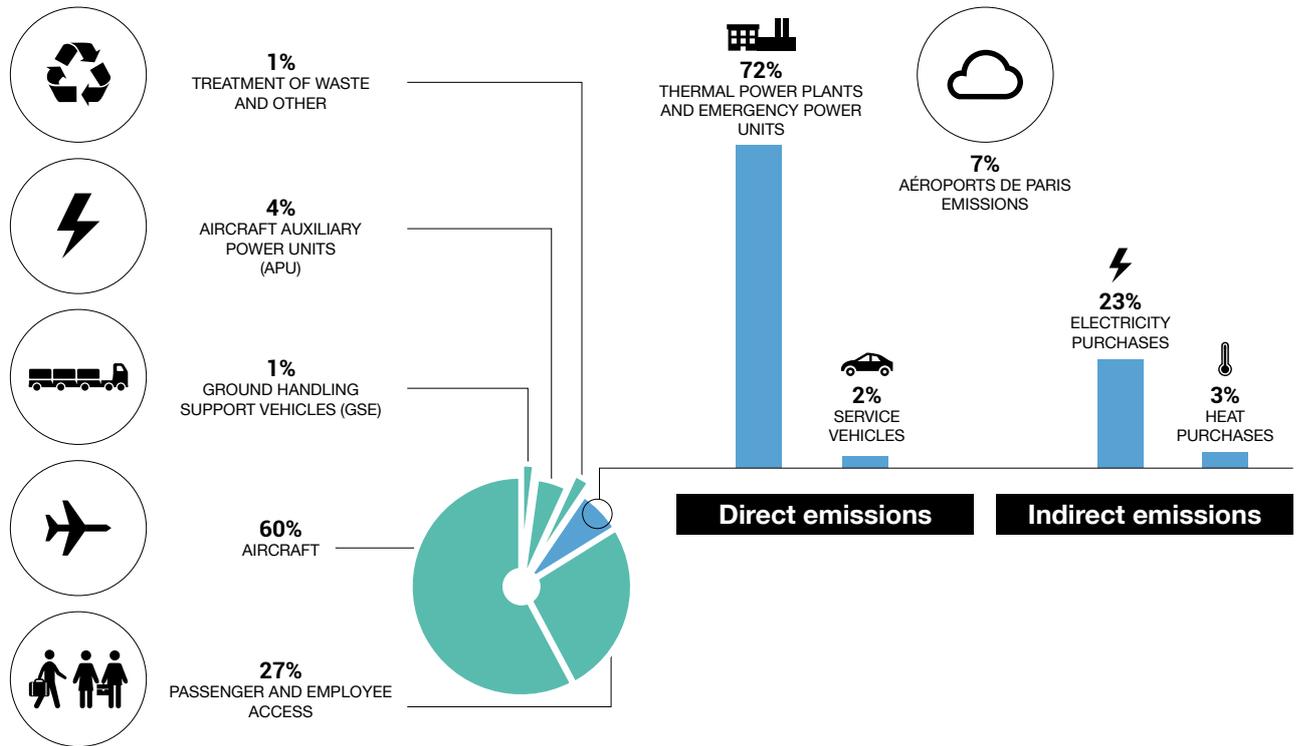


Ongoing environmental monitoring

The French State has entrusted us with the environmental monitoring of Paris Region airports. With regard to ambient air, our Cofrac accredited laboratory operates six measuring stations at Paris-Orly and Paris-Charles de Gaulle. Ad hoc measurements are taken to assess air quality inside terminals, car parks and technical buildings. We compile inventories of emissions from aircraft, from road traffic caused by our airport activities and from our thermal power plants. We monitor water quality on a permanent basis and assess air traffic noise. Real time noise, atmospheric pollutant and water quality measurements can be accessed on the laboratory's new website. In 2014, a budget of €5.7 million, excluding taxes, was allocated for the environmental monitoring conducted by our laboratory.

+ for more information:
ev-labo.aeroportsdeparis.fr

2013 emissions resulting from the activity of the three main airports (ACA assessment)



External airport emissions

Total: 1,831,145 tCO₂ ⁽¹⁾
 (2,089,199 tCO₂ in 2012)

(1) External emissions in 2013 for Paris-Charles de Gaulle and Paris-Orly. The reduction was due to the drop in road traffic emissions and the renewal of our fleet with low-energy vehicles.

-12%
tCO₂

Internal emissions (Aéroports de Paris)

Total: 130,151 tCO₂ ⁽²⁾
 (141,793 tCO₂ in 2012)

(2) Internal emissions (Aéroports de Paris) in 2013 for the three airports. The reduction was due to the drop in the consumption of fossil fuels by thermal power plants and the increase in our renewable energy production.

-7%
tCO₂

We optimise mobility

Developing our action plans

Controlling mobility is a question of taking measures to reduce the carbon footprint of our activities. More than 87% of our airport employees commute to work by car. Beginning in 2005, we adopted a corporate travel plan (plan de déplacements entreprise – PDE) to reduce the carbon footprint of commuting to work. This initiative has been opened up to companies operating on our airport. We introduced inter-company travel plans (plans de déplacements interentreprises – PDIE) on a collective basis at Paris-Charles de Gaulle in April 2011, at Paris-Orly in September 2012 and, since 2013, at Paris-Le Bourget. We are also involved in the Versailles Grand Parc urban area PDIE.

In 2014, to support the PDIE at Paris-Charles de Gaulle, we set up the R'Pro'mobilité association with Aéroville, Air France, Cif Keolis, FedEx Express, La Poste and ICTS. These seven companies, which alone employ 50% of the airport workforce, committed to conducting a collective debate to promote more environmentally friendly mobility.

Promoting collective and low-impact means of transport

Joint initiatives, within the context of the PDIEs, helped to improve airports access and were continued in 2014 with, amongst others, an increase in the frequency of the Express 191.100 bus to Paris-Orly and the creation of a new bus route within the Filéo network for Paris-Charles de Gaulle. In addition to these partnerships, since 2014, we have been working very hard with the SNCF on the CDG Express link project which should link Paris-Charles de Gaulle with Paris with a journey time of around 20 minutes.

As part of our three-year PDE action plan, we encourage car-sharing and pool company shuttles on our airports. In 2014, we rolled out a network of more than 80 electric and hybrid vehicle charging points to reduce the carbon emissions produced by our fleet of company vehicles. Some charging points were installed for passengers. In addition, we are reducing travel requirements, in particular, by the use of video conferencing. We also promote low-impact forms of transport such as walking or cycling.

Fact

- We have mapped out alternative transport routes to Paris-Orly and Paris-Charles de Gaulle in order to incorporate them into our future developments.

Water

We manage the full water cycle

Reducing consumption

We have set ourselves the goal of reducing our internal drinking water consumption by 5% between 2009 and 2015.



15.9

LITRES OF DRINKING WATER CONSUMED
PER PASSENGERS IN 2014 (TARGET OF A MAXIMUM
OF 16.7 LITRES IN 2015)

With this aim, we recover rain water which we re-use, in particular, to supply refrigeration units at Paris-Orly and for use in toilet blocks in connecting building A/C at Paris-Charles de Gaulle. At Orly South, we have fitted the toilet blocks with water-saving flushes which should reduce the terminal's water consumption by 12% a year. In 2014, we tested dry urinals on passengers at Terminal 2A at Paris-Charles de Gaulle. On a generalised basis, each urinal will save 200 m³ of water per year. Across all our terminals, water consumption is monitored by supervision and the water is automatically cut off if an unusually amount of water is drawn.

Treating waste water

At our airports, we manage the entire water cycle from the drinking water supply to the treatment of runoff water. This involves our own activities and those of our partners as well. Collected waste water is discharged into regional networks routing it to treatment stations in the Paris urban area.

Monitoring procedures for waste water discharges resulting from the various activities and industries within the airport area are in place.

Filtration using plants

We have rainwater treatment plants at Paris-Orly and Paris-Charles de Gaulle so as to comply with regulatory requirements for discharge into the natural environment imposed by an inter-prefectural order specific to each airport.

In addition, in 2013 we commissioned an airport runoff water filtration system which uses plants, at Paris-Orly. In the winter, this water is full of aircraft and runway de-icing products. It is sent to a 13,000 m³ buffer pond where it is treated (bacteriological and oxygenation treatment). The final decomposition is completed in a 6,500 sqm filtering wetland composed of reeds. The treated water is then discharged back into the natural environment.

Fact

- At Paris-Orly, the rainwater treatment system collects and purifies between **3** and **5** million cubic metres of runoff water.



for more information
www.entrevoisins.org

Monitoring soil quality

Our methods to prevent and manage the risk of soil pollution were rolled out in 2014. Our laboratory monitors soil quality to check the compatibility of the environmental state of the sites with their uses and/or development projects, and to ensure that any pollution is dealt with.



Decontamination using plants

In April 2014, we opened an experimental phyto-purification site. Stretching over 2,000 sqm, in winter, this particular piece of grassland receives melted ice water from the T2G Terminal runways at Paris-Charles de Gaulle. We planted the grassland with plants whose rhizomes have the capacity to break down the glycol used to de-ice aircraft. This well-documented experiment may pave the way for the development of natural systems for the purification of runoff water.

Waste

We are reducing our waste and recycling

As the owner and operator of our airport hubs, we manage the waste produced by our operations as well as that of our partners. The Grenelle laws require a 15% reduction in waste sent to landfills or for incineration and recycling of 75% of non-hazardous waste by 2020. Our goal is to recycle 30% of our waste by the end of 2015.

We manage the collection of non-hazardous waste and define the rules for sorting it and the placement of containers. We also provide instructions on how to transport non-hazardous waste. We have put forward a proposal to our partners to collectively manage our waste and we encourage them to adopt best practices in reducing waste at the source and in recycling their waste.

Organising selective recycling

Recycling bins are available for passengers at our terminals. We have equipped all administrative offices in the airports with recycling bins for paper and printer cartridges. Our airports managers, hired from an organisation that assists the long-term unemployed find work, help the waste producers at Terminals 1 and 2E at Paris-Charles de Gaulle properly sort waste. With their help, the waste recycling rate increased by five points in just a few months. At Paris-Orly, the airports were redesigned to make sorting easier.

Promoting the circular economy

Since early 2014, our employees have been invited to take their second-hand uniforms to Mulliez-Fleury clothing stores. This company is committed to distributing little used uniforms to disadvantaged populations and to recycling others into insulation materials. Promotion of recycling and re-use was the main focus of the 11th Sustainable Development Week, in April 2014. On this occasion, the Paris-Orly Environment and Sustainable Development Centre, in partnership with the Portes de l'Essonne Recyclerie project, suggested that airport employees should put any old items that were still in good condition into a recycling bin, available throughout the month.

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

Biodiversity

Protecting biodiversity

Assessing biodiversity

The protection of biodiversity is integrated into the Company strategy and is structured around three main areas: improving internal knowledge, restoring or preserving habitats and noteworthy species and strengthening communication and interaction. In 2014, we carried out a complete biodiversity diagnosis at our three main airports followed by zoning. Our objective was to incorporate these factors into our development policy and projects.

Using fewer pesticides

As part of the Ministry of Agriculture's eco-friendly plant programme, Écophyto, to reduce the use of pesticides by 2018, in 2010, we signed a framework agreement on the professional use of pesticides in non-agricultural areas. This agreement commits us to respecting alternative practices to maintain green spaces. In May 2011, we also signed a three-year agreement with the Seine-et-Marne departmental council, notably focusing on biodiversity and, more specifically, the exchange of best practices, flora and fauna inventories and species monitoring. Since 2010, we have applied alternative practices to maintain our green spaces in non-agricultural areas. We reduced our pesticide consumption by 50% between 2009 and 2014.



A meal in your motor

In accordance with Article 204 of the Grenelle law, we are developing a system to recycle the bio-waste produced on our airports. Since 2014, we have been collecting used oil from four company restaurants at Paris-Orly. This waste is converted into biofuels. We have experimented with recycling food waste from our employee restaurants at Orly South and at Parc Central. Transported to a methanisation plant near the airport, these 20 tonnes of waste generated nearly 2,000 cubic metres of recoverable biogas.

CUSTOMERS AT THE HEART OF OUR STRATEGY

Luc Monteil

Real estate manager,
Bolloré Logistics

Édouard Mathieu

Real estate development
manager, Paris-Charles
de Gaulle airport

Shared points of view

Establishing a presence at Paris-Charles de Gaulle

Aéroports de Paris contributes to the environmental and logistical performance of its cargo customers. Shared points of view between Bolloré Logistics and the real estate division.

