



# Welcoming tomorrow



**CSR REPORT**  
2020



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## EDITORIAL

PERSPECTIVE  
ON THE WORLD  
AFTER COVID-19

**Augustin de Romanet**  
Chairman & Chief Executive  
Officer



**Amélie Lummaux**  
Director of the Sustainable  
Development and Public Affairs Division



**Augustin de Romanet —** The Covid-19 crisis has changed the world. Nothing will be as before: the air transport industry, travellers' expectations, the requirement of corporate commitment and perceptions of sustainable development issues have been profoundly changed. Throughout 2020, we were able to demonstrate solidarity, agility and resilience that now enable us to plan for tomorrow. We are reconsidering our industrial model, ensuring that the entire airport ecosystem is involved in this new strategy: our employees, partners and regions.

**Amélie Lummaux —** The crisis obliges us to further expand our CSR roadmap! We see the opportunity to accelerate changes, with our new purpose as a compass. We are now working to clarify our ambitions, shared by the Group as a whole: the Airports for Trust charter, signed and supported

*by 23 of our airports around the world, marks an important step in our strategy of international integration and co-construction of our environmental and societal ambitions. A first step towards a Group-wide CSR strategy, which in particular draws on all the urgent environmental issues, beginning with climate and biodiversity. Two major issues on which we reaffirmed and extended our commitments in 2020.*

**A. de R. —** The societal aspect of our CSR approach is just as important as the economic and social crisis looks set to be very far-reaching. With the airport community, we want to make the security of employees' professional careers and the economic development of our regions a priority. This includes reducing their dependence on airports, supporting the diversification of their activities and skills, and boosting the growth of promising sectors. We also

reaffirm our commitment to local communities: we will continue and expand our efforts to promote education, training, the fight against illiteracy and solidarity towards the most vulnerable both in France and internationally.

**A. L. —** Such changes are only possible with dialogue and consultation. We will therefore develop new tools for dialogue and exchanges with all of our stakeholders and boost existing tools.

**A. de R. —** We will return to better days, without a doubt: let us prepare to welcome them by accepting the idea that the world will change. The desire to travel will always be there, but it will be different: more committed and responsible. Integrating this new paradigm is a tremendous challenge for the coming years.



# For an open and welcoming airport city

We design our airports as real communities, going well beyond airport activities alone. We want them to be both open to the world and to their region, designed and managed responsibly. These values are reflected in our purpose, adopted at the beginning of 2020, and we are committed: this is a significant act and a signal of the new impetus that we want to give to our strategy.





## OUR BUSINESS LINES

### Shops and services

Via Relay@ADP,  
Media ADP  
and Epigo



### Airport operation and maintenance

Infrastructure maintenance, energy and telecommunications supply, waste management, passenger information and reception, airport security

### Support functions

Finance, management control, legal, human resources, communications, IT

### Development and design of airport facilities

Design, management and engineering of airports around the world

## OUR IMPACTS



### Economic partners

- €2,137m revenue
- €168m EBITDA
- €800m provision of services
- €69.3m distributed to shareholders for 2019, €0 for 2020
- 96.3 million passengers
- 147 airlines for Aéroports de Paris



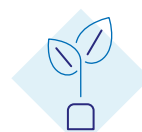
### Employees

- 24,447 employees
- 33.3% women
- 27% of women on the Executive Committee vs. 8% in 2019 (ADP SA)
- 7.2% disabled workers (ADP SA)
- €11.1m spent on professional training
- 72% of employees trained
- €3,977m gross monthly average remuneration



### Regions and residents

- 27 airports connecting the regions
- Endowments granted by our foundations: €1.5m ADP, €100k AIG
- Solidarity in the crisis with the regions
- Collaboration with local stakeholders to mitigate the impact of the crisis and prepare the recovery
- Combating illiteracy and the school dropout rate
- Support for local associations
- Limitation of nuisance for residents



### Environment

- 23 airports invested in an approach of carbon neutrality by 2030
- 28.4% energy efficiency
- 800 plant and animal species identified at Paris airports since 2015
- 35% of passengers accessing airports by public transport
- 31% of non-hazardous waste recovered (ADP SA)
- 14 ISO 14001 certified airports

## An international Group

As its name recalls, Aéroports de Paris was born in Paris in 1945 to create and develop the Paris-Le Bourget, Paris-Orly and then Paris-Charles de Gaulle airports. Today, Groupe ADP has become the world leader in airport management and a major player in the design and construction of complex projects. The Group has developed internationally through equity acquisitions, concession contracts and airport management contracts.

Today, it operates 27 airports in 15 countries:

- the 3 Paris airports, 10 aerodromes and a Paris heliport managed by Aéroports de Paris;
- the 13 airports managed by TAV Airports, 46.38% owned by Groupe ADP;
- the 3 airports managed by GMR Airports, 49% owned by Groupe ADP;
- 8 airports in which ADP International, a wholly-owned subsidiary of Aéroports de Paris, has shareholdings.

The Group also consists of 2 subsidiaries wholly-owned by Aéroports de Paris: Hub One and ADP Engineering.

The Group's integration accelerated in 2020, with the development of joint CSR commitments via the Airports for Trust charter and the definition of the purpose which was adopted by the Group.



### SOUTH ASIA

#### New locations in India and the Philippines

In February 2020, ADP took a 49% stake in the Indian GMR Airports group: with a portfolio of 7 airports, it is a leading player in a fast-growing region. GMR operates the international airports in Delhi and Hyderabad in India and Mactan Cebu in the Philippines, which handled 102 million passengers in 2019. It has three other airports: two in India (Goa and Boghapuram) and one in Greece (Heraklion).



## 27 AIRPORTS IN 15 COUNTRIES

- ◆ Groupe ADP
- ◆ TAV Airports
- ◆ Groupe ADP + TAV Airports
- ◆ GMR Airports
- ◆ Schiphol



**No. 1**  
global  
airport manager



**27**  
airports  
managed in  
15 countries



**96.3 million**  
passengers  
handled in 2020  
(a decrease of 60.4%)

## A strategy built with our stakeholders

Over the years, Groupe ADP has developed its governance and organisation to become a truly international group while continuing to listen to all its stakeholders.

This balance between international integration and local presence guides our development. The mapping of stakeholders and the dialogue tools we deploy enable us to share, enhance and validate this strategy.

We are also establishing a stakeholder committee, which will have a more prospective approach and inform our discussions.



### Customers

**Tenants / Airlines / Passengers and accompanying persons**

- Satisfaction survey (companies, passengers, tenants and suppliers)
- Intranet site
- Practical guides for location at airports
- Airport stakeholders' club and theme-based clubs (HR, environment)
- Airport Steering Committee
- Economic Advisory Committee
- Operational service quality committees
- Supplier platform and responsible procurement charter
- Operating meetings



### Airport partners

**Tourism and transport companies / Shops / Suppliers and Service Providers**

- Supplier platform
- Satisfaction survey
- Operational theme-based workshops
- Working parties, regional projects, government projects
- Partners' Environment clubs

## OUR STAKEHOLDERS AND DIALOGUE TOOLS:



Dialogue tools common to all: [parisaeroport.fr](https://parisaeroport.fr), social networks, newsletters, annual reports

# Meeting today's and tomorrow's challenges

## CONTRIBUTING TO THE GLOBAL SUSTAINABLE DEVELOPMENT GOALS

Our CSR strategy is part of international initiatives and benchmarks: we referred to the 17 Sustainable Development Goals

(SDGs) of the United Nations Agenda 2030 to assess our contribution to the sustainability of the planet.

### THE 11 SDGS ON WHICH WE ARE ACTING:



**Member of the UN Global Compact**

since 2003

(Advanced Level status since 2015)

**Signatory of the Mobilisation Charter for the defence of equality against racism**  
supported by the human rights defender since 2015

## From our CSR commitments to the definition of our purpose

We want to remain a global benchmark in CSR. This ambition is clear in the purpose we adopted in 2020: "To welcome passengers while operating and designing airports in a responsible way all around the world". Our purpose

is included in the articles of association of Aéroports de Paris: it affirms our identity and guides our strategy in France and internationally.

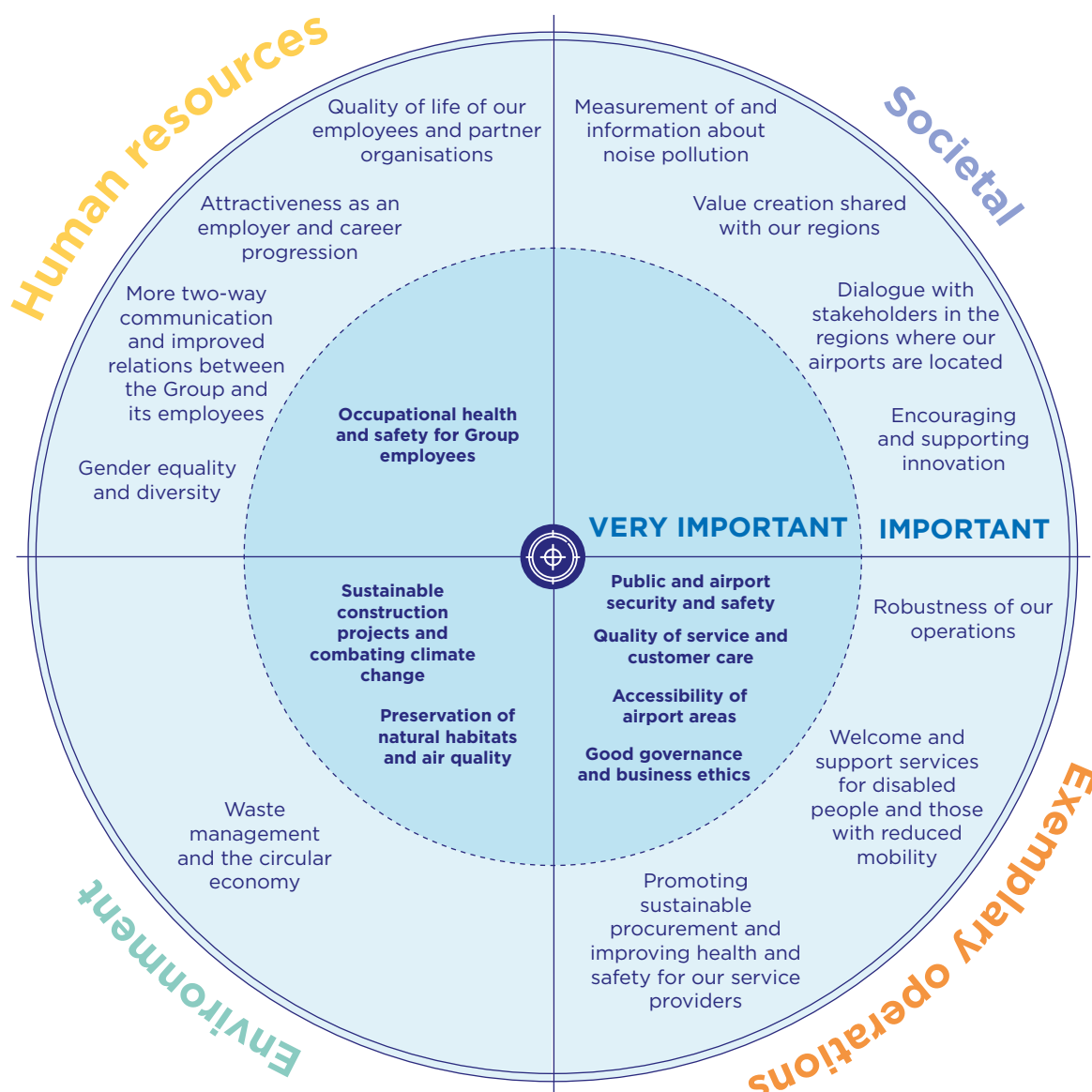
## Remaining the airport benchmark in CSR

Our CSR strategy is based on a materiality study conducted in 2014 and updated in 2017. It enabled us to identify and prioritise 23 issues relating to four themes.

We have been able to formalise our commitments under our CSR Charter whose ambition is clearly stated: to remain the airport benchmark in corporate social

responsibility. This ambition, rooted in our history and culture of public service, is part of the Group's strategic objectives.

### THE VERY IMPORTANT AND IMPORTANT CSR ISSUES OF AÉROPORTS DE PARIS:





# Airports for Trust: a collective commitment to build a sustainable and responsible future

After having been impacted, in 2020, by the worst crisis in the history of air transport, the signatories of Groupe ADP's network of airport operators consider that this crisis is a unique opportunity to build together a more sustainable and responsible future.