Luc Monteil, why has Bolloré Logistics chosen to remain on the Paris-Charles de Gaulle platform at the end of its lease in 2014?

L.M.: We needed to renew our production capacity. Rather than moving at the end of the lease, Aéroports de Paris made us an offer to rebuild in the area we were already in. There were several reasons behind this choice: direct access to the runways, a reconstruction which wouldn't use up hectares of virgin ground or require us to move our employees. Our future buildings will aim for the environmental certifications Leed®, HQE™, BiodiverCity® and the bio-sourced buildings label. Aéroports de Paris has supported our ambitions by allowing us to benefit from their experience. They have constantly helped us look for solutions to resolving the delicate matters of adapting roads, bus stops and the circulation of a great many through-networks.

Édouard Mathieu, how is the real estate division working for its cargo customers?

É.M.: When we offer building leases or building services, we use a master development plan to reduce the environmental impacts and the carbon footprint of our activities. These arrangements meet the expectations of cargo operators, whose customers demand high performance in this area, as the Bolloré Logistics project demonstrates. We also contribute to the competitiveness of our customers by monitoring access to the cargo area, fitting our biface buildings accessible to HGVs on the runway side, securing freight areas or developing buffer storage areas to reduce the rotation numbers of HGVs.



for more information
www.aeroportsdeparis.fr
 "Group" tab



As service integrators, we are developing quality frameworks to satisfy an international customer base, and every year we strengthen our links with the companies, which are closely involved in our progress initiatives.



1st

PARIS-CHARLES DE GAULLE WINS FIRST PRIZE AT THE 2015 SKYTRAX WORLD AIRPORT AWARDS FOR GREATEST IMPROVEMENT WORLDWIDE IN TERMS OF QUALITY OF SERVICE



€121m

INVESTED IN SERVICE QUALITY SINCE 2011



2,000

EMPLOYEES ON THE AIRPORTS WEAR "AIRPORT HELPERS" BADGES



+1.5

POINTS OF GROWTH IN THE PASSENGER SATISFACTION RATE IN 2014 COMPARED WITH 2013 (+4.1 POINTS SINCE 2010)



1,000

AÉROPORTS DE PARIS EMPLOYEES TRAINED IN GOOD RECEPTION PRACTICES



16

NEW AIRLINES IN 2014

CUSTOMERS ARE PARTNERS IN OUR PROGRESS

Customer satisfaction

Acting together towards shared interests

Our goal

Our ambition is to be among the leading benchmark companies in Europe for customer satisfaction by 2020. We have placed this aim at the forefront of our corporate project. In 2014, we pooled all of the know-how and facilities we will make available to airlines, passengers and user companies of our airports in a single Customer division. Our head of customer service sits on the Executive Committee. Supporting airport management, a customer quality director implements our ambition locally.

Fundamentals

Our economic and societal performance is based on quality. Our progress plans are based on adherence to quality standards and on the P'Référénciel services framework, which we have been developing since 2012.

Mobile framework

Since February 2014, the content of the P'Référénciel framework has been accessible to all our employees via the Intranet and on tablets for ground agents.

This document describes the level of service and quality that passengers can expect in our airports – in arrivals, departures or in transit. Concrete and pragmatic, it is built on customer expectations, on our good practices and on those of the best European airports. The "Arrivals" section of the framework has been validated since July 2013. In 2014, we completed the "Departures" section and began working on the "In Transit" section.

Developing joint involvement

We integrate a multitude of services on behalf and with the support of numerous partners. Service quality relies on joint involvement. Since 2011, quality of service operational committees have brought together the airlines, the ground-handling service providers and Aéroports de Paris. Within each operational unit, these committees monitor the indicators in our second economic regulation contract (CRE 2011-2015) and carry out action plans.

Awards

- For the third consecutive year, Aéroports de Paris was selected as best customer service of the year 2014-2015 in the airports category by Viséo Conseil.
- On the ground, we are constantly working to improve. We have developed collaborative methods that bring together our teams, those of airlines, our service providers and the French border police (DPAF). Participants analyse malfunctions onsite and test simple solutions, which will be standards for all involved.



Orly Ouest terminal: better organisation for unaccompanied minors

A collaborative approach between the operational unit and the Air France ground handling staff was launched in 2014 in Hall 2 in the Orly Ouest terminal to simplify the flow of passengers. Now an ideas workshop is held every week on a specific matter, directly linked to the organisation of the hall.

The first workshop was on unaccompanied minors check-in. The solutions identified were tested in early November and applied during the school holiday of All Saints' Day. Other topics are already scheduled, such as flows of persons with disabilities or reduced mobility, or treatment of high-contributing customers.

On the ground, we are constantly working to improve. We have developed collaborative methods that bring together our teams, those of airlines, our service providers and the French border police (DPAF). Participants analyse malfunctions onsite and test simple solutions, which will be standards for all involved.

We implemented eight baggage check-in actions at Paris-Orly. With each airline, based in Terminal A at Paris-Charles de Gaulle, we have organised "Focus Flights": together, we monitor the stages of a flight – check-in, boarding, arrivals and transit. In 2014, 26 "Focus Flights" took place.

Our Service University

Our Service University invites all airport staff employed in the customer service chain to work together in order to share good practices. It offers training programmes which include real-life situations. It organises conferences, meetings and forums. More than 3,000 people attended these in 2014 with an average satisfaction rate of over 99%.

Passengers

Getting around easily

Passengers expect punctuality and a smooth, care-free, comfortable and entertaining transit from us. In order to give them this positive experience, we are constantly improving the quality of each stage of their stay in our airports, at departures, arrivals or in transit.

Our customer satisfaction measurement tools

- Passenger satisfaction surveys at departures and arrivals.
- Satisfaction survey for airlines.

A warm welcome

Passengers appreciate a human interface. To provide this, we are developing a high quality welcome. We recruited and trained 51 people between 2013 and 2014. Our framework for good welcoming practices was finalised in 2014. A charter reflecting this is in place for security agents at screening check points. We conduct campaigns with all our partners to raise the awareness of their staff.

Welcome

Since 2013, passengers and those accompanying them or waiting for them can also call upon the Airport Helpers®, who are familiar with the passenger itinerary. Around **2,000** employees working in our airports, including our own staff, volunteered for these information roles. They wear a badge which reads "Happy to help you".



Catering to non-European passengers

We are developing many services for overseas, non-European passengers. In 2014, we prepared for the Welcome Chinese Program certification, and aim to obtain it in 2015. This label guarantees culture-specific standard services to Chinese tourists. This service has been almost fully rolled out at Paris-Charles de Gaulle.

The Service University's "cultural approach" forums, designed in conjunction with airlines, regularly make our teams and those of our partners aware of foreign cultural norms. In 2014, we organised two open days on Brazil and invited bar and restaurant managers to attend a seminar on the cultures of Brics countries (Brazil, Russia, India and China). Several retail outlets have recruited staff who speak rare languages.



101
shops

at Paris-Charles de Gaulle have been "China Outbound Tourism Quality Service Supplier" certified since September 2014.

Taxis: "Welcoming our customers together"

As the gates of entry to France, our airports have multiple opportunities to welcome foreign customers. We wanted taxi drivers to be involved in the quality of this welcome. In October 2014, the car parks division at Paris-Charles de Gaulle and our University Service organised two days of awareness-raising on how to welcome tourists, in partnership with the regional tourist board. We offered a pedagogical course on tourism in Paris, the profile of our foreign customers, their expectations and good welcoming practices: 334 taxi drivers took up our invitation.

Tourism and travel mediation

We have signed up to the "tourism and travel mediation" system to resolve litigation and claims between tour operators and consumers.



Increasingly smooth customer flows

Our flows, which are becoming increasingly fluid, respond to a major passenger expectation. Formalities are shorter in many terminals, since travellers have been able to print their boarding cards and baggage labels themselves and use our automatic baggage drop-off service. European travellers pass through identity checks in 30 seconds thanks to the Parafe biometric recognition system.

Police and security check areas, which are larger and shared, make flows faster and welcome personnel help passengers to prepare: in Terminal 3, peak waiting times have been cut by around 50%. For some years now, our single security check points for Schengen passengers in transit has removed the need for a second security check between two planes. The entry into force of new regulations in 2014 on carrying liquids in transit has also helped speed up flows.

Screening inspection

The pooling of security checks in T3 at Paris-Charles de Gaulle has cut waiting times to under **10** minutes.



30 seconds

EUROPEANS PASS THROUGH IDENTITY CHECKS IN 30 SECONDS THANKS TO THE PARAFE BIOMETRIC RECOGNITION SYSTEM

The security of tomorrow

In January 2015, our "Security Lab" will open its doors. We will have a dedicated place to test new security processes and technologies. We will be able to anticipate changes in legislation and prepare the necessary changes to become pioneers in this field.

We are continuing experiments to improve the experience of our customers at the airport. Thanks to this place, we will be able to conduct this work without disrupting the operation of the terminals. The security lab will naturally welcome industry visitors as well as our partners and their projects, whether these are security companies, civil aviation Executive Management or the border police.

For passengers with disabilities or reduced mobility

We welcome and provide assistance to passengers with a disability or reduced mobility from the time they arrive at the airport until they reach their seat on the plane and vice versa. Equipment and spaces have been adapted for all kinds of disability throughout the passenger flow process: interactive call terminals so that welcome teams can be notified, dedicated reception counters, screening checkpoints and departure lounges, welcome and waiting areas. We are looking at the possibility of a standard check-in desk adapted for wheelchairs, and in 2014 we launched a call for projects to improve this route.



for more information
www.aeroportsdeparis.fr

Good information, good guidance

We are continuing to improve our information and guidance systems, which are essential to efficient flows. As standard services, passengers have information and guidance touchscreen terminals and mobile services such as the "My Airport" app for smartphones. These services are available in ten languages and are updated in real time.

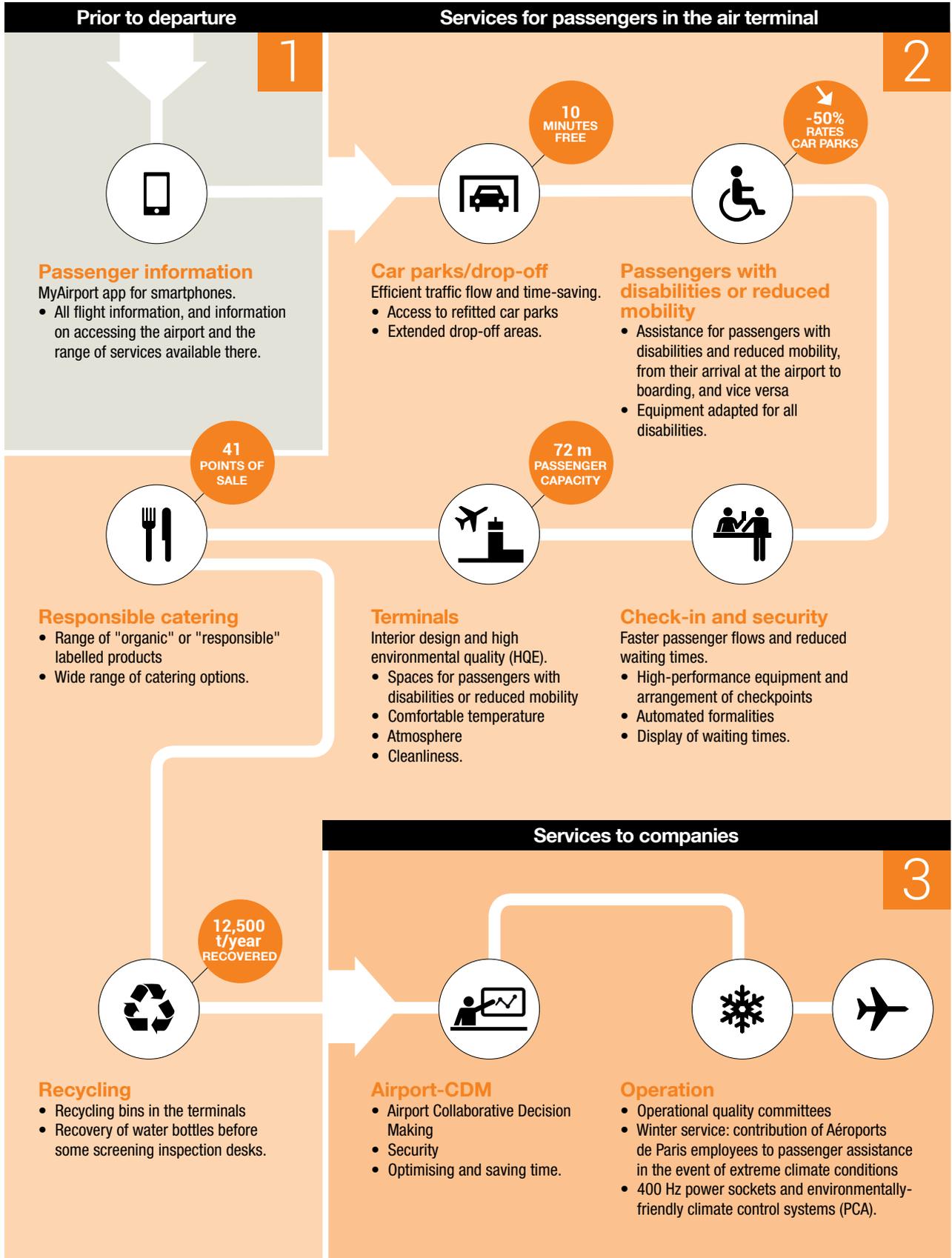
Since 2014, our "Guidance" unit has overseen a dynamic planning policy to improve the readability of interior spaces. Outside, we have improved the access to the terminals: thanks to the new layouts of terminals 2E and 2F at Paris-Charles Gaulle, more vehicles can circulate and park in the drop-off areas. At Paris-Orly, taxi queueing areas have been made larger.



New-generation "Transport" information

In 2014, we fitted information screens in the baggage delivery areas at arrivals in some terminals: these allow travellers to monitor the delivery of their baggage, find out about the available transport options to leave the airport and watch a tourism film. In the public areas at Paris-Orly and Paris-Charles de Gaulle, we are testing pillar prototypes in the "transport info" area: on the interactive screens, you can select your mode of transport, locate it and print your route.

Our range of responsible services



A calm airport

A clean and comfortable environment

In a few years, our good cleaning practices have paid off. In the 4th quarter of 2014, over 80% of passengers said they were happy with the cleanliness of the airports. We use a quality standards framework, combined with a performance evaluation tool, which our teams and service providers have made their own. Since 2011, we have been renewing our toilet facilities in the terminals.

We are making our spaces easier to navigate and more comfortable, fitting better lighting and making spaces more peaceful. In addition to the increased number of seats, we are testing semi-reclining chairs, so that passengers can sleep in our terminals if they need to. We are adding to the hotel offering in our airports – for example, the opening of Hotel Citizen M at Paris-Charles de Gaulle in 2014.



Catering awards

Launched in 2013, our "catering awards" again distinguished the best food outlets in 2014.

Cinema, music, games, shopping

From the home cinema to games for children, including musical relaxation and reading areas, our boarding areas have a range of services. In 2014, we opened our sport "corners" and installed lockers to recharge mobile phones or games consoles. We have added to our range of internet services: after the internet areas and the laptop and smartphone recharge points, we are offering travellers free unlimited Wi-Fi access at all our terminals, as of July. Plastic and jazz culture: our Museum Space is being held for the third year at Paris-Charles de Gaulle, while Paris-Orly now has Jazz Thursdays every week.

Companies

Working with airlines

We must provide airlines with high-level airport services and quality services for passengers, our shared customers. Our performance is based on attentively listening to customer needs and constant cooperation and discussion. We are strengthening this work every year.

Keeping our hub in pole position

In a context of growing competition between the large global cities, these will be joint victories. We have identified and offered airlines new services to drive growth. Over 15 air routes opened in 2014 from Paris and 16 airlines have joined us (compared with only 1 in 2013), including 10 international ones.

In June 2014, in Paris-Charles de Gaulle and Paris-Orly, Claude Abraham, former director of the French civil aviation authority, presented to the airport community the study on the future of the airport sector which he conducted at the French government's request.

Providing flawless services

A tool for daily consultation with the airlines and Air Navigation Division is available at Paris-Charles de Gaulle and Paris-Orly. "Airport-CDM" (Airport Collaborative Decision Making) is used to make collective operational decisions. It helps to manage the availability of infrastructure and encourage a culture of security. A CDM website provides information for all partners in real time.

Airport CDM

Local departures management (GDL), an Airport-CDM tool, helped improve traffic flows by over **10%** compared with 2007.



Catering to our customers' culinary tastes

Our catering offer is based on a progress plan and welcome charter finalised in 2013. We have implemented awareness-raising workshops for bars and restaurants. In 2014, there was a cultural theme: personnel at points of sale were able to familiarise themselves with the food habits and preferences of foreign passengers. True to our goals, we welcomed a new quality brand in May 2014: Boco, which offers recipes from award-winning chefs which are accessible to all.

Paris-Charles de Gaulle has been a certified user of Airport-CDM since 2010. Paris-Orly is aiming for certification in 2016. This tool is supplemented by several communication systems to collectively manage vagaries and one-off situations, and to keep passengers informed. Up to now used on the runway side, the Airport-CDM is being developed for air terminal processes.


693,290
aircraft movements
at Paris-Charles de Gaulle
and Paris-Orly in 2014.

Supporting cargo

We are supporting cargo in a very competitive context. In 2014, at Paris-Charles de Gaulle, we brought together airlines, ground handling staff, customs staff, the regional Prefect, the French air transport police and the DPAF to study the progress made on paperless customs checks. The participants gave updates on the electronic exchanges platform Cargo Information Network (CIN) which we helped create and to which 80% of air freight companies have signed up. At Paris-Orly, we also met all cargo staff to optimise the filling of airplane holds and help make flights more profitable.

Listening to airlines

Conducted by an independent company, an airline satisfaction survey is conducted every year. The results are sent to the airlines and to our teams. The survey is a precious tool for consulting and managing our progress plans. Our teams also have centralised databases which have improved their knowledge of the airlines' business models and strategies.

Fact

82% of airlines were satisfied with their relations with Aéroports de Paris, particularly the supply of daily information specific to airlines and the responsiveness of contacts, according to the 2014 BVA airline satisfaction barometer (**75%** in 2013).



Companies

Serving our tenants

As business premises lessors to over 850 companies at our three Paris airports, we strive to provide them with a quality service which meets their expectations.



Fact

- **1,032,000 sqm** of surface area leased.
- **405** hectares of undeveloped land.

Renewing assets

In 2014, we continued the multi-year programme to renovate our buildings, which remains one of our priorities. In line with our environmental and energy policy, we are upgrading and making our real estate assets standard-compliant (offices, cargo stations, warehouses and business premises) at Paris-Charles de Gaulle and Paris-Orly, by improving energy efficiency and climatic comfort. This work has also helped reduce leasing expenses.

Energy-efficient equipment for our tenants

Our programme includes the installation of energy-efficient equipment, particularly in communal areas and toilets. Our lighting systems use presence detectors, timers, low-consumption lights, high-performance fluorescent tubes and LED devices. To optimise operations and costs, we are implementing a centralised technical management system by piloting lighting and climate control in most of our buildings.

Safe spaces

We have launched several projects to improve the security of our sites. To fight crime, we are installing video surveillance systems near to warehouses and are overhauling pathways. With this in mind, we have been implementing a multi-year programme since 2013 to secure the cargo area at Paris-Charles de Gaulle, which will be completed in 2016. We are improving the safety instructions in waste collection areas, thanks to new signage.

A pleasant landscape that is respectful of others

Quality of life is also improving: for several years now, we have been refitting the external surroundings of the buildings, by creating green spaces and installing urban furniture. We have renewed directional signage and overhauled the pavements to make pedestrian routes safer and make it easier for people with disabilities and reduced mobility to get around.

Dialogue

Site visits, regular meetings and a dedicated intranet promote constant and close dialogue with the companies installed on our airports. We ensure the quality of the services we provide to companies by planning mystery shopper visits as well as conducting an annual airline satisfaction survey.



Fact

In 2014, the survey of **183** companies resulted in a satisfaction rate of **84%** (**81%** in 2013).

CREATING VALUE FOR CIVIL SOCIETY

Frédéric Vernhes

Chairman of the
departmental chamber of
commerce of Val-d'Oise

Valérie Collet

Aéroports de Paris
recruitment and Coach
Plato executive mobility
manager

Shared points of view

Bringing together SMEs, large groups and local authorities

For several years now, volunteer executives of Aéroports de Paris have been involved in Plato networks as SME coaches. Shared points of view between the CCI (the organiser), and a volunteer coach.

Frédéric Vernhes, can you tell us a bit about the Plato initiative?

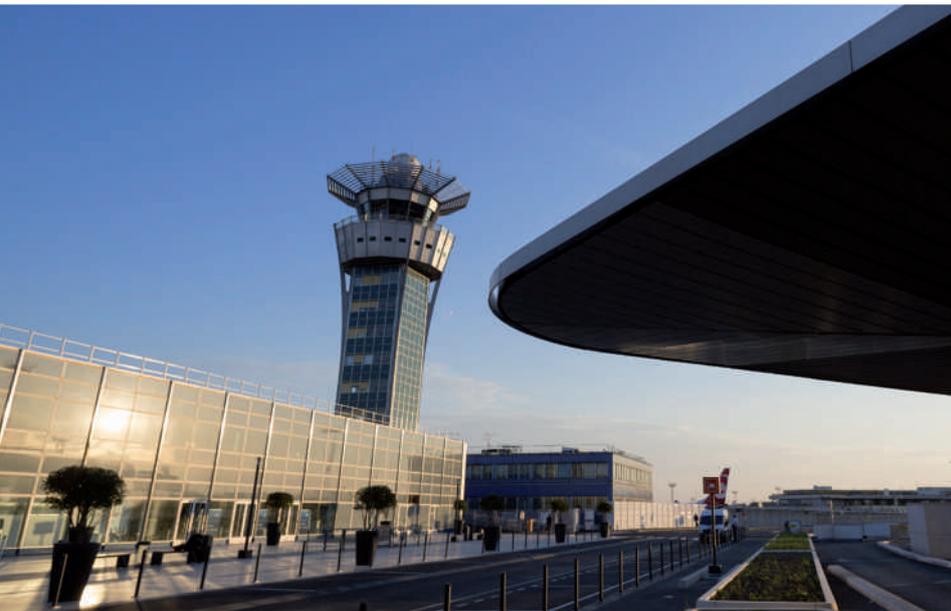
F.V.: The Plato networks organise monthly meetings between the local authorities, large companies and SMEs. The large groups share their experience with the SMEs. In turn, the large companies benefit from the vitality of the SMEs. For their part, the local authorities, thanks to their proximity to companies, can better understand the things that can attract dynamic entrepreneurs to their region and make its reputation. The system helps to reinforce a mobilising feeling of belonging to a local community among all stakeholders.

Valérie Collet, comment percevez-vous le besoin des PME et l'aide que vous pouvez leur apporter ?

V.C.: Roissy has four Plato groups which support over 80 companies. In the Group of 15 SMEs which I belong to, the priority topics are business development, human resources and legal and financial management. In my area of work, human resources, SMEs are seeking to improve their practices to motivate staff and maintain positive feedback and recruitment. Coaches for large companies help directors draw up themed specifications which the CCI will use to find the right participant. In my experience, the time given by the coaches and the commitment of the large groups are greatly appreciated by the SMEs. Via the Plato networks, a large company such as ours assumes its societal responsibility and ensures, by listening to its stakeholders, that its own development will be well accepted locally.



for more information
www.aeroportsdeparis.fr
 "Group" tab



To achieve our ambition of becoming the European benchmark for corporate social responsibility, we are mobilising all our employees through programmes to boost access to employment for local people and support local businesses. We work with the regions to improve their dynamism and appeal.



114,900
 PEOPLE WORK
 ON OUR PARIS AIRPORTS



1,000
 AROUND 1,000 COMPANIES
 AT OUR 3 MAIN AIRPORTS



4,300
 APPOINTMENTS
 IN 17 YEARS THANKS
 TO PAPA CHARLIE



2,000
 LOCALS RESIDENTS,
 BENEFIT EVERY YEAR FROM
 THE PLANÈT'AIRPORT ACCESS TO
 EMPLOYMENT PROGRAMME



6,000
 VISITORS TO EMPLOYMENT
 MEETINGS AT PARIS-ORLY IN 2014



39,543
 ASSISTED HOUSING AND BUILDING
 UNITS FOR SOUNDPROOFING
 SINCE 2004

DIALOGUE, BUILDING TOGETHER

We are working to become the European benchmark for the airport sector in terms of corporate social responsibility by 2015. 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.