## 1 Protecting the planet

To be the sector leader in environmental protection, we are committed to:

- Moving towards operations with zero impact on the environment, including achieving carbon neutrality by 2030 at the latest.
- Actively participating in environmental transition efforts in the aviation sector.
- Promoting the integration of each airport into a local resource system, by fostering short circuits, encouraging the circular economy and the production of resources on site.
- Building a greener future by reducing the environmental footprint of development projects for our activities (design, construction, renovation).

## 2 Prospering with local communities

The harmonious and sustainable development of airport activities must be closely linked to the creation of value for local communities and investment in human development at the local level. To develop a lasting win-win relationship and a shared vision of the future, we are committed to:

- Actively contributing to improving the living conditions of local communities and reducing noise exposure.
- Building trust and cohesion, in the long term, with local stakeholders.
- Strengthening the positive impact of airport activity on local communities.
- Uniting the airport community and acting together to maximise the positive impact of airport activity and facilitate acceptability.

## 3 The strength of our network

We are committed to measuring and seeking transparency on the environmental and socio-economic impacts of our airports. Together, our airports provide a strong

network of skills, knowledge and understanding of the challenges of air transport. This network must improve awareness and commitment to maximise the positive impact of airport activities for all stakeholders.



## Towards a co-construction of our CSR strategy

*The Airports for Trust charter marks an important step towards the integration of our CSR strategy: we have considered these commitments collectively, with all the signatory airports, from Chile to Madagascar to Paris, Zagreb, Amman or Liège...*

*We have implemented bilateral exchange processes around two highlights: the seminars of July and December 2020 enabled us to share our ambitions while integrating the local issues of each of the airports.*

*The Airports for Trust charter is only the first brick of a CSR strategy that we want to be increasingly integrated and participatory.*

**Loïc Briand**

Director, expertise unit ADP international scope



## INTRODUCTION

## Disseminating our CSR strategy across the Group



### GOVERNANCE SERVING OUR CSR POLICY

Our CSR ambitions must permeate all our activities at all levels and around the world. This strategy is subject to specific governance with:

- a CSR Committee within the Board of Directors;
- a CSR Steering Committee, which brings together the Group's main divisions;
- a sustainable development and public affairs division, which relies on a network of representatives in all the Group's entities and the various international assets.

### AN APPROACH THAT IS PART OF EXACTING INTERNATIONAL STANDARDS

To structure our CSR approach, we used as a reference:

- ISO 26000 standard guidelines;
- the guidelines of the Global Reporting Initiative (GRI) at the Core level.



Since 2005, the Group's CSR performance has been assessed every two years by an extra-financial rating agency. In 2020, Ethifinance gave us a score of 89/100 (compared to 86 in 2018), an Excellence level, due among other things to the development of a risk culture and risk management, a better consideration of the CSR performance of suppliers, the strengthening of partnerships with public/private-sector organisations, increasing diversity and equal opportunities and safety at work. Improving this rating is part of our strategic objectives.

We also appear in the main socially responsible investment indices:





# Accelerating the environmental transition



# Groupe ADP aims for carbon neutrality by 2030.

## CONTEXT

By showing that the pandemic risk had nothing fantastical, the Covid-19 crisis also made environmental threats more tangible. The World Economic Forum's<sup>1</sup> Global Risk Report 2021 identifies the climate change risk at the same level as the pandemic risk. This is followed by the extinction of biodiversity, the degradation of the environment by human activities and the depletion of natural resources.

There is a general awareness: many governments are mobilising; companies are questioning their capacity for resilience; as for citizens, they are expressing their aspirations in their consumption practices and questioning political leaders. In this context, 2020 was the opportunity for Groupe ADP to reaffirm its commitments and actively contribute to the acceleration of the sector's environmental transition, the momentum of which was significantly strengthened in 2020.



## Our commitments

Aware of the impacts of our developer and airport operator activities, we are making, for the first time, our environmental ambitions a common foundation for the Group as a whole. Published on 19 January 2021 by 23 of our 27 airports, the Airports for Trust charter reaffirms our desire to firmly establish our business in a culture of social, societal and environmental responsibility throughout the world. As a Group, we are therefore committed to:

- Moving towards operations with zero impact on the environment and achieving carbon neutrality by 2030;
- Being a committed player with regard to environmental transition in the aviation sector;
- Strengthening the integration of airports into their local resource system by promoting short circuits, the circular economy and on-site production;
- Reducing the environmental footprint of airport planning and development projects.

In 2021, these shared commitments will be incorporated into operational roadmaps for each of the 23 airports that are signatories of the charter. Implemented from 2022, these roadmaps will be based on the actions already undertaken, which will be supplemented by new initiatives at all our airports. While the crisis has reduced our human and financial resources, it has not undermined our environmental ambition: to implement these actions, we are diversifying our sources of financing and responding to various calls to promote innovative projects<sup>2</sup>.

**14**  
**ISO 14001**  
**certified airports<sup>3</sup>**  
(environmental management system)

Paris-Charles de Gaulle, Paris-Le Bourget, Issy-les-Moulineaux heliport, Toussus-le-Noble aerodrome, Delhi, Amman Queen Alia, Istanbul, Ankara Esenboga, Izmir Adnan Menderes, Zagreb, Skopje, Ohrid, Tbilisi, Batumi

(1) To learn more, visit [www3.weforum.org](http://www3.weforum.org)

(2) Details of calls for projects: EU Green Deal, area 5.1, Green airports; EU Innovation Fund; ADEME and Ecosystem, Democles; MTES, Ecophyto

(3) Not renewed in 2020 for Paris-Orly due to the closure of the airport for commercial flights for 3 months

# Reducing the climate footprint of our airports and the sector

## CONTEXT

The climate emergency is the challenge of the century. The international community has taken it up by ratifying the 2015 Paris Agreement aimed at containing global warming at a level below 2 °C.

Many countries announced the objective of achieving carbon neutrality by 2050. Civil society is increasingly vigilant with regard to activities with a high environmental impact and inter alia the air transport sector that must transition. In 2016, the Air Transport Action Group and the International Civil Aviation Organisation undertook to halve CO<sub>2</sub> emissions in 2050 compared to 2005. In 2019, more than 200 European airports committed to “net zero CO<sub>2</sub> emissions” at the latest by 2050.





## Our commitments

Groupe ADP is naturally taking part in this movement.  
On our activities (internal emissions - scope 1 and 2<sup>a</sup>),  
we are committed to:



### Carbon neutrality by 2030<sup>4</sup> for 23 of our airports.

Despite the context, this commitment, made since 2017 for Aéroports de Paris SA, was confirmed in 2020 and, above all, extended to the entire Group.

In addition to the objectives on our internal emissions, we are working to reduce external emissions and are engaged with the whole sector in a trajectory of **decarbonisation of air transport**.



### 3 entities

#### ISO 50001 certified

(energy management system): Aéroports de Paris SA (Paris-Charles de Gaulle, Paris-Orly, Paris-Le Bourget), Ankara, Delhi



**Net zero CO<sub>2</sub> emissions objective<sup>5</sup>**  
for 6 of our airports by 2050: Paris-Charles de Gaulle, Paris-Orly, Izmir, Ankara, Zagreb and Liège



### 14 airports

**involved in the Airport Carbon Accreditation (ACA) programme**  
supported by the European Union  
and the United Nations

#### Level 1 (mapping):

Santiago de Chile

#### Level 2 (reduction):

Mauritius, Zagreb, Liège

#### Level 3 (optimisation):

Paris-Charles de Gaulle,  
Paris-Orly, Paris-Le Bourget,  
Enfidha

#### Level 3 + (neutrality):

Izmir, Ankara, Antalya,  
Amman and Hyderabad

#### Level 4+ (transition):

Delhi, 1<sup>st</sup> airport of Groupe  
ADP to achieve this level of  
certification

### Summary of the main results of internal and external emission calculations for 2019:

2019 data <sup>6</sup>	Aéroports de Paris <sup>7</sup>	TAV (Izmir and Ankara) and AIG	Majority-owned subsidiaries <sup>8</sup>	Subsidiaries without operational control <sup>9</sup>	Total Groupe ADP
<b>Scope 1 &amp; 2<sup>a</sup> (ton of CO<sub>2</sub>)</b>	<b>66,480</b>	<b>58,085</b>	<b>496</b>	<b>N/A</b>	<b>125,061</b>
% of total scope 1 and 2	53%	46%	0%	N/A	100%
<b>Scope 3<sup>b</sup> (ton of CO<sub>2</sub>)</b>	<b>2,025,132</b>	<b>591,101</b>	<b>N/A</b>	<b>10,588</b>	<b>2,626,821</b>
% of total scope 3	77%	23%	N/A	0%	100%
<b>TOTAL (ton of CO<sub>2</sub>)</b>	<b>2,091,612</b>	<b>649,186</b>	<b>496</b>	<b>10,588</b>	<b>2,751,881</b>

(a) Scopes 1 and 2: emissions from thermal power plants, service vehicles and electricity purchases

(b) Scope 3 emission sources: aircraft during the Landing&Take-Off cycle, auxiliary power units, ground handling vehicles, passenger access, employee access, waste management and electricity sold to third parties

N/A: not applicable

(4) With carbon compensation

(5) With CO<sub>2</sub> storage/collection or bio-sequestration projects

(6) Due to the decline in traffic related to the Covid-19 crisis, emissions are expected to fall in 2020 for the airports of Aéroports de Paris SA, AIG, Izmir, Ankara and Amman.

(7) For more details about the emissions of Aéroports de Paris SA, visit [parisaeroport.fr](https://parisaeroport.fr)

(8) Hub One, ADP Engineering

(9) Airports of Zagreb, Conakry, Mauritius, Santiago de Chile, Jeddah, Liège, Antananarivo & Nosy Be, Schiphol; Media Aéroports de Paris, Société de Distribution Aéroportuaire, Relay@adp, Epigo accounted for by considering the % stake of Groupe ADP.

## Reducing emissions at our airports

Our strategy for reducing greenhouse gas emissions at our airports is based on five action levers:

### 1 Energy sobriety

For all of our real estate assets, this involves consumption monitoring and energy management, replacing equipment with more energy-efficient solutions (LED lighting, efficient air handling units, high performance cooling units, etc.), optimising our facilities or a responsible digital approach.

### 2 Sustainable construction and renovation of existing assets

All of our new real estate development projects aim for exacting environmental certifications (HQE, BREEAM or LEED) and are subject to a review of environmental impacts during the construction and use phases. As for existing buildings, their operation is constantly optimised and renovations are planned to improve energy performance. For example, eight Paris-Charles de Gaulle buildings have received the BREEAM In-Use label, a certification attesting to their performance during the operating phase. Finally, the most obsolete and difficult to renovate buildings are the subject of a deconstruction-reconstruction strategy.

### 3 Consideration of carbon cost

All Aéroports de Paris SA investment projects include a carbon cost thanks to the introduction of an internal price for a ton of carbon since 2017. This system allows this essential criterion to be taken into account in the decision-making process and investments to be directed towards low-carbon solutions. Its cost, set at €60/t since September 2019, will increase to €100/t in January 2023.

### 4 Transition to renewable energies

This transition is based primarily on the development of our own production capacity from renewable energy sources (deep geothermal and geothermal piles, biomass boilers, photovoltaic panels, thermorefrigerating pumps). Several of our airports are equipped with production units using renewable energy sources such as Paris-Orly, Paris-Charles de Gaulle, Liège and Santiago de Chile. We also try to secure supplies from production units near our airports. For example, Paris-Orly is partly supplied with recovery heat from the waste incinerator of the Rungis international market. We also purchase renewable electricity through offers guaranteed by our energy suppliers. Accordingly, in 2020, 100% of the electricity consumed by Aéroports de Paris SA was renewable (via guarantees of origin and Corporate Power

Purchase Agreement supporting the establishment of photovoltaic power plants in France<sup>(10)</sup>). This practice is developing at our international airports.