A priority

Our business activities and those of the airport stakeholders as a whole directly shape the local economic development and living environment. Our airports generate more than 8% of paid employment in the Paris region with more than 340,000 direct, indirect, induced and catalytic jobs (2011 data; also see Glossary, page 81). More than 114,000 people work for nearly 1,000 companies located in the airport hubs.



€2.2m
allocated

each year to our community initiatives

Mapping employment

Analysis, study and prospecting tools, our business, employment and training observatories are available to decision-makers and those involved in the areas surrounding the airports.

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

The observatories perform censuses with the airport community every two years and regularly produce targeted studies.

In 2014, they published the results of the 2013 census.

They conducted a comparative study of European airports, analysing asset populations, establishing a correlation between the size of the airport and the volume of airport-related employment. Via their role on the Roissy CDG public interest group for Employment steering committee, they helped analyse the potential for employment of ten structured projects at Paris-Charles de Gaulle. The Paris-Charles de Gaulle, Paris-Le Bourget and Paris-Orly observatories are governed by framework agreements between the French government, local authorities in the departments neighbouring the airports, consular institutions and airport industry companies.

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

A structured response

Our economic and social cooperation policy, led by the Environment and Sustainable Development Division, is rolled out by local authority delegations – one for Paris-Orly and the other for Paris-Charles de Gaulle and Paris-Le Bourget. It is structured around three main objectives:

- support of employment policies to provide opportunities to the local residents of the regions in which our three airports are located;
- economic development and promotion, at the regional, national and international scale, of the regions of greater Roissy and the Pôle d'Orly;
- a reciprocal relationship based on trust with local elected officials, not-for-profit organisations and local residents.



Around 10 departments
constantly mobilised to implement
our commitment

Planèt'AIRport, a complete offering

Six partnership or local authority bodies that we lead

- **AIR:** training
- **AERO Skills:** qualifying regional training
- **Papa Charlie:** social car rental
- **First Stade:** small logistics services at the request of member companies, performed by workers on integration contracts
- **Comité Habitat:** housing access assistance
- **Adife** – regional endowment fund – finances projects for access to employment

Partners and financing of Planèt'AIRport (2014)

- The State, the greater Paris region, local authorities, CCI, The national employment agency (Pôle Emploi), companies: **€1.15 million**
- Aéroports de Paris: **€340,000.**

The partners in our economic and social cooperation

Partnerships to give local residents access to airport jobs

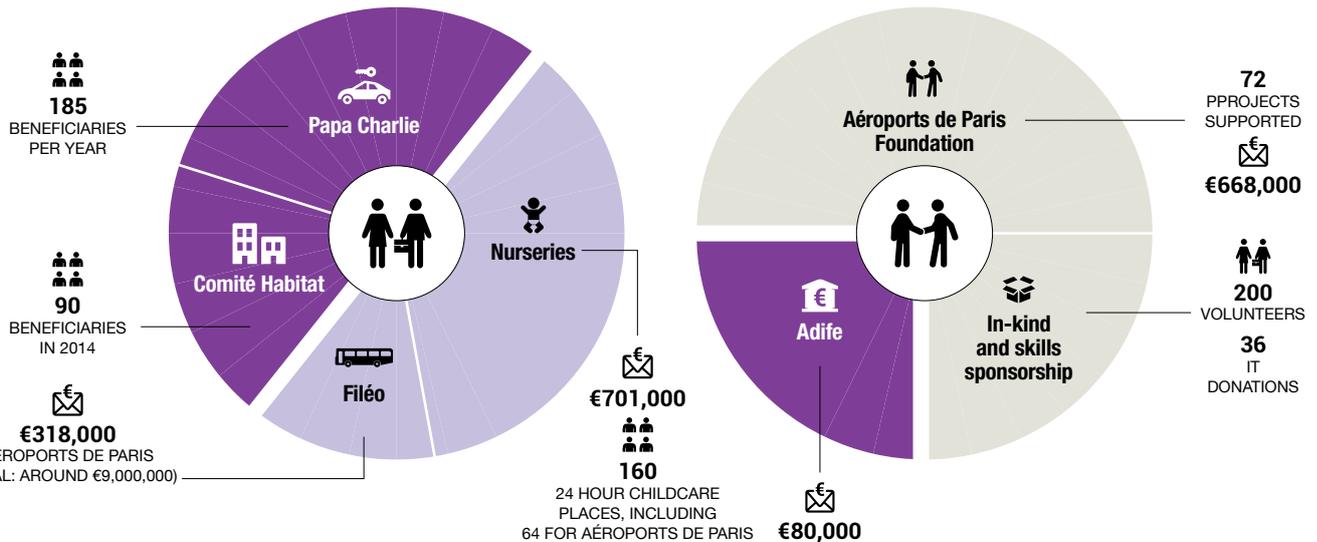
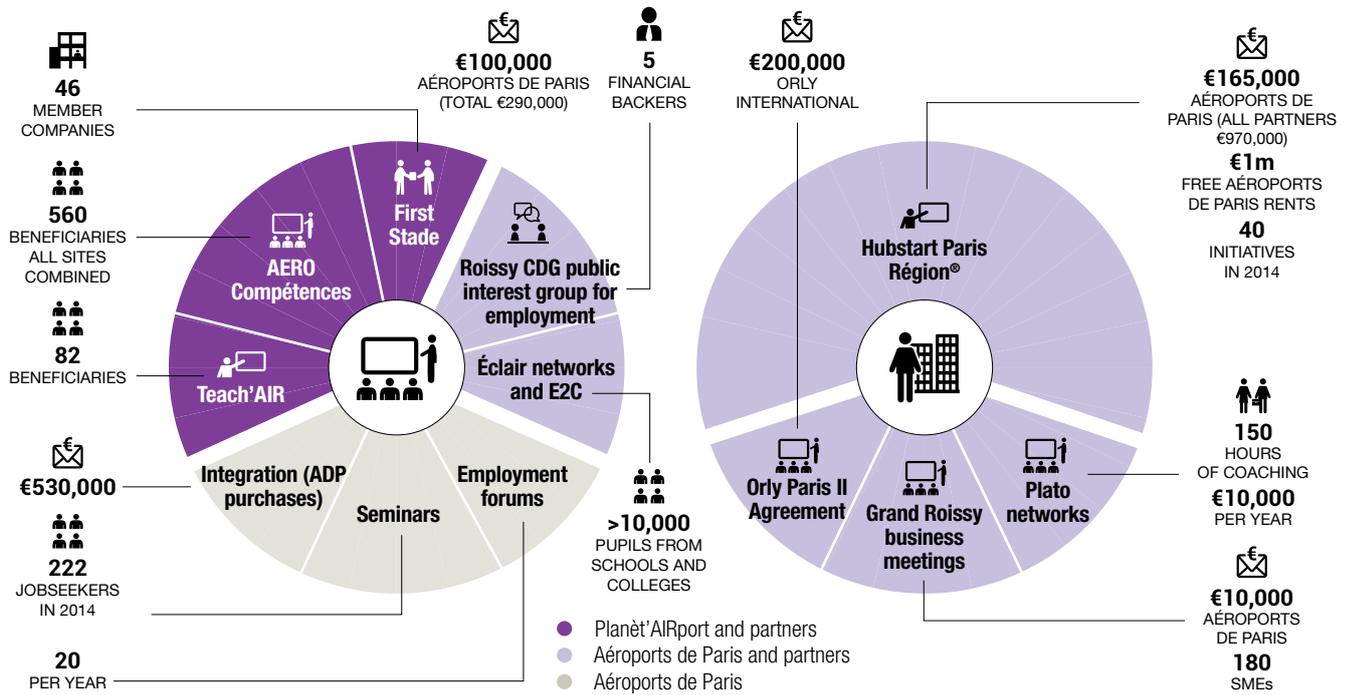
- Support employment opportunities
- Vocational training
- Integration through economic activity/community and solidarity economy
- Mobility.

1

The appeal and promotion of territories

- Local marketing, international promotion
- Incubators, support for innovative projects and business creation
- Mentoring and coaching SMEs/SMIs.

2



3

Airport employees - quality of life

- Nurseries
- Transportation
- Housing.

4

Sponsorship and support for charitable projects

- Aéroports de Paris Foundation (integration and training; citizenship and the fight against exclusion; disability and illness)
- Adife regional endowment fund
- In-kind and skills sponsorship.

Social cooperation and employment

Supporting employment opportunities

A historic commitment

A major portion of our economic and social cooperation budget is dedicated to providing employment opportunities for local people. For the past 20 years, we have been investing in employment programmes tailored to the requirements of the airport industry. We also relay public employment policies, notably by signing up to conventions suggested by the State.

After the *Plan Espoir Banlieues* (in 2008) and the national three-year commitment by companies to promote employment in disadvantaged areas (in 2012), we signed the business and districts (*Entreprises et Quartiers*) charter of the ministry of urban affairs in 2013 and are permanent members of the national leadership committee for this charter. In 2014, we signed up to the ministry's plan to develop entrepreneurship in inner city areas and to the work of the ministry of the social and solidarity economy.

Planèt'AIRport, a complete employment programme

Since 1990, thanks to Planèt'AIRport, 2,000 local residents benefit every year from socio-professional educational, advice and support services. Under this brand, a complete programme of employment support opportunities is provided. In addition to vocational training, Planèt'AIRport includes integration strategies via economic activity (First Stade), mobility assistance (Papa Charlie) and housing (Comité Habitat). Planèt'AIRport offers employment services to companies.

Accredited in 2014 as an interest group with the French National Assembly and Senate, Planèt'AIRport supports projects eligible for public funding. As part of future recruitment, our Human Resources Division is committed to favouring Planèt'AIRport interns as of 2013. In 2014, we recruited 12 people to customer reception posts.

PLANÈT'AIRPORT RESULTS TOTAL NUMBER OF BENEFICIARIES: 6,386

Reception, information, advice	5,320
Support	281
Vocational training	361
Employment contracts	149
Mobility	185
Housing	90

AERO Compétences, Teach'AIR, Prépa'Aéro

With our partners in the regional community grouping AERO Compétences, we are rolling out a qualifying programme financed by the Paris Region. Training sessions, adapted to the needs of airport industry companies, are free of charge and last from four months to a year. Jobseekers have the status of paid interns.

To prepare for the 157 interns expected in 2014-2015, we opened, in 2014, 350 sqm of premises in Roissytech, equipped by our Hub One subsidiary with Wi-Fi and fibre optic, to develop self-training. In Paris-Orly, 250 sqm of premises were also equipped. Two short training sessions complete the Planèt'AIRport offering. Teach'AIR® offers cycles of workshops at very low cost. Free of charge and tailored to the individual, Prépa'Aéro prepares for reintegration into the workplace or direct access to employment. This training was financed in 2014 by our Adife regional endowment fund to the tune of €40,000.

AERO Compétences

- Regional programme launched in 2011, renewed in 2014
- Partners: AIR (agent and operator), Camas Aéroformations, Greta MTI, Prom'hôte, Campus 93, the Seine-Saint-Denis chamber of trades and crafts, Aéroports de Paris.



for more information
www.planetairport.com



La Caravane de l'emploi

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

Seminars to showcase our jobs

Our "Discovering airport jobs" seminars are open to jobseekers who want to work in our sector. They are held twice a year for four days at Paris-Charles de Gaulle and three times a year for three days at Paris-Orly. They serve to present our jobs. We offer educational workshops. Interns receive personalised advice and meet companies and training bodies which can support them in their career plans.



2014 seminars

- 222 jobseekers
- 12 external participants per seminar.



for more information
www.entrevoisins.org

Airport English at college

During the 2013-2014 school year, 19 college classes attended an information session in English on airport jobs. This initiative, organised by the departmental council of Seine-et-Marne, the Airemploi Espace Orientation Association and Aéroports de Paris will be repeated in 2014-2015.

Roissy CDG public interest group for employment

We have been partners of the Roissy CDG public interest group for employment since it was established. The public interest group implements and supports joint actions to offer local residents a range of educational services adapted to the jobs and needs of local companies. It delivers training in airport English leading to certification. In 2014, its work focused on making the paths of students secure, information on the prerequisites for obtaining an airport job and recruitment assistance.

In parallel, the public interest group produced a mapping of jobs and launched a study on the social impact of ten large projects affecting the economic structure of Grand Roissy by 2030. We are also supporting a feasibility study to set up a business, jobs, employment and training centre in Grand Roissy.



Governance of the Roissy CDG public interest group for employment

- 5 financial backers (including Aéroports de Paris)
- The employment and training strategic orientation committee (Cosef) which brings together stakeholders in Grand Roissy with expertise in this field.

Promoting integration

With students from priority areas

Since 2009, we have been supporting, around Paris-Charles de Gaulle airport, the Éclair networks set up for pupils and students of schools and colleges in the town's priority areas. We make them aware of airport and sustainable development jobs. In six years, we have worked with 8,500 young people from Gonesse (95), Villetaneuse (93) and Pierrefitte (93). In Villiers-le-Bel, which joined these networks in 2014, almost 1,700 pupils were involved during the 2014-2015 academic year.

In 2010 we signed an agreement with the School for a second chance in Val-de-Marne (in Orly and Créteil), and are co-founders of the Schools for a second chance in La Courneuve (93), Cergy-Pontoise, Argenteuil and Sarcelles (95). The aim of these schools is the professional integration of young people who left the school system more than a year previously.

Integration by economic activity

A Planèt'AlRport structure, the First Stade integration company has diversified its work. From January 2015, it will notably add to its usual service – local courses for 46 member companies – low cost car rental for employees in financial difficulty. This offering will complement the one provided by Papa Charlie for jobseekers (page 68).

We also support integration companies through our community-minded purchases and the sheltered and protected employment sector, and various sponsorships of associations. We are providing the La Recyclerie social integration project, led by the Les Portes de l'Essonne districts authority, with refurbished office furniture, which is valued and sold.



€20,000

PER YEAR ARE ALLOCATED TO FIRST
STADE BY AÉROPORTS DE PARIS



49

LOCAL RESIDENTS HAVE FOUND
WORK SINCE THE CREATION OF FIRST
STADE IN 2009

In 2014, we helped organise the first "job meetings" in Grand Roissy in conjunction with the Roissy CDG public interest group for employment, the French national employment agency and local employment associations. 2,500 visitors were able to consult over 1,000 direct or work-study job offers.

A quality of life on our airports

Our inter-company nurseries

Our airports have two inter-company and inter-communal nurseries, set up at our initiative: P'tits Loup'ings at Paris-Orly (60 places) and Maison de l'enfance, Globe-Trotteurs (100 places) at Paris-Charles de Gaulle. Globe-Trotteurs has two facilities: l'Ombr'aille, which is open during nights and weekends, and l'Envol, which is open during standard working hours. 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. Our partners are the local authorities, the French civil aviation authority (DGAC), government services and the airports companies.



Inter-company nurseries

In 2014, Globe-Trotteurs accommodated an average of **196** children each month and P'tits Loup'ings, **145** children.

Nine bus lines available on request

For Paris-Charles de Gaulle airport employees, Filéo is a collective transport service available on request. It was set up in 1998 by the Paris Region transport authority (Stif). It adds to the regular public transport services and has nine bus lines. It is open 24 hours a day and 7 days a week. We are the only private company to be involved financially in the operation of these lines, alongside the departmental councils of Seine-et-Marne and Val-d'Oise and the Terres de France conurbation community.



Filéo

• **232,541** bookings; **13,000** clients; satisfaction rate: **90%**.

An expanding range of social housing

Comité Habitat, a partner of Planèt'AIRport, has created a social housing programme for employees working at our three airports as well as for local member-communities. The housing project has 62,000 units and a social residence with 213 rooms for young employees, located at Paris-Charles de Gaulle. A residence is scheduled for 2015 at Paris-Orly. Partnerships were forged in 2014 with private investors to increase the offer. In 2013, Comité Habitat found housing for 87 people, including 31 young recruits, and has housed a total of 1,835 people since 1995. On top of offering affordable rentals, it also provides legal and financial advice on how to become a home owner.

The Employee Guide tells all platform employees what they need to know to work and live there.

2013 DIRECT JOBS IN OUR AIRPORTS

Number of companies	2013	% 2012
Paris-Charles de Gaulle	677	+2.1%
Paris-Orly	274	+7.5%
Paris-Le Bourget	76	+0.7%
Total number of employees	2013	% 2012
Paris-Charles de Gaulle	85,700	+0.8%
Paris-Orly	25,800	-1.5%
Paris-Le Bourget	3,400	+2.1%
Men/Women	% Women 2012	
Paris-Charles de Gaulle	52,877 32,823	+1.6%
Paris-Orly	15,686 10,114	+7.2%
Paris-Le Bourget	2,642 758	+19.8%

2014 data will be released in 2015.

Source: Business, employment and training observatories.



Low cost car rentals

Since 1997, the Papa Charlie association, a Planèt'AIRport entity, has been running a low cost car rental service for jobseekers and new employees in Paris Region. Over 200 people benefit from this rental offer every year to travel to work or attend job interviews at our airport. In 2014, the association began renewing its fleet with the acquisition of 80 vehicles with low CO2 emissions. The fleet of 160 vehicles will include 120 new cars in 2015. Papa Charlie is recognised as good practice by the Global Compact.

Regions

Grand Roissy and Pôle d'Orly

A historic commitment

Our three main airports – Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget – identified as regions of major economic importance by the Île-de-France regional plan – generate over €30 billion in added value, i.e. 5.8% of regional GDP (2011 data). The economic clusters of Grand Roissy and Orly are key locations for the implantation of French and international companies open to globalisation.

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

The Grand Roissy

We are part of a shared ambition: to make Grand Roissy a first-rate airport location, which is sustainable and profitable for its residents.

This region, in full economic expansion, has over 260,000 private jobs. It benefits from the dynamism injected by our Paris-Charles de Gaulle and Paris-Le Bourget airports and from structuring national-scale projects. In 2014, we contributed to the "Cœur économique Roissy Terre de France" regional development project. Alongside EPA Plaine de France, we took part in several studies, one of which concerns the regional circular economy (see page 53). Since 2009, we have been actively supporting the Hubstart Paris Région® alliance to boost the international appeal of Grand Roissy/Le Bourget in the face of global competition.

Hubstart Paris Région® promoter of Grand Roissy

Hubstart Paris Région® a consolidé, en 2014, ses réseaux avec les places aéroportuaires chinoises et américaines et mené 40 actions. À Shanghai Pudong (Chine), elle a tenu la quatrième édition de son séminaire international sur les places aéroportuaires durables.

In 2014, Hubstart Paris Région® consolidated its network with Chinese and American airport places and implemented 40 initiatives. In Shanghai Pudong (China),

it held the fourth edition of its international seminar on sustainable airport places. In December 2014, the European forum "An airport region at GrandAIR" took place, organised by the Airport Regions Conference with Hubstart Paris Région®, the agglomeration community Terres de France and Aéroports de Paris.

Profile

Hubstart Paris Région® brings together about thirty institutional, community and private partners: local and regional authorities, the French government, development agencies, chambers of commerce and industry (CCI), competitiveness clusters, public planning agencies, companies and associations. Under regional control, it is led by Paris Région Entreprises. In 2015 it will welcome public inter-communal cooperation bodies (ECPIs).



for more information
www.hubstart-paris.com

The Orly Paris® agreement

Since 2009, we have been involved in the governance of Pôle d'Orly's regional agreement for employment, training and economic growth. We are signatories of the Orly Paris® II agreement sustainability charter. In 2014, the partners began to reflect on ways of renewing this agreement, which ends in May 2015. Its main structure, Orly international, has continued its regional marketing and employment support initiative. The agreement includes the Paris region, the departmental councils of Essonne and Val-de-Marne, the State, the consular chambers, the Ador (association for the economic development of Orly-Rungis), development agencies, inter-commune associations and the regional management of the national employment agency.

Fact

- 6,000 visitors attended the third "Employment rendez-vous" at Orly International.



Grand Roissy and Atlanta meeting

At the Airports Council International conference (ACI-NA) in Atlanta (United States), Hubstart Paris Région® organised BtoB meetings between companies from the greater Paris region and major participants in the local economy. The alliance also supported the EPMI engineering school, which offers training in energy management and "green" technologies. At the same time, a meeting of sustainable airport experts took place through Hubstart Paris Région® involving the Grand Roissy and Grand Atlanta partners.

Working with SMEs

The economic fabric local of our airports is mostly made up of SMEs. We use several methods to help and support SMEs and SMIs. Since 2013, we have relayed city policies in the framework of the ministry of urban affairs' "Companies and neighbourhoods" charter. We were involved in setting up an inter-company network to support new SMEs in priority neighbourhoods.

Our networks to support the creation of companies

As a member of the SME Pact since 2012, we support innovative SMEs. Our Innovation unit identifies those that will be able to develop innovative solutions with us. We are looking into creating an incubator for businesses devoted to social issues at the Paris-Orly airport. We support, as simple members or via subsidies, several community networks promoting economic initiative and company creation, such as the Entreprendre 94 et 91 network and the Fidep 94 in Val-de-Marne. Since 2013, we have supported the VMAPI Cap' Jeunes initiative, a community association in Val-de-Marne, which provides advice and start-up funding to companies founded by young people aged under 26.

Subsidies for associations

- For Paris-Orly: **€70,000**.
- For Paris-Charles de Gaulle: **€115,000**.

Sharing our experience with SMEs

We are partners and members of the Plato networks, where large companies share their experiences and insight with SMEs and SMIs. We participate in the Val-de-Marne CCI Plato network since 2012 and the Plato Grand Roissy économique network (2013-2015) led by the Paris Île-de-France regional CCI. We are involved in the creation

of the Orly companies club, where, in 2015, we will meet with companies from the commune and some companies crucial to the airports structure, such as Air France Industries.

Speed meeting for a label

The Environment and Sustainable Development Centre of Paris-Charles de Gaulle hosted a speed meeting for SMEs about eco-buildings in June 2014. This event, organised by the chamber of employment and craft industries and the Val-d'Oise Centre of Employment, brought together about 30 companies and artisans. Its main objective was to explain the hows and whys of obtaining the "environmental protector" label (RGE). Since July 2014, individuals wanting to receive government help to have energy renovation work carried out have had to call upon a certified RGE professional. This operation should be repeated in 2015 on an inter-departmental scale, Aéroports de Paris having taken the initiative to meet the employment and craft chambers of the three departments surrounding the airport: Val-d'Oise, Seine-et-Marne and Seine-Saint-Denis.



Plato Grand Roissy economic network

- **2** Aéroports de Paris coaches
- **10** hours per month in 2014.



€5m

WE HAVE INVESTED €5M IN THE XANGE INVESTMENT FUND WHICH CONTRIBUTES TO THE DEVELOPMENT OF START-UPS



Meetings with SMEs and SMIs

The fifth edition of the Grand Roissy business meetings was held in June 2014 on the premises of our Service University. Buyers from 26 large accounts met 180 SMEs and SMIs. The responsible supplier relations initiative, of which we are members, was the subject of a round table meeting. These meetings are organised with the regional CCI (Seine-et-Marne, Seine-Saint-Denis and Val-d'Oise). Based on this model, we took part in meetings with major donors of SMEs and SMIs, organised by the chamber of commerce and industry of Val-de-Marne, a department local to Paris-Orly. We also took part in the "Paris Région Business Connection" meeting organised by Paris Région Entreprises.

Dialogue

Building trust

Consulting with local residents close to our airports is registered in our set of operating duties. We have chosen to go further, by building a relationship of trust with the local authorities, associations and residents. The Environment and Sustainable Development Centres at Paris-Charles de Gaulle and Paris-Orly, are the principal means of conducting dialogue with local communities. Each year about 30,000 local residents visit them.



Label

The Paris-Orly MEDD has the "Responsible tourism" label.

With elected representatives

Dialogue and discussion with elected representatives is organised around visits to our airports and their companies, and economic, environmental and social partnership charters. We work with information forums and school and cultural associations. The Environment and Sustainable Development Centres also get involved in local and regional measures related to environmental and employment issues that directly involve our airports. Regular information is provided on our planning projects, such as the junction building project at Paris-Orly, until their completion.



Partnership agreements

- Paris-Charles de Gaulle: **39**.
- Paris-Orly: **20** (2 new ones in 2014).

With local residents

The Environment and Sustainable Development Centres design and host educational seminars, focusing on airport jobs, and employment forums or conferences. Each year several job fairs and information sessions are thus held. The Centres come into contact with local residents at events and exhibitions on airport, environmental, social or citizenship topics.

Forums

Paris-Orly

- Work-study. Internships and summer jobs.
- Employment. Disability. Handisport.
- "Seniors morning".
- "AéroDay: take control of your future".

Paris-Charles de Gaulle

- Disability week 2014.
- Gender equality: women's football.
- Reception and freight jobs. Summer jobs.