### 5 Reduction of mobility-related emissions

We are making our fleet of service vehicles greener and deploying appropriate supply infrastructures at our airports. We are also working to reduce external emissions related to mobility: we are encouraging ground handling service providers to make their equipment and vehicles greener, we are putting in place inter-company mobility plans to encourage employees to use alternative modes of travel to the individual car for their commuting and business travel. As external emissions related to travel are mainly due to the journeys of our passengers and employees, we are developing public transport access in a multi-modal approach. We are installing charging stations for electric vehicles and encouraging the use of alternative fuels (natural gas for vehicles, hydrogen, etc.). In 2021, we are launching studies to undertake the structuring of a hydrogen regional ecosystem at our airports, i.e. a system of decarbonised hydrogen distribution stations to supply utility vehicles, buses, ground handling equipment and logistics vehicles and equipment.

(10) For more information: [Groupe ADP - CSR Report 2019, page 46](#)



## FRANCE

### Reducing the digital footprint of Aéroports de Paris SA

In 2020 we signed the Responsible Digital Institute (INR) charter, thereby committing to optimising our facilities by prioritising repairable, sustainable, recyclable equipment and servers with a good energy performance. At the same time, we are making our employees aware of digital best practices.

## INDIA

### Certified buildings for our airport in Delhi

At the heart of its strategy to combat climate change, our airport in Delhi (Indira Gandhi International Airport) has made a commitment to ultimately submit all its infrastructures (existing or future) to environmental certification. Accordingly, Terminal 3 is LEED Gold certified in the “new construction” category and Terminal 1, which is currently being renovated, aims to achieve the same level of certification. Particular attention is also paid to the efficient use of resources (energy, water, materials, etc.) in the operational phase.

## CHILE

### Nuevo Pudahuel: 100% renewable electricity airport

The Nuevo Pudahuel airport in Santiago de Chile is supplied with 100% renewable energy from solar or wind power with guarantees of origin certified by the contract with the supplier Engie. The site is also equipped with a photovoltaic farm consisting of 2,500 panels to reduce CO<sub>2</sub> emissions by 527 tons per year.

Energy data in MWh of final energy for Groupe ADP	2019	2020 <sup>(1)</sup>
Total energy consumption (Aéroports de Paris SA, Amman, Izmir, Ankara)	1,095,760	867,750
Improvement in energy efficiency compared to 2015 (Aéroports de Paris SA)	10.4%	28.4%
Purchase of renewable energy (Aéroports de Paris SA, Amman, Izmir, Ankara)	458,715	351,921
Energy production from renewable sources (Aéroports de Paris SA, Amman, Izmir, Ankara)	72,799	28,924

(1) The decline in data for 2020 is mainly due to less passenger traffic that has led to a decline in energy requirements, achieved thanks to actions undertaken on the ground by the operational teams (shutdown of certain equipment, etc.) and the closure of certain terminals due to the collapse of air traffic.

## Committing to the decarbonisation of aviation

Decarbonisation is a major issue for the air transport sector as a whole. For an airport operator, this means:

### 1 Optimisation of operations

By working in particular with airlines on the deployment of means of substitution for high-emitter APUs (auxiliary power unit), eco-flying and adaptation of flight paths. We are also working with our ground handling service provider partners on making their equipment greener.

### 2 Support for the development of sustainable aviation fuels

About half of the decarbonisation efforts by 2050 are based on their deployment. We are a member of the consortium of 5 sustainable aviation fuel production projects on French territory, and we are advocating an appropriate support mechanism that promotes their deployment as soon as possible.

### 3 Advent of liquid hydrogen aircraft

This new aircraft, announced for 2035, represents a real technological breakthrough and a challenge for airports both in terms of aircraft operation and infrastructure adaptation to ensure the distribution of hydrogen on a large scale. At the end of 2020 we were involved in a working party of some thirty “multi-business” employees from different companies, to prepare for the arrival of hydrogen at our airports.



#### EUROPE

### Towards the decarbonisation of European aviation

“Destination 2050”<sup>(12)</sup> is a study funded by Airlines for Europe, ACI Europe, ASD<sup>(13)</sup>, ERA<sup>(14)</sup> and CANSO<sup>(15)</sup> aimed at defining the decarbonisation trajectory of European air transport. We have been significantly involved in these discussions, which concluded that, by 2050, the decarbonisation of European aviation (“net zero”) is possible in a trajectory that mobilises in particular sustainable aviation fuels and hydrogen aircraft. The transition of the sector is only possible with the support of the public authorities.

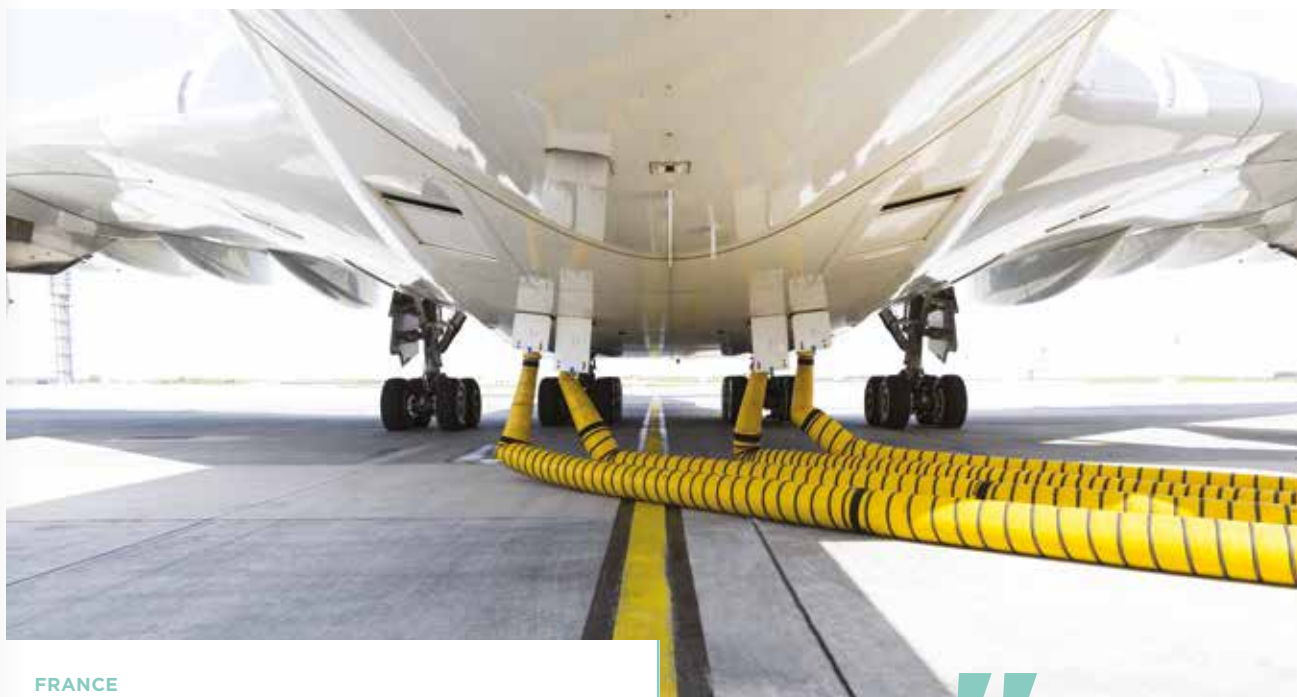
(12) To learn more, visit [destination2050.eu](https://destination2050.eu)

(13) Aerospace and Defence Industries Association of Europe

(14) European Region Airline Association

(15) Civil Air Navigation Services Organisation





## FRANCE

## Developing sustainable aviation fuels

We are partners or in support of 5 projects submitted as part of the call for expression of interest launched by the French government in 2020 on the subject. These projects explore different avenues: the use of fatty acids from oilseed plants, the transformation of biomass into biokerosene, the transformation of alcohol into kerosene, the production of synthetic kerosene. Our role will be to measure their impact on local air quality, to make these projects known to the general public via our Environmental Resource Centres, and finally to reflect on the implementation of incentive fees to encourage the use of these fuels by airlines.

*Sustainable aviation fuels and hydrogen are major levers of our decarbonisation strategy. We are convinced that the sector will only gain momentum on these subjects if the whole ecosystem supports it: that is why we are working hand in hand with ADP to support research, promote joint projects and involve the sector. Our partnership is intensifying and we are working together to make Paris airports demonstrators of sustainable aviation.*

**Sandra Combet**

Head of New Energies & Biofuel strategy,  
Air France KLM Group

**AIRFRANCE KLM**  
GROUP

## And what about tomorrow?

The reduction of our carbon footprint will continue in particular through:

- the preparation of roadmaps translating the commitments of the Airports For Trust charter into operational objectives for each of the 23 airports;
- the progress of projects promoting the decarbonisation of the air transport sector;
- ongoing work with our stakeholders to decarbonise access to our airports;
- strengthening our sustainable construction strategy by measuring the carbon footprint of our construction sites and the integration of low carbon impact materials (from re-use and recycling, bio-sourced materials).





# Improving air quality

## CONTEXT

Air pollution is a major issue of environmental health, particularly for the local residents of our airports. We take this issue into account in all our activities. However, it primarily questions the management and modes of transport of our employees, the employees of our partners and visitors to access and travel within our airports. We therefore need to work together with our airport ecosystem to reduce its impact.

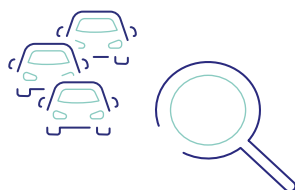




# + 300

**electric and hybrid  
service vehicles**

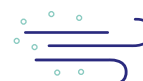
(33% of the light vehicle fleet)



# 2

**employee travel surveys**

in terms of inter-company  
mobility plans: Paris-Charles  
de Gaulle and Paris-Orly



**Decrease or stabilisation of  
concentrations of air pollutants**

(NO<sub>2</sub>, PM 10 and PM 2.5)  
at Paris-Orly and Paris CDG airports  
over the period 2017-2019

# 437

**electric  
charging points**

at the Paris airports

# 2

**blueprints for active mobility:**

Paris-Charles de Gaulle  
and Paris-Orly

# -13.7%

**of NOx emissions**

from the power plants of Aéroports  
de Paris SA between 2017 and 2019

Scope: Aéroports de Paris SA

## Our commitments

Reducing air pollutant emissions at our airports is a major issue.  
We are addressing it from two complementary angles.

### 1 Monitoring of air quality

Our Paris airports as well as several international airports (Amman and Liège for example) are equipped with air quality measurement stations that we are continuously improving. At Paris-Orly and Paris-Charles de Gaulle, for example, we have measured ultra-fine particles since 2019 and we want to go further on the subject. We are also working with local stakeholders on studies to improve knowledge.

For example, we exchange our data and conduct joint studies with Airparif, a major player in air quality monitoring in Île-de-France. In 2020, we should have participated in a study on ultra-fine particles in the vicinity of Paris-Charles de Gaulle, but the decline in traffic related to the health crisis led us to postpone it. At Liège, we are co-financing a study on organic pollutants resulting from kerosene combustion by aircraft.

### 2 Control of air pollutant emissions

Many of the actions we are taking to combat climate change are involved in improving air quality (see previous section) and, in particular, the transition to lower carbon and renewable energies and the promotion of sustainable mobility. In terms of runways, we are limiting the emissions from aircraft on the ground and ground handling vehicles. With regard to the airports, we are making our vehicle fleet less polluting and working on the deployment of infrastructures for alternative fuels (electric, bio-NGV, hydrogen charging stations). In terms of employees, we have developed our own mobility plan and are contributing to the inter-company mobility plans of Paris-Charles de Gaulle and Paris-Orly. Finally, we are working to reduce emissions related to our visitors' access.

# Protecting biodiversity

## CONTEXT

The 6<sup>th</sup> mass extinction has started: In 2019, the experts of the Intergovernmental Platform on Biodiversity and Ecosystem Services (IPBES) warned that 1 million animal and plant species are threatened with disappearance in the coming decades. A 2021 report, coordinated by the professor of economics at the University of Cambridge, Partha Dasgupta, at the request of the British government, points out that the natural capital per capita (the benefits that humans obtain from services provided by nature) has fallen by 40% worldwide since 1992. The ecological functions provided by biodiversity, which are essential to life on earth, such as CO<sub>2</sub> absorption and pollination, are therefore at risk. The transport sector has a strong impact: soil artificialisation, climate change and the development of invasive alien species are 3 of the top 5 biodiversity erosion factors, according to IPBES. The collapse of biodiversity is also, in the long term, a threat to the maintenance of activity (decrease in nature tourism, pandemics, etc.).



## Our commitments

Taking on an extended responsibility, we are committed to biodiversity on the subjects related to our direct impact and we are involving our stakeholders.



In 2018, our Île-de-France airports became involved in the Act4nature initiative led by the association Entreprises pour l'Environnement (EpE). In 2020, we strengthened our commitments by joining

Act4nature international with the desire to define objectives for 23 of our airports: to contribute with the air transport sector to combating trafficking in protected species, strengthen the responsible procurement policy on segments where biodiversity is a major issue, offer more biodiversity-friendly products in our shops and restaurants, etc.

Throughout the world, our airports are part of local natural ecosystems and have specific biodiversity issues. Thus, the entire Group is mobilised on the subject, providing differentiated responses according to local contexts.

## Commitments translated into concrete objectives



### zero

**phytosanitary products**  
in 2025 in France and  
2030 for the entire Group.

Between 2008 and 2019:  
-73% of phytosanitary  
products in France  
(Aéroports de Paris SA)<sup>17</sup>



### Assess

**the biodiversity footprint**  
of the Group as a whole

### Study

**the feasibility of zero net  
artificialisation**  
at our airports

### Strengthen

**the integration  
of biodiversity**  
in our responsible  
procurement policy

### Support

**each year at least one project**  
promoting the preservation  
of ecosystems and the  
restoration of biodiversity



### Involve our tenants in our strategy:

**FRANCE**  
**50% of leases**

incorporating commitments  
promoting biodiversity from 2024

**GROUP**  
**100% of leases**  
with biodiversity  
requirements in 2030

**100%**

**of significant projects**  
in France and internationally  
certified by a biodiversity  
label by 2025

(17) The indicator is calculated with a one year lag.

## Preserving and restoring biodiversity at our airports

The Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget airports have a blueprint for Landscape and biodiversity development. These blueprints must now be developed into an operational strategy (realised in 2020 for Paris-Charles de Gaulle), in order to enable each of the airports to reconcile their development objectives with the maintenance of biodiversity. They must also be deployed throughout the Group.

However, many actions are already being implemented everywhere. For example, the airport in Delhi has defined a landscape plan for the planting of local species adapted to the climate. We are also involved in local biodiversity preservation and restoration projects outside our airports: for example, in Amman we are supporting the project for the planting of thousands of trees led by the AIG Foundation.



### MADAGASCAR

## Preserving the biodiversity of Nosy Be

A biodiversity preservation programme was developed throughout 2020 at Ravinala Airport. It will be implemented in 2021 and provides in particular for:

- monitoring of species indicating the quality of natural areas: for example, the endemic Madagascan fish eagle is in critical danger of extinction;
- the reforestation of 20 hectares of mangroves and ecological restoration of 70 hectares of degraded forests to offset the impacts of a development project;
- sustainable management of natural resources through a local community.

## Building and preserving biodiversity

In 2020, the Group launched discussions to engage in a zero artificialisation trajectory. This involves reconsidering development methods, by optimising the use of its land and prioritising densification over construction in non-urbanised areas.

### FRANCE

## Avoiding, reducing, offsetting

A new logistics hub occupied by DHL will be opened at the end of 2021 at Paris-Charles de Gaulle. In order to preserve a wetland of 1,000 m<sup>2</sup> and the protected species identified following a fauna-flora analysis, we have changed the boundaries of this site covering 9 hectares of land. We have therefore made the choice of avoidance rather than compensation, which we also practise, by favouring local interest projects. For example, we are supporting forest planting or restocking projects carried out by the National Forestry Office in Île-de-France. Similarly, a reforestation plan was carried out at Santiago de Chile, in order to compensate for the extension work at this airport.



## OUR ACTIONS

## Managing green spaces responsibly

Good management of the biodiversity present at our airports, the use of local species and the reduced use of phytosanitary products, both on the runways and in the management of our real estate assets, are the main issues that we incorporate in the maintenance of our green areas. Many airports are engaged on this path. In addition, we are deploying an integrated biodiversity management process aimed at preserving the fauna while controlling the risks for airport activities (including collisions), for better cohabitation.



**zero  
phyto**  
at Paris-Orly  
and Liège

## Knowledge and raising awareness

2020 did not allow us to maintain the participatory tour programme at our Paris airports, with the exception of a tour with “spotters” (aircraft photographers) in June. [We nevertheless pursued biodiversity observations, carried out in partnership with the association AéroBiodiversité<sup>18</sup>. We were therefore able to observe new species compared to previous years (sixty new observations at Paris-Orly and Paris-Charles de Gaulle) and confirm the presence on our sites of species in decline elsewhere. All data are transmitted to the National Museum of Natural History. In 2020, a partnership agreement was signed with the Seine-et-Marne Departmental Council. In particular, it provides for joint actions and exchanges of data with Groupe ADP. Similar actions are carried out at all our airports: for example, an inventory of bird populations at Amman in Jordan and an inventory of biodiversity at our airport in Liège.



**800**  
plant and  
animal species

listed at our Paris airports  
since 2015



*The grasslands of the Paris airports are areas of vast natural wealth and the last biotopes of Western plains: we are pleased to assess, improve and make known this airport biodiversity. ADP and its employees have always supported us and are committed on a daily basis to the sustainable management of these areas. It is essential to continue on this path by mobilising all ADP's businesses and all airport stakeholders.*

**Lionel Guérin**  
President of the association  
Aérobiodiversité



### And what about tomorrow?

2021 will be an important year for biodiversity: the UN Biodiversity Conference (COP 15) will be held in Kunming, China in May. The World Conservation Congress, organised every four years by the International Union for Conservation of Nature (IUCN), will take place in September in Marseille. It will also be an important year for ADP's biodiversity policy, due to the incorporation of our commitments into operational roadmaps for all our airports, with all of our airport partners. We will also study the feasibility conditions for the “zero net artificialisation of soils”, the objectives of which will be defined at the latest by 2022.



# Preserving natural resources

## CONTEXT

Each year over the last 50 years, our global ecological footprint has exceeded the Earth's ability to renew its natural resources: humanity "lives on credit" not far from half of the year (from 29 July, 2019 and 20 August in 2020). The lockdown therefore brought three weeks of respite, confirming in the process that it is human activity that is depleting water, land and raw material resources. In this context, our responsibility is to adopt the economical use of resources at our airports.



## Our commitments

The Airports for Trust charter calls on the 23 Groupe ADP airports that are signatories to engage in local resource systems in order to reduce their environmental footprint, preserve water resources and soils, and promote short circuits and the circular economy. We want to strengthen our strategy for the prevention and control of water, air pollution and waste management. We also want to study our other impacts: for example, light pollution.



### OUR ACTIONS

## Committing to the circular economy

### 1 Sorting, recovering and reducing waste

The waste produced at our airports must be reduced and better sorted to improve the recovery or recycling process. In 2020, our Paris airports renewed the waste management contract, with the aim of strengthening sorting at source. For example, in terminals, sorting bins that distinguish three or four types of waste (flows) will be installed upstream and downstream of the security checkpoint stations. This will be a model for all our airports and will

be deployed according to local regulations and infrastructure. In particular, we are working on biowaste recovery. At our Paris airports, the separate collection of biowaste was established in 2016 in company and inter-company restaurants, terminal shops as well as in the hotels. The treatment of this waste by methanisation has also been strengthened at all the Paris sites. At Paris-Orly, the food oils of the four company restaurants are transformed into agrofuels. Similar initiatives are being developed at our airports.

### CHILE

### Nuevo Pudahuel is committed to combating food waste

In Chile, Nuevo Pudahuel airport in Santiago de Chile launched the CoFood programme in 2020: six of its shops and restaurants have committed to combating food waste by donating unserved meals. At the end of the Covid-19 pandemic, fifty shops and restaurants will join this programme in order to achieve the target of one ton of food donations per month.

## OUR ACTIONS

### 2 Making our construction sites economical in raw materials

At the end of 2020, we launched a construction site waste recovery policy in partnership with all companies involved in our development projects at our Paris airports. All new works contracts now incorporate the recovery target

of 70% of construction site waste set by the energy transition law for green growth. A trajectory that we strive to apply at our various airports while taking into account local contexts (level of structuring of the construction site waste treatment sector, maturity of service providers, etc.).



#### FRANCE

### Participating in collective initiatives to strengthen the circular economy in construction

In March 2020, the Democles platform, supported by ADEME and Ecosystem, launched a call for projects “for exemplary ownership” in order to move from experimentation to industrialisation of re-employment and the circular economy. We are among the first 26 companies selected. We will therefore be supported to improve our construction site waste management planning and monitoring practices during building demolition and renovation. In this context, 5 of our projects (ongoing or finalised) will be analysed and concrete change management actions will be implemented.



*In order to support owners move towards exemplary practices in terms of the circular economy on their significant demolition and renovation sites, ADEME and Ecosystem launched the call for Democles projects “50 exemplary owners”. Owners of very diverse size and profile were selected to benefit from support based on an analysis of practices, the co-construction of an action plan and the sharing of experience. We selected ADP because we felt a real commitment from them, with a substantial team involved representing the various departments concerned, and a willingness to have a cross-functional approach to raise skills at all levels.*

**Eléonore Plouhinec**  
Project Manager Call for projects “50 exemplary owners” at Ecosystem



**DÉMOCLÈS**  
Les clés de la démolition durable

**ecosystem**  
recycler c'est protéger





## OUR ACTIONS

## Preserving water and soil

### 1 Reducing our drinking water consumption

We are working on improving water management systems at our airports, for example by replacing meters and implementing remote reading. These monitoring tools make it possible to better control consumption and to detect leaks very quickly. Our airports in Île-de-France, Mauritius, Hyderabad and Liège are also putting in place a rainwater recovery system to supply toilets and for watering purposes.



## INDIA

### Hyderabad optimises water management

The airport in Hyderabad has put in place a global water control strategy: rainwater recovery, waste water recycling, automation of the watering network, recovery of steam produced by the use of cooling, spreading of sewage sludge on agricultural land, etc. This strategy resulted in this airport receiving the Green Airports Recognition in 2019 and 2020.

### 2 Preserving water quality

The Aéroports de Paris SA laboratory allows us to monitor the quality of rainwater and waste water released into the public sewerage networks for our Paris airports. Paris-Orly has a filter marsh whose 12 basins each measuring 500 m<sup>2</sup> collect rainwater as well as water loaded into de-icing products. These experiments may be duplicated at our other airports as required.

### 3 Monitoring soil quality

Our laboratory provides environmental monitoring of soil quality, in accordance with the national methodology for managing contaminated sites and soils at the Paris airports. It verifies whether the condition of the soil is compatible with its present or future use and recommends, where appropriate, the necessary treatments. It also produces a map of areas at risk of pollution.

### 4 Limiting soil artificialisation

All over the world, the development of our airports aims to limit as much as possible the artificialisation and impermeabilisation of soils, in order to maintain infiltration areas and preserve biodiversity.

## And what about tomorrow?

In 2021, we want to make the management of resources and the circular economy major issues for our airports, in the same way as the climate and biodiversity. To this end, we must continue our efforts to promote the reduction of water consumption and waste management. We must also mobilise passengers by raising their awareness of the importance of sorting waste. Finally, we want to promote sober construction in materials by going further in using re-use materials.



# Sharing with the regions the value created by the airport activity



# Committed, worldwide, for our regions

## CONTEXT

An airport is not solely intended to connect a region to the rest of the world. It must also be linked to the region where it is located. Groupe ADP has been building a close relationship with the regions based on the sharing of value created by the airport business for a decade: economic drivers during periods of growth, the Paris airports generate an economic dynamic that creates jobs. In times of crisis, the airports must contribute to the resilience of the regions.

Today, our role is to cushion the impact of the crisis, anticipate the recovery so that it benefits as a priority the inhabitants and companies in the regions. This involves constant dialogue and strong solidarity with local decision-makers, economic players and inhabitants.



## Our commitments

In 2020, we finalised the Airports for Trust charter whereby 23 of our airports are committed for the future to sharing the value generated by their activities with their ecosystems in order to build an even more responsible and sustainable airport industry. These commitments are naturally implemented according to local contexts, but all our airports share common objectives:

- building a relationship of trust over the long term with the regions and local stakeholders;
- developing the positive impact of airport activity for the regions of influence, particularly in terms of economic development, employment-training and integration;
- actively contributing to improving the living environment of local residents and reducing noise exposure;
- uniting the airport community and acting together to maximise the positive impact of airport activity.