In 2014, organised with the support of regional stakeholders, the "Orly celebrates its local residents" event took place. At Paris Charles-de-Gaulle, the Centres celebrated the airport's 40th anniversary.

With young people

Events are regularly organised for young local residents. "AéroDay: take control of your future" offered high school college students a chance to learn about the diverse range of airport jobs and begin business English courses. Part of the ministry of urban affairs' "Companies and neighbourhoods" charter, it mobilised four communes near to Paris-Orly. The first edition of our "2014 book prize", on travel, submitted ten works to a jury of primary school children. Our aim was to fight illiteracy by fostering the pleasure of reading.

www.entrevoisins.org

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



for more information
www.entrevoisins.org. www.aeroportsdeparis.fr,
 "Group" tab, "CSR" pane.



Forty years ago, Paris-Charles de Gaulle

Forty years ago, on 8 March 1974, the French government opened the first terminal of Paris-Charles de Gaulle. The Environment and Sustainable Development Centre invited local residents to celebrate this anniversary. It looked in our archives to find photos, models and films to tell the story of the first futuristic Paul Andreu terminal – T1 – right up to the opening of Hall M in 2012. Those who witnessed this growth – locals, engineers, technical agents, Orly and Bourget hostesses – described their first hours. Pilots of the mythical Concorde came to tell their stories. A treasure hunt, rewarded with Aéroports de Paris-stamped chocolate coins and honey, attracted 600 young people from local communes to discover this history.

Noise

Aid for soundproofing

In France, the management and control of airborne noise falls within the remit of the French aviation authority (DGAC), i.e., the French government. As an airport operator, we are responsible for managing a soundproofing system for areas close to our Paris Region airports. A special unit in our group implements and coordinates this scheme. Our laboratory provides the authorities with measurements and noise analysis that they need in their decision-making process.

Help system

The tax on air sound pollution (TNSA), which airlines pay for each take-off, finances acoustic diagnostics and work to soundproof housing or tertiary buildings in the sound nuisance plans (PGS) of our three airports. Since 2010 funding may be payable in advance. Works assistance is allocated after a favourable opinion by the consultation commission for assistance to local residents (CCAR). Our project management assistance service ensures quality work to locals at the best price. A "companies quality" system and a training programme for participants are part of these services. At the end of the project, the work is checked. We gather the opinions of local residents on the quality of the service.



€33.19m

PROPORTION OF THE TNSA
PAID TO AÉROPORTS DE
PARIS (€42.21M IN 2011)



162,768

ELIGIBLE HOUSING
(106,872 IN 2011)

ASSISTANCE PAID OUT FOR WORKS (IN € MILLIONS)



€45 million
2012



€70 million
2013



€50 million
2014

Information and dialogue

Our website www.entrevoisins.org gives residents complete information on noise. In 2015, a flight visualisation tool will be added to complement the information tools used by the DGAC in our Environment and Sustainable Development Centres. The new website of the Aéroports de Paris laboratory provides sound assessments.

In 2014, at Paris-Charles de Gaulle, we held the "Air and Noise" conference for associations and elected representatives, led by our laboratory, and a second conference on the work on runway 4 (see page 17).

Most complaints are about unusual incidents of planes flying overhead or of work being done on the runway. Since 2014, a computerised complaints processing system has optimised our response time.

A working group of which we are a member was set up by the regional Prefect on 21 January 2014, within the Environmental Consultation Commission at Paris-Charles de Gaulle, to look at improving measures to reduce sound pollution.



Night flights

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



for more information
www.entrevoisins.org
ev-labo.aeroportsdeparis.fr
www.aeroportsdeparis.fr,
"Group" tab, "CSR" pane.

Solidarity

The Aéroports de Paris Foundation

The Aéroports de Paris Foundation had its ten-year anniversary in 2013. It co-finances local initiatives in favour of the most vulnerable populations near the airport sites.

Under the aegis of the Fondation de France, it is financially involved in local solidarity projects. Its Executive Committee is chaired by the Chairman and Chief Executive Officer of Aéroports de Paris.

The Foundation has set itself three priority action areas: integration and training, citizenship and anti-exclusion efforts, and disability and illness.

In 2014, the Foundation supported 72 projects, including the Gilets bleus (blue gilet) project, which helps dependent people. The blue gilets are young people who provide a civil service, helping hospital patients who cannot move alone to take a walk or get around. Led by the Banlieues sans frontières association, this generous initiative creates an intergenerational link and gives young people the opportunity to discover jobs in the hospital sector. The Foundation took part by purchasing an electric buggy for €17,000.



The Foundation's Budget

• **€668,000**

Our in-kind and skills sponsorship

Our Management of Partnerships unit oversees sponsorship and skills volunteering, as well as in-kind sponsorship. The Group has an incubator of 150 volunteers. Our employees participate in the Plato advice and assistance networks for SMEs (see page 70) or are members of an NGO. Since 2012, our in-kind sponsorship has been put into action by collecting and distributing equipment and materials from Aéroports de Paris to associations working to prevent social exclusion: furniture, computers, farming equipment, emergency fire vehicles.

CSR IN OUR SUBSIDIARIES

In January 2015, the four main subsidiaries of Aéroports de Paris signed the Group CSR charter and the Ethics charter, as well as the diversity charter. Since working in partnership with Transparency International France, between 2011 and 2013, they all have a Code of Conduct and anti-fraud and anti-corruption mechanisms.

Aéroports de Paris Management

Profile

Airport management (as at 31 December 2014)

- **9** sites worldwide, outside France
- **21** airports in 2014, managed directly or indirectly, for **10** airport groups (Mexico, Belgium, Guinea, Saudi Arabia, Jordan, Republic of Mauritius, Croatia, Algeria, Cambodia)
In 2015: Santiago de Chile
- **800,000** m² of terminals
- **42** employees, including **28** expatriates in **9** countries
- **5,000** executives and employees supervised
- 2014 revenue: **€14** million.

Aéroports de Paris Management CSR good practices

The main airports or airport groups managed by Aéroports de Paris Management abroad implement CSR mechanisms. Most of the airports are ISO 9001, ISO 14001, OHSAS 18001 certified. All are accredited at level 1 and/or 2 of the Airport Carbon Accreditation (ACA) for their climate impact management. All of them have quality of service mechanisms in place and are regularly rewarded for their efforts.

2014

OMA-Seta (Mexico – 13 airports) has a long-term involvement in CSR. OMA received, for the 7th consecutive year, the "socially responsible company" label, awarded by the Mexican centre for philanthropy. OMA has an annual donations and volunteering programme for civil society. It has published an annual sustainable development report since 2011, based on the GRI G3 – level B+, audited by PriceWaterhouseCoopers. It is included in a Mexican sustainable development index. Aéroports de Paris Management owns 25.5% of the Mexican company Servicios de Tecnología Aeroportuaria (Seta), which in turn owns 16.7% of the holding company of the Grupo Aeroportuario del Centro Norte (GACN).

MZLZ-ZAIC (Croatia – 1 airport) was set up at the end of 2013. The MZLZ group (six companies) now has effective cross-cultural governance. Aéroports de Paris Management and TAV are for the first time jointly ensuring that its operations run smoothly. They have appointed an environment and quality manager with a view to obtaining the corresponding certifications for 2015. They have contributed to the implementation of the employee bodies and trade unions necessary for a calm management-employee environment. Aéroports de Paris Management and TAV hold 20.77% and 15% respectively of ZAIC, which in turn owns 100% of the MZLZ Group.

AIG (Jordan – 1 airport) was awarded OHSAS certification for all of its operations. AIG performs annual CSR reporting to the IFC (World Bank) and leads humanitarian initiatives in neighbouring communities. There, Aéroports de Paris Management implements, since 2007, a major programme to develop its local managers. Thus, after the commercial activity in 2013, all management systems (quality, environment, workplace safety and airport safety) were transferred to a Jordanian director. Aéroports de Paris Management owns 9.5% of AIG.

Atol (Mauritius – 1 terminal) launched a prevention/health/safety action plan in accordance with the OSHA 2005 US law. An audit by the ICAO found that the airport had good practices in terms of the environment, safety and security. Aéroports de Paris Management owns 10% of Atol.

Liège Airport (Belgium – 1 airport) with an integrated management system, received "Lean & Green" certification for its logistics practices in 2014, and came second in the Randstadt Regional Award Liège 2014 for the region's most attractive company. Aéroports de Paris Management owns 25.6% of Liège Airport.

Sogec (Guinea Conakry – 1 airport) was particularly affected by Ebola. The expatriates of Aéroports de Paris Management played a key role in implementing health controls at departures, as part of the international fight against the virus. Thanks to them, the airport remained operational at all times. Aéroports de Paris Management owns 29% of Sogec.

Hub One

Profile

Specialised telecoms operator

- Consolidated Hub One SA and Hub One Mobility SAS staff numbers: **431** people, excluding work/study staff
- Consolidated 2014 revenue: **€127** million.

Hub One good practices

Hub One's CSR strategy is led and coordinated by its Human Resources Division. The directors of its subsidiary, Hub One Mobility, are involved. The company has a Code of Conduct for information security and a risk management and internal control system. It has defined three values: commitment, proximity, boldness.

It has a GPEC in place for its employees. It has an environmental management system, environment correspondents are present on all its sites and its employees are made aware of sustainable development. Its responsible purchasing policy takes non-financial criteria into account. Since 2013, it has been implementing a stakeholder consultation system.

- Hub One has implemented an e-learning module for its Code of Conduct, which has been followed by 80% of its employees.
- Hub One is a signatory of the sustainable development charter of the French telecoms federation and of the Charter to prevent harassment and violence in the workplace.

Although it is not subject to the obligations of Article 225 of the Grenelle 2 law, Hub One produces a sustainable development report every two years which follows the recommendations of Aéroports de Paris SA and the French telecoms federation (www.hubone.fr, "Group" tab). It has voluntarily accepted non-financial rating since 2008.

2014

Human Resources

Hub One trained its managers in the prevention of psychosocial risks and has made all of its employees aware of this issue.

Environment

As part of the Green IT programme, Hub One adheres to the European Code of Conduct for the energy efficiency of data centres and the Initiative Data-Centres® programme run by the Ademe. In 2014, it launched, on the initiative of employees, its Green IT project: an intelligent software to programme the prolonged standby of computers in the event of absence.

Community involvement

In 2014, also on the initiative of its employees, Hub One created the "Handi Hub" event in partnership with Handisport. Over 80 employees attended this half-day event. Hub One has also set up a partnership with the Nos Quartiers ont des Talents association (NQT – "our districts have talent") to promote the integration of young people from priority areas.

HUB SAFE

Profile

Airport safety jobs.

- Location: France
- **1,307** people
- 2014 revenue: **€70** million.

Good practices

HUB SAFE has entrusted its Human Resources Division with managing its CSR approach. It is attentive to its relations with its employees, helps develop their skills, provides them with a counselling/listening service and promotes a good work/life balance. As a recruiter, it plays a major role in integration. It has formed many partnerships with training bodies to support jobseekers. HUB SAFE has formalised its responsible purchasing process and included rules of conduct in the contracts it enters into with its suppliers and sub-contractors.

2014

Governance

In 2014, HUB SAFE redefined its governance principles, updated its risk mapping and implemented a risk management system. The company has chosen three values: High standards, Listening, Commitment.

Human Resources

In 2014, HUB SAFE drew up a charter to prevent and combat harassment and violence in the workplace. The company has designed, along with IMS Entreprendre pour la Cité, diversity training for its HR managers and employees, which will be implemented in 2015.

Environment

The company made its first greenhouse gas emissions inventory and produced a strategic reduction plan for the 2015-2017 period. It completed its company travel plan and launched a collection drive to recycle old uniforms worn by its security staff, amounting to 1,549 kg of textiles.

ADP Ingénierie

Profile

Airport engineering

- **384** people
- operates in **17** countries
- over **165** projects worldwide in 2014
- 2014 revenue: **€65** million.

Main markets 2014

- Modernisation of Zanzibar airport (creation of a **25,000** sqm, **3** million passenger terminal)
- Design of Terminal 1 of the new international Daxing airport in Beijing (**2018**, **700,000** sqm, **100,000** passengers).

Good practices

ADP Ingénierie (ADPI) is gradually improving its CSR system, led by its general secretariat. In addition to its charter of conduct and its anti-corruption procedures, it has implemented a procedure to select and monitor business advisors. It includes corruption prevention clauses in some of its contracts and integrates supplier risks in its risk mapping. Its environment policy, social policy and service provider and supplier relations policy are formalised. Its quality policy was updated in 2014. ADPI is ISO 9001 certified for all of its activities.