**86/100**  
extra-financial  
rating

of Aéroports de Paris on the societal component in 2020 (+3 points compared to 2018)

# Preparing the future together

## CONTEXT

Since the health crisis and the resulting air transport crisis, our desire to share the value generated by our activities with our regions, their companies and inhabitants remains unchanged. We have positioned ourselves as a solidarity player with the regions to mitigate the effects on employment and prepare for recovery under the best conditions. Our actions are essentially part of a collective framework, alongside national authorities and local authorities as well as socio-economic players in the regions.



## Our commitments

For more than 20 years, we have been pursuing a policy of economic and social cooperation with our Paris regions. We are currently deploying it at all our airports. It has been adapted to the current context with three new objectives:

- measuring and understanding the effects of the crisis on the regions;
- mitigating the impact of the crisis for inhabitants and businesses;
- preparing for the recovery through rapid and strong measures to mitigate the cyclical effect of the crisis and preparing inhabitants for future jobs.



**18%**  
of expenses incurred  
with SMEs/VSEs/MEs

**30%**  
of expenses incurred  
with companies in departments  
60, 77, 93 and 95



**60%**  
of direct employees  
at Paris CDG

live in the 4 departments  
affected by the airport

**65%**  
of direct employees  
at Paris-Orly  
live in the 3 departments  
affected by the airport

Scope: Aéroports de Paris SA



## OUR ACTIONS

## Measuring the impact of the air transport sector crisis

In order to deal with the crisis and help build appropriate responses, the first essential step is to understand and measure the impact of the fall in airport activity on the economy and employment. In Île-de-France, two major studies were launched in 2020 at our initiative<sup>1</sup>:

**1** We are setting up a Job Observatory with the Paris CDG Alliance<sup>2</sup> and Orly International<sup>3</sup> partnership structures. This observatory makes it possible to produce half-yearly quantitative employment analyses for the two Paris airports, observe annually the evolution of jobs at the airports by sector and produce, every three years, an in-depth study. An initial analysis, carried out at the end of June 2020, showed a decrease in employment of 2.1% in the Paris-Charles de Gaulle area and 3.8% for the Paris-Orly area, mainly focused on fixed-term contracts and temporary employment.

**2** We have initiated a study on the economic impact of the air transport crisis on the regions with Paris CDG Alliance, Orly International and researchers from Gustave Eiffel University and the École normale supérieure Paris-Saclay. The first results, in spring 2020, showed a record contraction in activity (-43%) in the economic area of Paris-Charles de Gaulle. The first results of this study will be available at the end of the first half of 2021 and the final results at the end of 2021. In addition to the figures, the issue is to understand the relationship between airport activity and the economic fabric of the regions served.

## BELGIUM

### Focus on the economic footprint of the airport at Liège

We carry out economic analyses at several of our airports. At Liège, we asked the University of Liège to measure the impact of our airport: the study was published in 2020 (on 2018 data). Prior to the crisis, Liège Airport generated 9,100 jobs, including 91% on permanent contracts and 93% full-time. 80% of these jobs were occupied by people living within a radius of 50 km around the airport. This study will be updated regularly to take into account the crisis context but highlights the airport's role of "economic catalyst": by boosting trade, it enabled companies located there to generate 267 million euros in gross value in 2018.



(1) To learn more, visit [pariscdgalliance.fr](https://pariscdgalliance.fr)

(2) To learn more, visit [pariscdgalliance.fr](https://pariscdgalliance.fr)

(3) To learn more, visit [orlyparis.com/gui-sommes-nous](https://orlyparis.com/gui-sommes-nous)



## Mitigating the effects of the crisis

In order to preserve the economic fabric and jobs in the regions where it is located, the Group wanted to minimise the impacts under its direct responsibility. For example, Aéroports de Paris has taken the decision to continue the main scheduled projects, maintain activity with all its service providers and offer rental facilities to its tenants. In addition, all existing apprentices and recruitments planned in September 2020 have been maintained.

Our endowments to the regions, such as the compensation fund for airport nuisance and sponsorship initiatives, have been largely maintained despite the deterioration in our financial position. For this purpose, we are involved in a collective and global approach. Accordingly, we are participating in the implementation of the projects of Paris CDG Alliance for the region of Grand Roissy-Le Bourget and the EPT 12 associated with Orly International for Grand Orly Seine Bièvre. These projects were selected as part of the call for expression of interest “collective transitions” supported by THEState.



**27**  
young people  
recruited  
in 2020



**62**  
work-study  
contracts  
signed

Scope: Aéroports de Paris SA



ADP is an essential player in our alliance that works collectively for the regional development of Grand Roissy-Le Bourget. For example, the Cité des métiers located at Paris CDG airport in the heart of the region and opened in 2020, would not have been established without the constant commitment of Groupe ADP for many years.

Today, while a third of the jobs in Grand Roissy-Le Bourget depends on airport activity, we must together invent new responses to the crisis. With the help of Groupe ADP, we have launched studies that will enable us to accurately measure the impact of the air transport crisis on employment and the economy in the region. We will also set up a platform to support professional transitions within the framework of the Transco government system (created as part of the recovery plan): this is to help companies anticipate the economic changes in their sector of activity while supporting employees towards reconversion. Once again, ADP is a key player in this project.

**F. Brézot**  
Chief Executive Officer,  
Paris CDG Alliance

Paris CDG  
**Alliance**





## OUR ACTIONS

## Preparing for the recovery

Airport activity in a post-Covid-19 environment will no longer be the same: the crisis has accelerated digitalisation and automation and the new health constraints have changed the customer relationship. The businesses will have to adapt to these structural changes. The key skills of each job must be analysed and evolve in light of these changes.

In France, we are analysing with our partners Orly International and Paris CDG Alliance the 10-year trends to identify future occupations and build new skills benchmarks to better guide jobseekers and adapt the training offering of all our partners (education authorities, training organisations).

Around the world we are developing partnerships with local schools and training organisations to promote airport jobs and maximise access opportunities for local communities.



## FRANCE

### Commitment, development and skills (EDEC)

Under the supervision of Paris CDG Alliance, we launched, in consultation with Paris-Charles de Gaulle companies, a study on the definition, analysis and sharing of skills expected in the customer relationship within the framework of an EDEC (Development and Skills Commitment) and are contributing to the implementation of the study. An EDEC is part of an approach to support economic changes and enables actions to be carried out to anticipate, support and develop employment and skills.

## BELGIUM AND FRANCE

### Cités des métiers at Liège and Paris-Charles de Gaulle

The Cités des métiers opened in May 2019 at Liège<sup>4</sup> and February 2020 at Paris-Charles de Gaulle<sup>5</sup> are places for public and free information on the region's businesses and the relevant training courses. The premises are made available free of charge. Employees, jobseekers or young people in training can find the personalised advice and support they need to build their professional career, focus on the most promising jobs and, where appropriate, finance their training.

(4) To learn more, visit [cdmliège.be](http://cdmliège.be)

(5) To learn more, visit [pariscdgalliance.fr](http://pariscdgalliance.fr)

## Supporting entrepreneurship and innovation

Young businesses fuel the innovation strategy of large companies and the economic momentum of a region. That is why we have always supported the emergence and development of startups. In 2020, we relaunched the Hubstart Centre

incubator<sup>6</sup>, located in the heart of Paris-Charles de Gaulle airport: it is now part of a vast network of incubators managed by Wacano, a subsidiary of the Paris Île-de-France Chamber of Commerce and Industry. We plan to create an incubator on

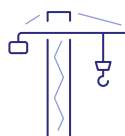
the same model at Paris-Orly. Finally, our subsidiary TAV Airport launched a startup support programme: for the first time, it organised an Airport Startup Day at the airport in Izmir in close collaboration with the Aéroports de Paris teams.



# 41

**businesses**

supported by Paris CDG Alliance's Hubstart incubator



# 1

**incubator project**

at Paris-Orly



# 6

**startups**

within the TAV Airport incubation programme



(6) To learn more, visit [www.hubstartcenter.com](http://www.hubstartcenter.com)

## OUR ACTIONS

## Supporting local development

Despite the crisis, Aéroports de Paris SA is pursuing its regional cooperation strategy for local development. In 2020, new partnership agreements were signed with three Paris economic development players: the Seine-et-Marne Departmental Council, the Val d'Oise attractiveness agency and the Paris Region Institute. In early 2021, a tri-party agreement was ratified with Medef 77 and Paris CDG Alliance and other agreements with Medef departmental branch offices are in preparation.

These agreements aim to coordinate actions in favour of economic development, entrepreneurship, employment, professional integration, and the promotion of the region in France and around the world.

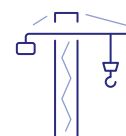
In order to support local economic development, Groupe ADP organises or participates in events such as the SME-VSE-ISE Meetings in January 2020 and "Faites de l'international", in partnership with CCI's in November 2020.



# 14

### agreements signed

with public/private-sector organisations in our Paris regions, 10 agreements currently being negotiated and 10 to come



# 13

### business establishment applications

supported in 2020 in the Grand-Roissy le Bourget region

# 28

### promotional actions

for airport positions carried out in 2020

Scope: Aéroports de Paris SA

### And what about tomorrow?

We want to measure and objectivise the economic footprint of all our airports, as we have already done at Paris-Charles de Gaulle and Paris-Orly in 2017, then Liège Airport in 2018. This methodology can be shared with all the airports, ultimately resulting in an objective measurement tool for jobs (direct, indirect and generated) and the value created by our activities in our regions. This will also enable us to measure the impact of the crisis.

We also want to define specific roadmaps for the implementation of the commitments of the Airports For Trust charter at the level of each airport.

# Improving the living environment of residents

## CONTEXT

By making aviation activities dormant, the health crisis has revived the sensitivity of residents to the nuisance they cause. “The resumption of aviation activities will be progressive and must be respectful of the environment, health and climate, so as to rebuild people’s confidence,” says Gilles Leblanc, President of the Authority for Airport Nuisance Control (ACNUSA). We will be even more attentive as the regions in which our airports are located are dense and have other nuisances: in Île-de-France, for example, Bruitparif<sup>(7)</sup> considers that air traffic is the second cause of noise pollution, just after road traffic.



## Our commitments

In 2020, we maintained our long-standing commitments:

- Informing residents transparently and continuously consulting them.
- Reducing the noise and light nuisance of our airports.
- Limiting nuisance at the source by working with airlines.
- Co-financing the soundproofing works of homes located within the perimeter of the noise nuisance plans.



# 36

**permanent noise measurement stations**  
around Paris airports

(7) Source: [bruitparif.fr](https://bruitparif.fr)



## OUR ACTIONS

## Measuring and monitoring noise

Our Paris, Zagreb, Liège, Madagascar and Amman airports are equipped with tools for measuring and mapping noise pollution.

In Île-de-France, our laboratory has fifty stations sending their measurements every month to the Authority for Airport Nuisance Control (ACNUSA) and the French Civil Aviation Authority (DGAC).

These measurements make it possible to draw up sound environmental maps, and contribute to the development of action plans decided by theSTATE, which are the basis for our dialogue with local stakeholders and residents.

To go further in our understanding of the effect of non-acoustic factors in the inconvenience experienced by local residents, we are involved in studies, particularly in the studies of the impact of noise on health carried out under the ANIMA (Aviation Noise Impact Management through Novel Approches<sup>(8)</sup>) project.

## Informing and consulting residents

These measurements are made available to the general public. To make them more easily understandable, we have developed visual tools: in Île-de-France, for example, the [entrevoisins.groupeadp.fr](https://entrevoisins.groupeadp.fr) site makes it possible to cross reference noise data with aircraft trajectories. It also facilitates the filing of complaints.

In Île-de-France, we have two bodies for dialogue with local residents: the Environmental Advisory Committees (CCE) and the Advisory Committees for Assistance to Local Residents are mandatorily consulted on all matters relating to the environmental impacts and noise pollution associated with the operation of Paris-Charles de Gaulle and Paris-Orly.

We are also developing numerous initiatives at our international airports. AT Liège, a Noise Exposure Plan is being developed with the Airport Support Committee in which all local communities are represented. AT Zagreb, a noise committee and noise reduction action plan was put in place in 2020.

## Reducing noise pollution

Groupe ADP, in close collaboration with the DGAC, is working continuously to act on each of the pillars of the “balanced approach” namely:

- noise reduction at source: with, inter alia, modulation of fees encouraging the renewal of aircraft fleets and penalising the most noisy aircraft;
- land planning and management: Groupe ADP manages the system to assist residents with soundproofing;
- the operating procedures limiting noise: Groupe ADP contributes to the work of air navigation services with the ultimate objective of the generalisation of continuous descents at Paris CDG and Paris-Orly;
- operating restrictions: Groupe ADP has committed to launching impact studies at Paris-Orly and Paris CDG in order to strengthen existing measures to limit the use of the most noisy aircraft at night. This study was launched in 2020 at Paris-Orly, under the supervision of the DGAC.