2014

Environment

In 2014, the company looked into adding value to its "Green Airport" offering and defining its in-house framework. ADPI includes environment and climate parameters in many projects, from the conception stage, and is systematising its added environmental value offering. ADPI is also an expert for Aéroports de Paris SA: in 2014, it helped design a pilot glycol rain water management site (see page 52).



for more information
on the activities of our subsidiaries
www.aeroportsdeparis.fr

APPENDICES

Socially responsible investment

A good use of non-financial ratings

For several years, non-financial ratings agencies and socially responsible investment funds have been creating rating indices of companies listed in three non-financial areas – environmental protection, respect for social rights and corporate governance. Investors, institutional or private, have an objective tool to assess the degree to which these specific risks are managed by companies.

For an investor such as an insurance company or a pension provider, a CSR approach reduces long-term risk. For private investors, this aspect is often compounded by considerations linked to ethics and personal values, as well as a desire to influence the future of society through its investment choices. Companies with good ratings improve their visibility on the financial markets. Internally, the organisation of a CSR approach is a way to make processes consistent, as all approaches are organised around one standard.

Indices and rankings where we are listed

Ethibel Sustainability Index (ESI)

The Ethibel Sustainability Index (ESI) Europe lists the 200 leading companies in terms of CSR. It is based on ethical and sustainable criteria and provides a comprehensive perspective on the financial performance of the world's leading companies in terms of sustainability for institutional investors. We have been included in this listing since 2009 and in the Ethibel Sustainability Pioneer and Excellence listing since 2013.



Euronext Vigeo

We have been included in the Euronext Vigeo Europe 120 and Euronext Vigeo Eurozone 120 listings since 2012. Vigeo rating launched five indices in 2012 which distinguish, among companies on the Stoxx® 1800 index, those with the best CSR performance: Euronext Vigeo World 120, Euronext Vigeo Europe 120, Euronext Eurozone 120, Euronext Vigeo Europe 20 and Euronext Vigeo United Kingdom 20. The figure refers to the number of companies selected.



MSCI World ESG and MSCI World SRI

We have been on the MSCI World ESG (Environment, Social, Governance) index since 2013 and the MSCI World SRI (Socially Responsible Investing) index since 2012. We were given an AAA rating in 2013 and are in the top three in the "Transportation Infrastructure" group.



Global 100

The Global 100 groups together the 100 most sustainable companies in the world. Companies are ranked with respect to 12 key indicators such as energy production, emissions, and investments in innovation. We were included in this ranking in 2012. We are the only airport group in the ranking. We were in 66th position in 2014.



Oekom Prime Global Challenge Index

The German non-financial ratings agency Oekom manages the ranking in the Global Challenge Index. The Prime, ranking we obtained this year with a C+ grade means that, according to the agency's criteria, we are one of the industry leaders and meet the minimum requirements in our sector.



Stoxx® Global ESG Leaders

This index ranks leading international companies in terms of the environment, social policy and governance. Stoxx supplies financial or non-financial indexes (CSR, risk management) to investors and European and international companies.



RobecoSAM Sustainability Leader 2014

We are ranked among the nine leaders for 2014 in terms of sustainable development by the socially responsible investment fund RobecoSAM.

Assessment of third parties

Our stakeholders' opinion of the 2013 CSR report

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. Responding to suggestions and comments helps us progress from one year to the other. So far, we have questioned our stakeholders when we finish the report for the year under way. Now we ask them after publication, which enables us to make better use of their opinions. This period gives them more time to assess our communication. In 2013, the report was deemed to be complete, reliable, clear and easy to read. However, the stakeholders suggested having an additional version for the general public or themed versions. We took this into account by developing a general public CSR section for our website in the autumn of 2014. This will be completed in 2015 by "Experts" pages, aimed at a more specialist audience.

Indicators

Reporting methodology

Every year, we publish a societal responsibility report. This report is about the activities of Aéroports de Paris from 1 January to 31 December 2014. It was based on the Global Reporting Initiative's (GRI) fourth generation management and reporting guidelines. This is co-led by the United Nations Environment Programme (UNEP) to harmonise the consolidation of data on sustainable development.

The guidelines provide principles that help organisations deliver a balanced and reasonable presentation of their economic, environmental and social performance.

Control and consolidation

The Environment and Sustainable Development Division consolidates the sustainable development indicators on the basis of data submitted by the departments in question. In light of the different collection methods and operating systems in the various airports, the scope of the reporting may vary for certain indicators.

Social indicators

- For indicators of the number of employees at airports, the census has been carried out by the Trade, Employment and Training Observatories.
- Social indicators use a social reporting protocol that defines the applicable scope and methods. The Human Resources Division sends them to the Environment and Sustainable Development Division.

Environmental indicators

- For the environmental indicators, Aéroports de Paris uses a specific reporting protocol to define the indicator and the scope and method of the calculation. The frequency of the environmental indicators is adjusted on a sliding year from October 2013 to September 2014. The indicators calculated according to another frequency are identified by note (2).
- For air quality and emissions indicators, the data are supplied by the Aéroports de Paris laboratory, which is Cofrac accredited and ISO 9001 certified, based on methodological guides containing the instructions used. They are then sent to the Environment and Sustainable Development Division.

- For aircraft emissions, the calculations have been made using a methodology established by the International Civil Aviation Organization (ICAO) for calculating the Landing and Take-Off (LTO) Cycle.
- The transportation data is compiled from the surveys of arriving and departing passengers conducted by the Passenger Observatory.

Community-based indicators

Night traffic data are collected by Aéroports de Paris. The "curfew exemption" data for Paris-Orly is collected from the French civil aviation authority (DGAC).

- Data on "beneficiaries of employment assistance" (training, support, mobility assistance) are supplied by AERO Compétences.
- For soundproofing aid indicators, the data comes from the review published in December 2014.

Essential criteria

The report was produced according to the essential criteria defined by the GRI G4. When it has not been possible to process a theme or indicator in this report with the required level of detail, we refer readers to our website, "Group" tab (www.aeroportsdeparis.fr) or to the Registration Document, accessible at the same address, where the complete information is provided. This is the case for financial information, details on the structure of governance and the presentation of risks. In 2015, we plan to open an "Experts" area in the CSR section ("Group" tab) of our website.

These pages, currently under drafting, will enrich and complete as much as possible the information and data currently available. A correspondence table including the GRI G4 summary and elements of Article 225 of the Grenelle 2 law will also be published on these "Experts" pages. We also intend to present our finalised materiality matrix there.



Table of indicators

Aéroports de Paris in figures

	Unit	2012	2013	2014	REF.GRI
Revenue	€ millions				
Aéroports de Paris Group	€ millions	2,640	2,754	2,791	EC1
Aéroports de Paris SA	€ millions	2,607	2,733	2,759	EC1
EBITDA	€ millions				
Aéroports de Paris Group	€ millions	1,017	1,075	1,109	EC1
Aéroports de Paris SA	€ millions	-	na	na	EC1
Net income	€ millions				
Aéroports de Paris Group	€ millions	341	305	402	EC1
Aéroports de Paris SA	€ millions	272	312	352	EC1
Purchases	€ millions				
Aéroports de Paris Group	€ millions	647	444	407	EC1
Aéroports de Paris SA	€ millions	616	431	387	EC1

Economic data

	Unit	2012	2013	2014	REF.GRI
Number of companies in the airports	number	989-	1,027	nd	EC9
Jobs at airports (excluding temporary)	number	114,531-	114,900	nd	EC9
Compensation fund for airport noise (FCNA)	€ millions	4.57	4.57	4.57	EC8
Aéroports de Paris Foundation: amount granted by the foundation	€ thousands	623.6	597.2	667.7	EC8
Passenger air traffic	millions	88.8	90.3	92.8	AO1
Paris-Charles de Gaulle	millions	61.6	62.0	63.8	AO1
Paris-Orly	millions	27.2	28.3	28.9	AO1
Paris-Le Bourget	millions	na	na	na	AO1
Number of aircraft movements	thousands	721.9	757.3	693.2	AO2
Paris-Charles de Gaulle	thousands	491.3	472.2	465.2	AO2
Paris-Orly	thousands	230.6	229.6	228.1	AO2
Paris-Le Bourget	thousands	nd-	53.8	54.5	AO2

Employee-related data

	P	Unit	2012	2013	2014	REF.GRI
Average staff numbers		number				
• Aéroports de Paris	(b)	number	6,851	6,836	6,798	G4-9
• Subsidiaries		number	2,184	2,190	2,168	G4-9
TOTAL GROUP	(a)	number	9,035	9,026	8,966	G4-9
Employment; integration of disabled workers						
Number of disabled workers	(b)	number	345	363	365	LA12
Average age	(b)	year	45.8	46.4	46.7	LA12
Proportion of women	(b)	%	38.2	38.1	37.9	LA12
Appointments/Departures						
On a permanent basis	(a)	number	320	188	293	LA1
New staff under 25 years old	(b)	number	29	17	40	LA1
Departures all reasons	(a)	number	478	686	775	LA1
Promotion rate	(b)	%	5.2	4.8	3.5	LA1
Replacement rate for permanent jobs	(b)	%	2	2.2	2.4	LA1
Training						
Percentage of payroll spent on ongoing training	(b)	%	6.01	5.99	5.86	LA9
Absenteeism						
Absenteeism for all causes	(b)	%	6.6	6.4	6.7	LA6
Absenteeism	(b)	hour	713,555	691,926	718,465	LA6
Health and safety conditions						
Accidents at work	(b)	number	141	137	157	LA6
Accidents resulting in death	(a)	number	0	0	0	LA6
Accidents at work frequency rate	(b)	%	13.6	13.3	15.5	LA6
Accidents at work severity rate	(b)	%	0.75	0.8	1.3	LA6
Miscellaneous						
Employee benefit obligation	(b)	€ millions	nd	nd	14.9	LA2

Societal data

	P	Unit	2012	2013	2014	REF.GRI
Participants in "Airport jobs" seminars		number	305	222	222	SO1
Beneficiaries of employment assistance (training, support, mobility assistance)		number	2,972	5,793	6,386	SO1

Environmental data

P	Unit	2012				2013				2014				REF.GRI
		CDG	ORLY	LBG	TOTAL	CDG	ORLY	LBG	TOTAL	CDG	ORLY	LBG	TOTAL	
Curfew exemptions (Paris-Orly)														
Exemptions	number	na	24	na	na	na	103	na	na	na	46	na	na	AO2
of which between 11:30 pm and 11:45 pm	number	na	15	na	na	na	32	na	na	na	32	na	na	AO2
Night traffic by time bands (Paris-CDG) – total														
– total		57,344	na	na	na	58,647	na	na	na	56,091	na	na	na	AO2
10 pm – midnight local time	number	27,126	na	na	na	27,930	na	na	na	27,213	na	na	na	AO2
midnight – 5 am local time	number	20,371	na	na	na	21,066	na	na	na	19,437	na	na	na	AO2
5 am – 6 am local time	number	9,847	na	na	na	9,651	na	na	na	9,441	na	na	na	AO2
Noise														
Cases handled	number	1,445	1,204	30	2,679	2,313	2,003	290	4,606	266	333	0	599	SO1
Soundproofed homes and premises	number	3,131	1,820	30	4,981	2,835	2,187	425	5,447	572	564	0	1,136	SO1
Aid granted	€ millions	32.7	20.8	0.45	54.01	38.7	28.8	5.8	73.3	5.8	5.8	0	11.6	SO1
Air quality, emissions and waste														
Air quality at the airports														
Nitrogen dioxide rate (NO ₂)	µg/m ³	28	nd	nd	na	26.8	25.8	nd	na	nd	nd	nd	na	EN21
Particle rate (PM 2.5)	µg/m ³	14	16	nd	na	15.4	16.9	nd	na	nd	nd	nd	na	EN21
Rate of ozone (O ₃)	µg/m ³	40	44	nd	na	37.9	39.5	nd	na	nd	nd	nd	na	EN21
Nitrogen monoxide rate (NO)	µg/m ³	11	13	nd	na	11.4	12	nd	na	nd	nd	nd	na	EN21
Aircraft emissions														
CO ₂ emissions	tonne	878,071	298,838	nd	1,176,909	871,300	302,700	nd	1,174,000	nd	nd	nd	nd	EN17
NO _x emissions	tonne	4,225	1,217		5,442	4,237	1,235	nd	5,472	nd	nd	nd	nd	EN21
Plant emissions														
CO ₂ emissions (1) (2)	(c) tonne	107,913	11,743	4,162	123,818	76,088	10,637	4,216	90,941	31,993	5,358	3,069	40,420	EN16
NO _x emissions (2)	(c) tonne	88	7	2	98	203	6	2	211	121.8	3.4	1.9	127.1	EN21
Intensity of greenhouse gas emissions: CO ₂ emissions per passenger	(b) kg/pax	1.7	0.4	na	1.3	1.2	0.4	na	1.0	0.5	0.2	na	0.4	EN18
Vehicle Emissions														
CO ₂ emissions	(b) tonne	1,766	1,067	251	3,084	1,903	1,211	265	3,373	1,560	963	265	2,788	EN15 EN17
Energy														
Share of renewable energy in our final internal energy consumption	(b) %	na	na	na	8.05	na	na	na	14.0	na	na	na	15.9	EN3
Heat generation	(c) MWh	287,968	113,473	18,664	420,105	299,126	110,234	23,041	432,401	227,032	84,061	14,216	311,093	EN3/4
Refrigeration output	(c) MWh	118,541	19,277	855	138,673	11,670	19,607	544	137,821	115,467	19,737	696	135,900	EN3/4
Total electricity purchased (internal and external)	(c) GWh	338	111	28	478	349.6	112.7	21	488.4	335.2	112.7	23	471.1	EN3/4
Internal electricity consumption (3)	(b) MWh	nd	nd	nd	nd	292,540	83,493	2,750	378,783	277,813	79,240	2,602	(¹)359,655	EN3
Energy intensity – Internal electrical consumption	(b) kWh/pax	nd	nd	nd	nd	nd	nd	nd	nd	4.3	2.74	na	3.8	EN5
Percentage of green electricity in our electricity purchases	(c) %	na	na	na	nd	na	na	na	30	na	na	na	30	EN3

P	Unit	2012				2013				2014				REF:GRI	
		CDG	ORLY	LBG	TOTAL	CDG	ORLY	LBG	TOTAL	CDG	ORLY	LBG	TOTAL		
Water															
Consumption of drinking water (4)	(c)	thousands of m ³	2,359	519	96	2,974	2,222	580	73	2,876	2,175	570	75	2,821	EN8
Internal consumption of drinking water	(b)	thousands of m ³	1,238	322	14	1,574	1,074	380.9	13.9	1,469.5	1,056	341.2	26.2	1,423.5	EN8
Total volume of recycled and reused water	(b)	thousands of m ³	nd	nd	nd	nd	nd	nd	nd	nd	2.6	70	na	72.6	EN10
Percentage of recycled and reused water	(b)	%	nd	nd	nd	nd	nd	nd	nd	nd	0.2	17	na	4.9	EN10
waste															
NHW volume collected	(c)	tonne	34,761	7,048	1,506	43,315	34,786	7,129	1,426	43,323	28,924	7,419	1,292	37,635	EN23
NHW internal volume – Aéroports de Paris SA	(b)	tonne	9,169	5,720	nd	14,889	9,242	6,029	456	15,271	9,667	6,486	550	(1)16,703	EN23
Buried	(b)	%	1	4	nd	6.2	9.5	9.7	9.4	9.5 %	5.0	3.4	11.0	5.0	EN23
Recyclable	(b)	%	23	22	nd	24.8	24.2	21.2	38.1	23 %	24.2	28.9	46.5	27.4%	EN23
Incinerated	(b)	%	76	75	nd	68.9	66.3	69.0	52.4	67.3 %	70.8	66.7	22.6	67.6%	EN23
Volume of internal hazardous waste collected	(b)	tonne	2,484	106	27	2,617	2,364	75	27	2,466	2,323	100	33	2,456	EN23
Transportation															
Share of public transport for passenger access to airports		%	45.4	36.5	na	42.3	48	39	na	45	47	40	na	45	EN30
Biodiversity															
Total number of endangered species (IUCN red list) (5)	(b)	number	nd	nd	nd	nd	nd	nd	nd	nd	na	na	na	1	EN14
Total annual number of animal impacts for 10,000 aircraft movements	(b)	number	nd	nd	nd	nd	nd	nd	nd	nd	0.84	nd	na	na	AO9

P = Scope

(a) Aéroports de Paris Group.

(b) Aéroports de Paris SA only.

(c) Aéroports de Paris SA and third parties present at our airports.

Data

(1) The indicator was reviewed to a reasonable level of assurance in 2014 by an independent third-party body.

(1) Volume verified by a third controller.

(2) 2012, 2013 and 2014 data over a calendar year.

(3) 2013 data recalculated on the ACA methodology.

(4) Data adjusted in 2013 following a data reconsolidation.

(5) Species of bird observed.

na : not applicable

nd : not available

Presentation of general information on the organisation

Reference GRI-G4	Title	page No.
G4-1	Strategy and analysis	2, 3, 10, 12, 13, 14
GA-3 to GA-16	Profile of organisation	4, 5, 6, 7, 8, 9, 10, 11, 14, 15, 16, 17, 18, 19, 24, 32, 37, 38, 40, 42, 43, 49, 60, 64, 65, 66, 67, 73, 74, 77, back cover
GA-17 to GA-23	Aspect and relevant scopes identified	6, 7, 14, 15, 76
GA-24 to GA-27	Involvement of stakeholders	8, 11, 14, 15, 19, 20, 21, 22, 23, 24, 25, 28, 29, 41
GA-28 to GA-33	Profile of report	16, 30, 31, 76, 80
GA34	Governance	16, 32, 33, 35
GA-56	Ethics and integrity	4, 8, 10, 13, 15
	Management Approach (DMA) is addressed in the "Societal responsibility of the company" chapter (pages 12 to 32) and in the reporting methodology (page 76).	
	The relevant G4-DMA's in the sector supplement for airport operators were dealt with in pages: 4, 8, 9, 15, 19, 26-27, 40-41, 43, 50 to 53, 56 to 59, 60-61, 71 to 73.	

Social information**HR5: sites and suppliers identified as presenting a substantial risk of child labour incidents and measures taken to effectively help abolish this kind of labour.**

The main activities of Aéroports de Paris and its HUBSAFE and Hub One subsidiaries take place in France where child labour is prohibited. Our overseas subsidiaries must apply the same rules.

HR6: sites and suppliers identified as presenting a substantial risk of forced labour incidents and measures taken to help abolish this in all its forms.

The main activities of Aéroports de Paris and its HUBSAFE and Hub One subsidiaries take place in France where forced labour is prohibited. Our overseas subsidiaries must apply the same rules.

LA7: employees exposed directly and frequently to illness due to their work.

In accordance with French legislation, Aéroports de Paris performs medical visits at intervals defined according to the work performed by the employees.

LA16: number of grievances concerning employment practices, filed, examined and settled via official grievance settlement mechanisms.

Requests sent by staff representatives are processed at monthly meetings between the management of Aéroports de Paris and employee representatives. Environmental information

EN12: description of the major impacts of the activities, products and services on the biodiversity of protected areas or biodiversity-rich areas outside these protected areas.

Our activities, products and services have no substantial impact on the biodiversity of protected areas or biodiversity-rich areas outside these protected areas.

EN29: amount of major fines and total number of non-monetary penalties for breach of environmental legislation and regulations.

In 2014, no penalty of any kind was imposed on Aéroports de Paris for breach of environmental legislation and regulations.

Customer information**PR8: total number of well-founded complaints for infringement of privacy and loss of customer data.**

In 2014, no complaint was communicated with regard to the infringement of privacy and loss of customer data.

Societal responsibility information**EC6: proportion of executive directors recruited locally at the main operational sites.**

No executive director has a local contract. All of our contracts are based in France.

HR2: total number of training hours for employees on human rights policies or procedures applicable to their work including the percentage of employees trained.

Human rights training is included in general training. The number of hours spent on human rights was not monitored.

HR7: percentage of security agents trained in organisational human rights policies and procedures applicable to their work.

Aéroports de Paris does not employ any security agents who inspect passengers and employees. Contracts with security providers acting on behalf of Aéroports de Paris required suppliers to adhere to European legislation and good practices as regards human rights during security checks.

HR9: total number and percentage of sites which undergo human rights examinations or impact assessments.

To date, no site has undergone an external human rights check. 95% of Aéroports de Paris employees are based in France.

HR12: number of grievances concerning the impacts on human rights filed, examined and resolved via official grievance resolution mechanisms.

No grievances for failure to respect human rights had been notified for Aéroports de Paris SA in 2014.

S05: proven cases of corruption and measures taken.

No proven cases of corruption for Aéroports de Paris SA in 2014.

Information unavailable on the publication date of this report

Indicators not available under "Air quality, emissions and waste" will be available on our website in 2015.

Information for EN34, GA-S07, GA-S08

are being processed and analysed. If, during this stage, it becomes necessary to provide information to the public, the information will be posted online, in the most transparent way possible, on our website, during the second quarter of 2015.

Contact**Didier Hamon**

Group Secretary General
Environment & Sustainability Division Director



This airport is participating in Airport Carbon Accreditation

Glossary, abbreviations and acronyms

ACA: Airport Carbon Accreditation.

ACI: Airports Council International.

Adapt: Association pour l'insertion sociale et développement 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).

ARD: Agence régionale de développement (regional development agency).

CCI: Chamber of Commerce and Industry.

CCIP: Paris Chamber of Commerce and Industry.

CDG: Paris-Charles de Gaulle Airport.

CDM: Collaborative Decision Making.

CHSCT: Comité d'hygiène, de sécurité et des conditions de travail (committee for health, safety and working conditions).

CIES: Comité intersyndical de l'épargne salariale (joint union employee savings committee).

CO₂: carbon dioxide.

Cofrac: Comité français d'accréditation (French accreditation committee).

CRE: contrat de régulation économique (economic regulation contract).

DGAC: Direction générale de l'aviation civile (French civil aviation authority).

DID: déchets industriels dangereux (hazardous industrial waste).

Direccte(s): direction(s) régionale(s) des entreprises, de la concurrence, de la consommation, du travail et de l'emploi (regional business, competition, consumption, work and employment bodies).

DND: déchets non dangereux (non-dangerous waste).

Parallel runway: system of runways whose layout makes it possible for them to be used independently with a special runway for take-offs and a runway for landing. This layout limits sound pollution caused by traffic.

E2C: Schools for a second chance.

EA: entreprise adaptée (company employing protected workers).

Catalytic employment: jobs needed to produce goods and services for tourists in Ile-de-France.

Direct jobs: jobs in companies in the airports.

Indirect jobs: jobs needed to provide services on behalf of airport companies by suppliers and service providers without a presence at the airports.

Induced employment: related jobs necessary for the production of goods and services for airport employees and employees of service providers.

Esat: Établissement et service d'aide par le travail (establishment in the protected worker sector).

ESG: Environment, Social and Corporate Governance.

FCP: fonds commun de placement d'entreprise (corporate mutual fund).

GIP: groupement d'intérêt public (public interest group).

Golden Rules: the Golden Rules of Aéroports de Paris are rules of principle to which a subsidiary or sub-subsidiary must adhere to, unless they have permission from the Group committee not to do so. Subsidiaries are companies of which Aéroports de Paris SA holds at least 50% of the capital. Sub-subsidiaries are companies where subsidiaries hold at least 50% of the capital.

Greta: Groupement d'établissements locaux publics d'enseignement (local educational organisation).

Hub: interchange platform.

IFC: International Financial Corporation (World Bank).

ISO: International Organization for Standardization.

SRI: Socially responsible investment.

LBG: Paris-Le Bourget Airport.

NO_x: nitrous oxides.

OHSAS: Occupational Health and Safety Assessment Series.

Parafe: Passage rapide des frontières extérieures (fast border screening facility).

PDIE: plan de déplacements interentreprises (inter-company travel plan).

PEB: plan d'exposition au bruit (noise exposure map).

PGS: plan de gêne sonore (noise pollution map).

PHMR: personne handicapée ou à mobilité réduite (people with disabilities or reduced mobility).

HR: Human Resources.

CSR: Corporate social responsibility.

Sesar: Single European Sky ATM Research.

SME: système de management environnemental (environmental management system).

SME: système de management de l'énergie (energy management system).

SMI: système de management intégré (integrated management system).

SO₂: sulphur dioxide.

Taxiway: a track fitted out for the circulation of aircraft from or to terminals, hangars or runways.

tep: tonne équivalent pétrole (tonnes oil equivalent).



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