### And what about tomorrow?

Aware that combating noise pollution is essential to the quality of life of our residents, we will continue our work to control it at all our airports, depending on local contexts.

(8) To learn more, visit [anima-project.eu](https://anima-project.eu)



# Committed to serving local communities

## CONTEXT

As an economic and social driver, the airports, both in France and internationally, have an essential role in supporting and developing regional ecosystems. This structural observation is confirmed by the crisis we are experiencing. The collateral effects of the health measures on employment and the economy are further increasing inequalities. Increased solidarity is therefore essential to deal with this unprecedented crisis both in terms of its duration and scale. It is therefore aware of our role and responsibility that we are working to bring together all players in the airport community in order to act together around projects of general interest for the benefit of local communities, particularly the most affected by the crisis.



## Our commitments to a major issue: education

Access to knowledge and education is essential to enable people around our airports to access quality training that will lead them more easily to jobs corresponding to their aspirations, particularly in the regions where we are located. This long-term human investment is essential for the economic development of the regions and companies in the region.

It is in this spirit that the foundations of Groupe ADP (Aéroports de Paris, GMR and AIG) are structured. They have the common point of acting particularly in favour of education, the prevention of illiteracy and the school dropout rate<sup>9</sup>.



**Endowments granted  
by our foundations  
in 2020**

**Aéroports de Paris: €1.5M**

**AIG: €0.1M**



### FRANCE

## A new five-year term for the Groupe ADP Foundation

Since its creation in 2015, the ADP Foundation supports fifty projects in France and internationally each year. Its second five-year term started in 2020 with new ambitions, still focused on education: the prevention of illiteracy and the school dropout rate but also, and this is new, combating disinformation, particularly digital and school harassment. Despite the crisis, this new period opens with reinforced resources and ambitions for even more impact and commitment to associations and young people in these regions.



**52**  
**supported projects**  
of which 23 under  
a multi-year agreement

**79%**  
**of projects**  
in Île-de-France

**21%**  
**of projects**  
internationally



**+50%**  
**endowment**  
for the five-year  
term 2020-2024

**For more information:  
find [here](#) our 2019  
annual report, the  
first five-year review.**

(9) To learn more, visit [parisaeroport.fr](https://parisaeroport.fr)

## Engaging in dialogue with local communities

In order to strengthen our links with local stakeholders and communities, we are developing areas to welcome, have a dialogue and exchange ideas with the inhabitants of our regions. Accordingly, for 25 years, Paris-Orly and Paris-Charles de Gaulle have had two Environmental and Sustainable Development Resource Centres<sup>(10)</sup> (MEDD), unique locations in the airport world.

Another example, Zagreb conducts a regular and transparent dialogue with local stakeholders and is interacting with the entire local

community around the cooperation project to make the city of Velika Gorica the centre of Croatian aviation.

Of course, it is a question of informing the local community and stakeholders of our development projects. But not only: these places offer fun, educational and cultural activities on the businesses, air traffic, development projects, behind the scenes at airports, aviation history and local heritage. These activities are free and open to all.

### CROATIA

#### Making Velika Gorica an aviation city

Our airport in Zagreb has been working with the city of Velika Gorica since 2016 to make the region the aviation centre in Croatia. The city has the highest concentration of aviation-related activities and training in the country. The aim is to promote the sector and the assets of the region, train and create new career opportunities. Accordingly, we are participating in a number of activities and events with all the players in the local airport community (opening of an aviation technical centre, tours for children and students, etc.). In addition, a project to open an Environmental and Sustainable Development Resource Centre within the airport is under consideration.



(10) To learn more, visit [parisaeroport.fr](http://parisaeroport.fr)



## OUR ACTIONS

## Educating, training and facilitating access to employment for local people

Youth education is the priority focus of the ADP, GMR and AIG foundations, as well as the airports that do not yet have a foundation. They support local actions and associations for school coaching, combating illiteracy and openness to culture.

By supporting education and access to training for the inhabitants of our regions, we encourage their professional integration. In particular, the professional integration of people alienated from the workplace, made particularly vulnerable by the Covid-19 crisis.

This is a global strategy that also involves local recruitment and support for players across the entire integration chain: Aéroports de Paris SA supports associations such as Papa Charlie<sup>(1)</sup> (mobility assistance), First Stade (integration through employment of very vulnerable people), Comité Habitat (accommodation assistance)<sup>(2)</sup>...



Since its creation in 2019, the AIG Foundation aims to assist and support vulnerable people living around Amman airport, paying particular attention to young people who represent 35% of Jordan's population. In this way, we created a training centre in the telephony and hairdresser trades with 36 young people, the majority of whom immediately found a job. In view of the success of this first stage, in 2020 we undertook to diversify our training offering to include sewing, cooking, sustainable agriculture and maintenance of hybrid vehicles, all skills which meet the real needs of the neighbourhood, including the airport ecosystem, and which will facilitate access to employment for these young people. The foundation also provided educational support to 86 young people and participated in the financing of football courses for 36 children.

**Zahia Nasan**

Director of the AIG Foundation and Director of communications and marketing of Airport International Group

## MADAGASCAR

### Providing schooling for the children of Ivato

In Madagascar, our commitment to the schooling of disadvantaged children takes several forms: for example, we have offered school furniture to 180 students in the primary school and middle school in Ivato, supported the Sésame programme, which provides access to higher education to deserving high school graduates from disadvantaged backgrounds. Finally, we support the Ny Hoaviko association which, in 2019, opened a reception centre for the provision of daily school support to 60 very disadvantaged children of Antananarivo and Mantasoa.

(11) To learn more, visit [papa-charlie.com](http://papa-charlie.com)

(12) To learn more, visit [www.comite-habitat.com](http://www.comite-habitat.com)

## Adopting a solidarity approach in the face of the health crisis

From the beginning of the crisis, Groupe ADP has multiplied the initiatives to support its local partners, via its Foundation and the Endowment Fund of the Paris airport community:

- donations of medical materials: masks and hydroalcoholic gels in Madagascar, 10,000 masks in Santiago de Chile, 200,000 FFP2 masks and 250,000 surgical masks to Paris hospitals, etc.
- donations of computer equipment: in Île-de-France, we offered 250

digital tablets to hospitals to allow patients to stay in contact with their relatives and we made 600 computers available to students living around our airports. Furthermore, an internal collection at Groupe ADP made it possible to purchase 55 laptops which were offered to hospitals in the immediate vicinity of our Paris-Orly and Paris-Charles de Gaulle airports.

- sponsorship of skills and volunteering of our employees: five employees from Aéroports de Paris SA made their skills available to AP-HP (Greater Paris University Hospitals), 76 employees were involved in remote volunteering assignments via the “Tous confinés, tous engagés” platform, 75 mentoring assignments were carried out with young middle school and high school students in Île-de-France.

Finally, our airport in Liège was chosen by the World Health Organisation to be one of the international health equipment grouping platforms within the framework of the Covid-19 crisis. We have deployed all our resources and know-how to ensure the success of these operations of great importance to the whole of Europe.

### CHILE

#### Board and lodging at Nuevo Pudahuel

In Santiago de Chile, Nuevo Pudahuel airport offered 5,000 food parcels to disadvantaged families and 10,000 health kits (masks and hydroalcoholic gels) to local authorities.





## OUR ACTIONS



*In April 2020, ADP responded to the call for volunteers to participate in the implementation and management of the Covisan project, a home screening testing system initiated by AP-HP to accompany the relaxation of the lockdown in May 2020 and break the Covid-19 contamination chains. In particular, there was a lack of managers with management experience. We were three to commit ourselves through a sponsorship of skills. In particular, we participated in the creation of an effective organisation and the deployment of positive communication. We experienced a rewarding and great human adventure in contact with very different and committed people: managers of other voluntary companies, soldiers, nurses, airline pilots, young graduates, etc. We remember an experience that was both intense and demanding. And the satisfaction of having been useful in such a tumultuous period.*

**Samira Serka, Arnaud Pouilly  
and Frédérique Serin**  
Employees of Groupe ADP

## INDIA

**GMR Airport Foundation**

During the crisis, the Varalakshmi Foundation of GMR in India distributed food to more than 140,000 vulnerable people, 7,000 families and 5 orphanages. In addition, in partnership with radio 92.7 Big FM and Delhi police, the Hands for Humanity programme made it possible to distribute food parcels to more than 1,000 families in ten days. Women involved in the sewing training supported by the foundation manufactured 60,000 masks and 6,500 protective kits for caregivers. Finally, mobile medical units and clinics set up at the GMR airports also welcomed disadvantaged people. These emergency interventions did not prevent the foundation from pursuing its training and education programme.

## And in addition to the health crisis

The health crisis partly concealed the rest of the news. However, it did not stop the cycle of wars, famines, natural disasters, etc. The population of Madagascar was exposed to an exceptional drought: to prevent famine, we distributed food to the inhabitants and offered 1.5 tons of rice to the municipality of Antananarivo.

In the midst of the health crisis, the city of Beirut was devastated by the double explosion on 4 August 2020 which caused more than 200 deaths with 6,500 injured. To respond to the food and medical emergency, the Groupe ADP Foundation and the Endowment Fund of the Paris airport community made a total donation of €30,000 to Caritas Lebanon to provide immediate first aid to victims.

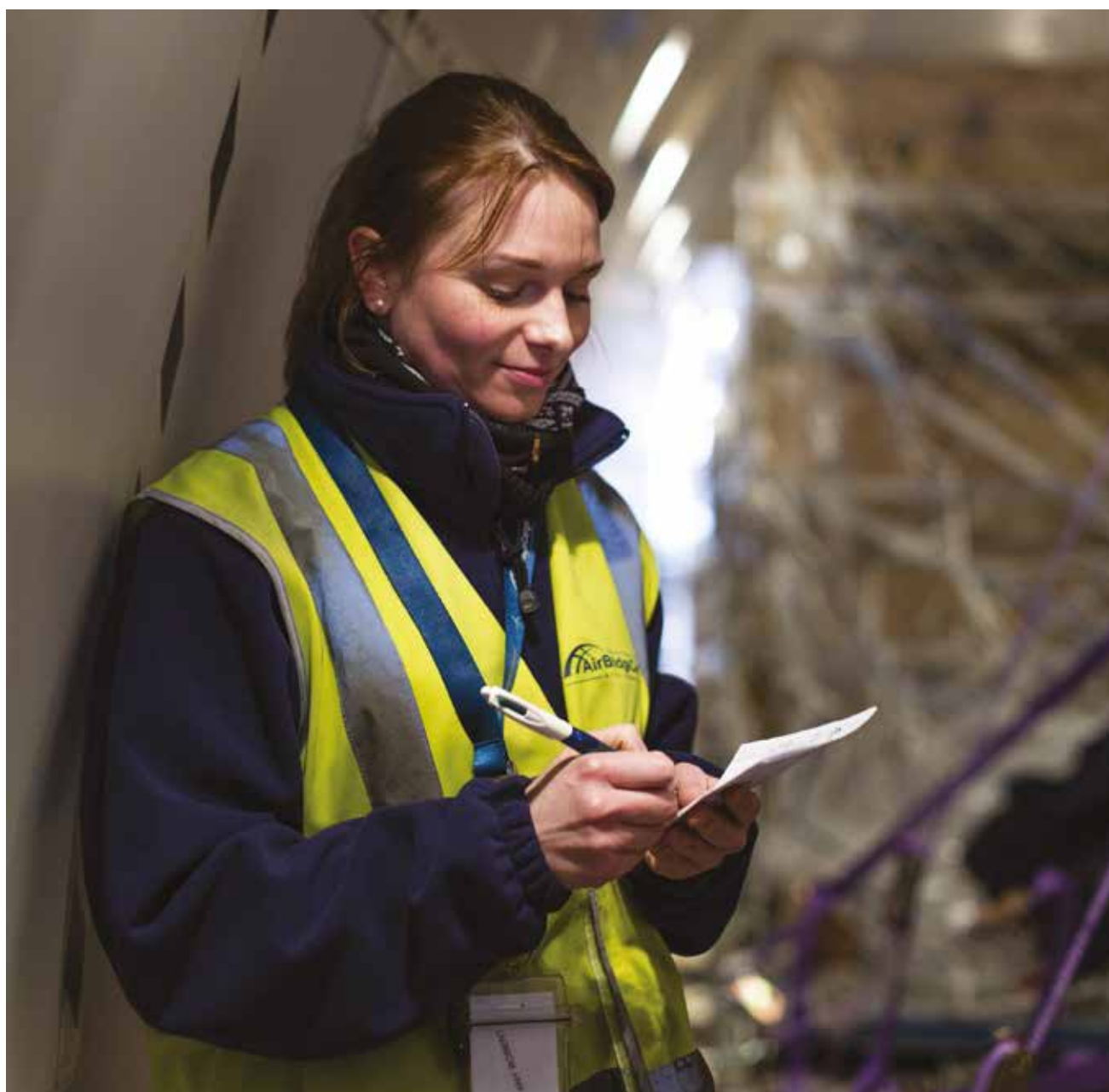


### And what about tomorrow?

In the face of a long-term crisis, we are not going to make cutbacks on our engagement programmes. On the contrary, they are more necessary than ever to limit the impact of the crisis on the people in our regions, who are already vulnerable. Not only are we maintaining our budgetary efforts, but we will also resume the actions that we were unable to carry out in 2020 due to the lockdown.

We also want to increase the involvement of the largest number of our employees by developing mentoring, skills sponsorship and any other form of action. Therefore, in 2021, we will roll out a digital and user-friendly platform facilitating the interaction of our employees with many partner associations in various fields of activity (education, diversity, environment, etc.).

# Taking action for the people at our airports



# The health and safety of our employees and passengers is our top priority.

## FOREWORD

The airport community was able to demonstrate agility during the Covid-19 crisis: all our airports adapted to an unprecedented fall in traffic while deploying new health procedures. The health and safety of our employees and passengers remained our top priority.

The return to normal activity will take several years. We must therefore reconsider our industrial project and our economic and social model, while ensuring that employment is maintained under the best possible conditions in the short and long term. To succeed, we are strengthening the transformation process initiated before the crisis.

## CONTEXT

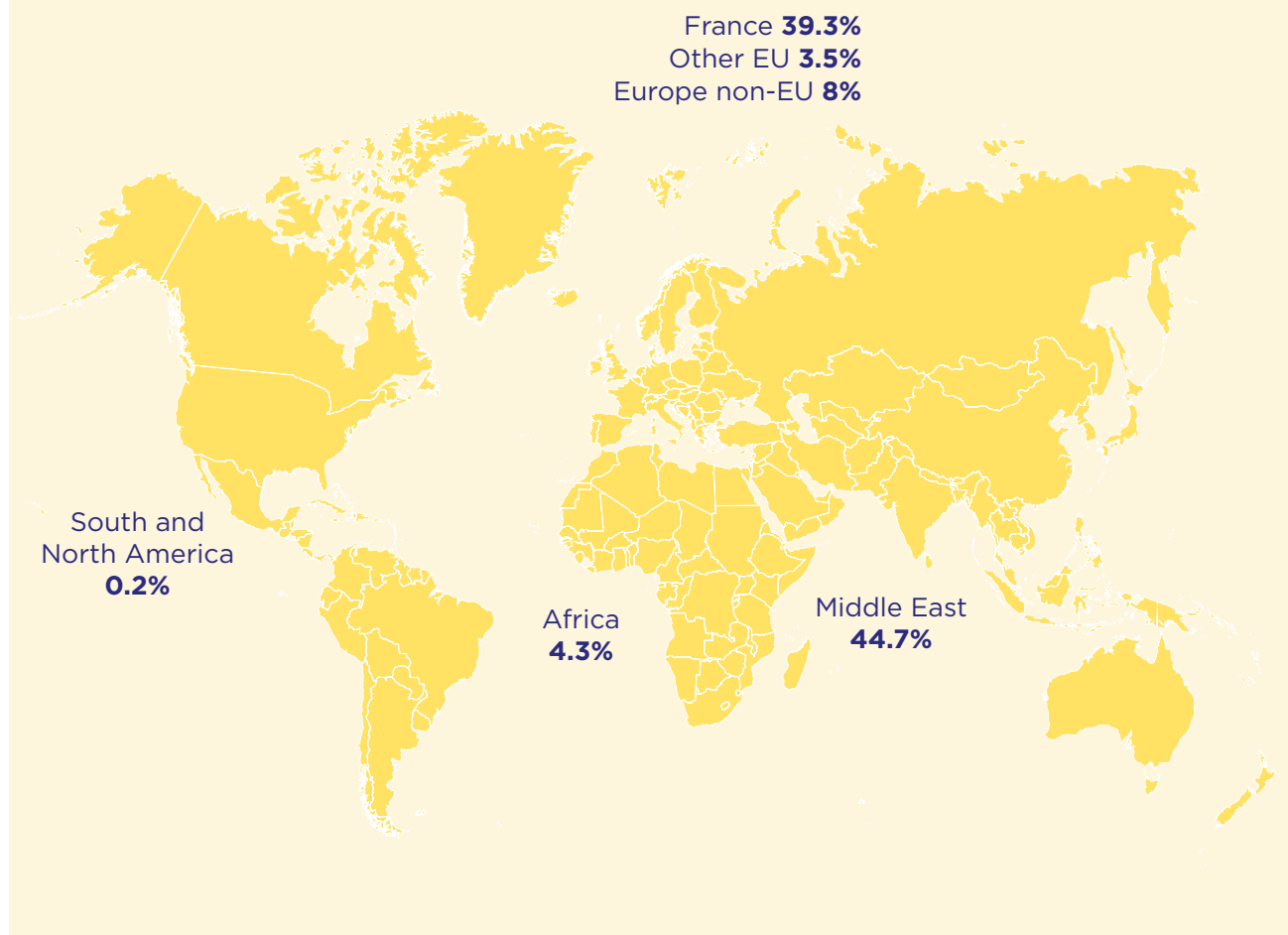
Our 24,447 employees operate in 23 countries around the world: they can be site manager in Santiago de Chile, regional relations manager in Paris, aviation safety expert in Zagreb, maintenance technician in Ankara, buyer in Amman, operational coordinator in Skopje, real estate development specialist in Liège, etc. The range of jobs at our airports is even broader: from the maintenance agent to the air controller to the seller, the mechanic, baggage handler, catering agent, data analyst, etc.

122,370 people work at our Paris airports: approximately 5% are our direct staff members. The others are employed by the many companies (airlines, shops, service providers, etc.) or public services that drive the airport city: all share the living environment and the operating constraints of sites often open 24/7.

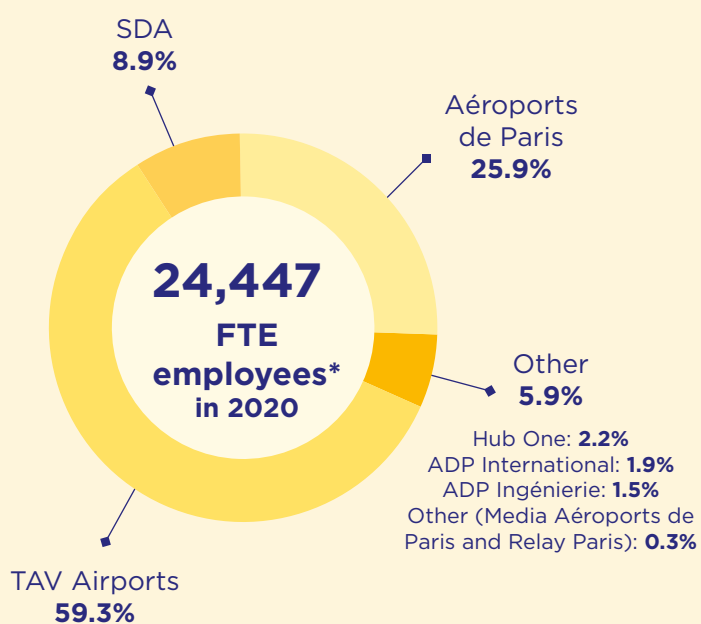
After decades of growth, air traffic has come to a halt. We therefore need to adjust our resources to our level of activity: most of our employees have benefited from a short-time working system, with the compensation arrangements and the local legal framework.

We have thus managed to preserve most of our teams and their know-how. But it is the whole of our ecosystem that we want to associate with our ambition: developing skills, promoting quality of life at work and anchoring our airports in their environment. Because this is about our social responsibility. And because it is the best way to attract and retain the talent we will need to support the recovery, innovate and become more competitive.

## Breakdown of staff internationally



## Breakdown of staff within Groupe ADP



\* FTE: FULL-TIME Equivalent



## Our commitments

We are adjusting our resources to the level of activity, while preparing the conditions for future recovery: the transformation of the organisation and the mobilisation of our employees aim to ensure the sustainability and attractiveness of the Group.

We consider social responsibility as a key factor in attractiveness: the transformation of the Group and the improvement of its collective performance through extensive social dialogue in support of quality of life at work, skills development and diversity.

**Our HR policy focuses on five areas:**

- 1 Ensuring the health and safety of all**
- 2 Adapting resources to the new strategic objectives**
- 3 Optimising employment costs**
- 4 Strengthening our social responsibility commitments**
- 5 Maintaining a constant social dialogue**

In particular, our attention is focused on three issues: health and safety at work, which are more crucial than ever in these pandemic times, including the prevention of psychosocial risks; maximum preservation of employment; diversity, as an inclusion factor and lever for innovation.

This policy is a common base: it is implemented internationally in accordance with specific local regulatory or cultural requirements. We also want to share it with service providers and partners operating at our airports, within a working community approach.



3.1

# Enhancing quality of life at work

## CONTEXT

Health and safety have always been our priorities and they remain so. For years we have implemented processes involving all the workers at our airports, including if they are not our direct employees. Many activities are carried out by our subcontractors or partners: shops and restaurants, traffic management, safety, maintenance, baggage management, flight operations, etc. It is thanks to these processes that we have been able to respond quickly to the health situation, adapt and meet the many challenges posed. This health and safety culture is one of the levers of our resilience.

### Our commitments

In addition to health and safety, we are aiming for true quality of life in the workplace for all employees by continuously improving the organisation and working conditions. This involves first and foremost risk prevention for all. Aéroports de Paris SA has identified psychosocial risks as a major subject for the coming months and years.



**Telecommuting practice:**

**1,150**  
employees

within the framework of the regular system

Up to **3,354**  
employees

on exceptional telecommuting since the start of the pandemic



**Average short-time working rate:**

**49.7%**  
affecting 95%  
of employees

(some months, +85% of employees were affected by short-time working)



**Frequency rate of workplace accidents with time off:**

**Aéroports de Paris SA:**

**11.48**

vs. 12.88 in 2019

**Groupe ADP:**

**7.49**

## OUR ACTIONS

## Ensuring health and safety

Our actions to promote the health and safety of our employees and employees of our airport partners cover very diverse fields and rely on 4 main levers:

### 1 Health and safety in light of the pandemic

The health protocols were deployed very quickly to ensure the safety of all workers at our airports. They were validated by the Airport Health Accreditation (AHA) programme implemented by the Airports Council International (ACI).

### 2 Preventing psychosocial risks

The health crisis, the generalisation of telecommuting and the high level of short-time working have generated new forms of stress. To support our employees and prevent psychosocial risks, occupational doctors, the social service, heads of HR and managers, were mobilised throughout the entire period; we also offered an external helpline and psychological support. We also supported local managers in the remote management of their staff. In 2021, we will adopt a disconnection charter.

### 3 Accident prevention

The sharp fall in air traffic and our airports' activity resulted in a decrease in the number of workplace accidents in 2020. In addition to this cyclical factor, the situation has improved significantly: the frequency rate in 2020 was 11.48 for Aéroports de Paris SA, compared to 12.88 in 2019. However, we remain vigilant: prevention, monitoring of the nature and causes of accidents as well as feedback are analysed in the Executive Committee twice a month.

### 4 Supporting our partners and subcontractors

Because the workers at our airports are part of the same working community, we support companies in developing their occupational safety and prevention plan. We also want to strengthen the weighting of occupational health and safety criteria in the awarding of our subcontracting contracts. An alert process for serious accidents that have occurred at our subcontractors has been put in place in order to identify high-risk situations and contribute to corrective actions.



## Enhancing the quality of life at work of our employees

Our policy to improve quality of life at work, undertaken for several years, has been adapted and strengthened to take into account changes in current and future working conditions in the context of the health crisis:



### 1 Continuing to deploy telecommuting

Many employees were already experimenting with regular or occasional telecommuting before the health crisis, particularly at Aéroports de Paris SA (collective agreement since 2016), with very positive feedback from managers and employees. Therefore, it was possible to rapidly implement its exceptional practice at all our Paris airports to deal with the health crisis, as well as in Turkey and other countries where TAV is located (Tunisia, Georgia, Kazakhstan, Macedonia and Saudi Arabia) where telecommuting has been widespread, while 46% of AIG (Jordan) employees worked remotely in 2020. The Group is now focusing on supporting local managers in their task of organising work incorporating this method.

### 2 Recognising the essential role of managers

They were called upon in particular for the implementation of telecommuting and organisational adaptations resulting from short-time working. We must therefore support them, to help them stay close to their teams, ensure the quality of life at work and be involved in the prevention of occupational risks. The “Crisis & Transformation Manager” support programme and the tools we offer them respond to 4 key issues: sharing the vision with the teams; developing managers’ transformation leadership; promoting support for change; developing new ways of working.

#### FRANCE

### Telecommuting: a working method appreciated by our employees

In June 2020, we conducted a survey of our French employees on exceptional telecommuting: 76% of them feel that they have produced better quality work with better efficiency (88%), and 59% also consider that it has had a beneficial effect on work-life balance. The difficulty of disconnecting from work (56%) and the feeling of isolation (56%) have been increased when telecommuting is on a full-time basis. This does not call into question the attractiveness of this way of working: in the end, 77% of employees want to use telecommuting more regularly, but rather on the basis of 2 or 3 days a week. An amendment to the collective agreement on telecommuting, taking account of these expectations, was signed on 13 October 2020.

3.2

# Embracing social dialogue

## CONTEXT

To deal with a sudden and prolonged decline in air traffic, Groupe ADP must adapt and reinvent its industrial project. We are undertaking this major change in a process of openness and dialogue with our employees and their representatives through strengthened social dialogue.



15

**collective agreements signed**

Aéroports de Paris SA: 7  
Hub One: 4  
ADP Ingénierie: 4



**+160 hours of discussion**

during the two months of negotiation on measures to adapt to the crisis

Scope: Aéroports de Paris SA



**No forced departures for economic reasons**

in France in 2020

## Our commitments

Having a renewed and continuous social dialogue is one of the five objectives of the Group's HR policy. The transformation of the company must be carried out responsibly, preserving employment as much as possible and ensuring that employees are involved in our project.



## OUR ACTIONS

Since 1 January 2020, in France, the Social and Economic Committee (CSE) is the single body of employee representation in the company. At Group level, the social dialogue framework was set by two collective agreements signed on 2 December 2020.

2020 gave rise to intense discussions to manage the crisis and consider how to move from a growth management model to a period of under-activity and under-investment.

The company has put in place a savings plan, aimed at the fair contribution of stakeholders, particularly shareholders and employees, through the contribution of the payroll to this effort. It has chosen to favour social dialogue. A method agreement was signed on 27 August 2020, for the conduct of the negotiation of a collective

bargaining termination agreement, a long-term short-time working agreement and a collective performance agreement.

Aéroports de Paris SA conducted an in-depth negotiation process on these three agreements, in order to preserve employment and economic balances. In return, the company undertook not to implement forced departures until 2023. However, the negotiation did not lead to the signing of these three agreements.

Aéroports de Paris SA therefore decided to open a new negotiation of a collective bargaining termination agreement and the implementation of unilateral measures in order to maintain the objectives of cost control and adaptation of the company's resources to the current and foreseeable level of activity in the medium and long term.

They result in the combination of a collective bargaining termination agreement, allowing voluntary departures and a plan to adapt employment contracts and standards applicable to employees of Aéroports de Paris SA, including wage moderation measures.

These provisions reflect our desire to prioritise voluntary departures: the planned support measures concern firstly end of career and pensions, and secondly personal external mobility projects. We have committed not to make any redundancies for economic reasons before 1 January 2022.

We remain convinced that our social culture and the desire to preserve our skills will enable us to succeed in our transformation.





3.3

# Supporting the transformation of our businesses

## CONTEXT

Mobility is a powerful lever of employee commitment and transformation for companies. To encourage it, we have updated our career paths by incorporating the “Group” and “international development” dimensions. This approach, initiated well before the crisis, will enable us to better overcome it: we will be able to anticipate the evolution of skills and adapt to the changes in air transport.

## Our commitments

The Group must transform to overcome the crisis and prepare for the recovery. But this can only be done with employees because our competitiveness is based on their involvement. In a responsible transformation approach, we are committed to developing their skills, supporting them with the changes in the airport sector, ensuring their professional development and making their jobs more attractive.



**9 hrs**  
of training

on average, per employee



**72%**  
of employees

have benefited  
from a training course

Scope: Group excluding TAV Airports

## Supporting employees and management in the transformation

The airport sector was already undergoing far-reaching changes in 2019, when we created a HR Support department for transformation projects. We were in fact convinced that it is only possible to transform an organisation in trust, by supporting employees.

We therefore include our company project in a collaborative approach that relies on collective intelligence, mentoring, peer-to-peer co-development, inter-business community co-ordination systems. We also offer individual coaching, team coaching and organisation coaching.

## Supporting our regional ecosystem

In February 2020, the Cité des métiers of Grand Roissy-Le Bourget was opened: it is one of the tools of the “Transco” system, currently under construction with Paris CDG Alliance and Orly International: its objective is to secure career paths and maintain the employability of the workers at our airports by supporting companies and directing employees or jobseekers to the most promising jobs.

## Attracting and retaining talent

Attractiveness is based on the quality of the organisation and working conditions, the relevance of the remuneration policy and social responsibility and diversity. Every two years, the specialist firm Ethifinance rates our human capital policies and achievements, for the Aéroports de Paris SA, ADP Ingénierie and Hub One scope: in 2020, our rating further increased by 3 points to 88/100, still at the “Excellence” level.



## OUR ACTIONS

## Adjusting our remuneration policy

Maintaining an attractive remuneration strategy in the context of a decline in growth is also the objective of future years. We are committed to offering a remuneration policy built on 4 levers: competitiveness, fairness, transparency and personalisation. With one objective: recognising employee commitment, skills, responsibilities and individual and collective performance. In this context, for Aéroports de Paris SA, a plan to adapt employment contracts and standards applicable to employees was presented to the social partners at the Social and Economic Committee (CSE) meeting on 21 January 2021. It proposes wage moderation measures, and could be gradually implemented, from September 2021, over the following 18 months, with the objective of payroll savings in the most proportionate way possible between the different categories of employees.

However, the main components of the overall remuneration will remain unchanged, to continue to offer an attractive and competitive basis of remuneration and fringe benefits in the labour market. In addition, the wage development policy is maintained (individual advancement, promotions, professional mobility), as are the

mechanisms for enhancing the performance of the company's employees (variable pay of managers, incentives, profit-sharing, employee shareholding).

Throughout the crisis, we have tried to maintain the income level of our employees. All commitments, measures and payments planned for H1 2020 have been maintained (advancements, variable pay, incentives, profit-sharing, employer contribution). The implementation of short-time working was accompanied by the creation of a financial assistance system to supplement the resources made available to social workers for the most vulnerable employees. In September, a collective agreement supplemented the legal level of compensation for short-time working, which is 70% of the gross reference remuneration: this compensation was supplemented up to one point for senior management and up to ten points for employees (i.e. 80% of the gross reference remuneration). For all employees with less than 5 years of service, this rate was increased to 75%.

Internationally, while the level of remuneration has been maintained at AIG, wage cuts have occurred at TAV Airports.



**€4,730**  
monthly average  
gross salary

(a decrease of 4.9%  
due to short-time working)

Scope: Aéroports de Paris SA

**€3,977**  
monthly average  
gross salary

Scope: Group excluding TAV Airports



**€5M**  
of incentives

(compared to €16 million  
in 2019)

Scope: Groupe ADP

**No profit-sharing  
in 2020**

(compared to €24 million in 2019 for  
employees of Aéroports de Paris SA  
and its direct subsidiaries)



## Developing skills

The health situation did not allow us to maintain all of our training programmes. However, we were able to rely on online training tools to provide 9 hours of training per employee, on average, mobilising a budget of €11 million (scope: Group excluding TAV Airports). In particular, we have developed professional risk management programmes.

The development and adaptation of skills are crucial issues for Groupe ADP as the health crisis accelerates the digitisation and automation of processes and transforms our sector. To support and anticipate these changes, our Paris airports are working with Paris CDG Alliance, Orly International and the companies of the airport sector to identify job and skills needs in order to establish new professional guidelines and adapt the regional training offering, in partnership with Grand Roissy-le Bourget Training Campus and education authorities.

## Promoting and supporting mobility

### 1 Promoting internal mobility

Our career management system, extended to the Group as a whole, is based on professional career reviews, which are now systematic for managers, and on talent reviews.

### 2 Supporting entrepreneurial projects

The entrepreneurial projects of our employees can be innovation levers. We therefore support these projects with the Innovation department: in 2020, two intrapreneurial projects were thus undertaken. This experience will foster our discussions in order to deploy a true entrepreneurship strategy.

As for employees who wish to change employer, job or even life, they can secure their project thanks to mobility leave, which provides in particular for partial retention of their remuneration and personalised support.

### FRANCE

## Preserving employment through external mobility in the Paris region

The airport sector has long been a natural opportunity for young people and jobseekers in the Paris-Orly and Paris-Charles de Gaulle areas. To mitigate the impact of the crisis, we are working to implement a mechanism for collective security of professional careers: employees on fixed-term contracts or young people having completed training courses can be directed towards the more resilient companies in their region. The “Transco” system will provide them with guidance, support and, if necessary, training.



## 3.4

# Being an attractive and inclusive company

## CONTEXT

Diversity is not only a factor of social inclusion. It is also a performance and innovation issue for the Group as a whole. The health crisis merely reinforces our conviction: a responsible organisation that respects diversity and is committed to inclusive management makes it possible to prepare for the future.

## Our commitments

Signatories of the Corporate diversity charter since 2013 and the Compact for the equal treatment of job applicants, regardless of their origin since 2017, we have pursued a proactive policy for diversity and against discrimination.





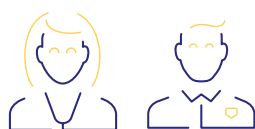
## Gender equality in the workplace

### 1 Towards equality at all levels

Women must have the same conditions of access to employment, career development and remuneration as men: it is this conviction that underpins our proactive strategy, based on recruitment and career management processes and on raising management awareness.

For the Aéroports de Paris SA scope, the percentage of women increased slightly in 2020 to 37.8% (vs. 37.6% in 2019 and 2018), representing major progress in management bodies: the share of women on the Executive Committee of Aéroports de Paris SA was 27% in 2020 (vs. 8% in 2019) while at TAV there were 14% women on the Executive Committee and 25% on the Board of Directors.

We still need to make progress on the percentage of women in technical sectors and among high potentials. Concerning Aéroports de Paris SA, the agreement on gender equality signed for the period 2020-2022 provides for the proportion of women on our Graduate Programmes increasing from 50% to 60% over the period.



**33.3%**  
women

Scope: Groupe ADP

## OUR ACTIONS

## 2 Guaranteeing equal remuneration

In order to guarantee equal remuneration for women and men, we undertake to offer (based on equivalent position and qualification) the same salary at hiring and then salary developments exclusively related to advancement and (for managers) to performance. For Aéroports de Paris SA, the difference between the theoretical fixed salary of women and men has almost been eliminated, going from 3.7% in 2015 to 2% since 2018. In the event of an unjustified pay gap, there is provision for a specific catching up procedure.

Since March 2019, all companies with more than 50 employees have to calculate and publish their gender equality index. In 2020, the score of Aéroports de Paris SA was 89/100, as in 2018 and 2019.



With 17% women<sup>1</sup> on their board of directors, Turkish listed companies are in the global average<sup>2</sup>. In 2013, the Capital Markets Board of Turkey (CMB) asked companies to set a target date for achieving the 25% objective. TAV is one of the first companies to have exceeded this threshold as early as 2018 by appointing three women directors on its Board. Today we are among the top 10 companies of the Women Empowered Board Index of the BIST100.

**Buru Geris**  
Chief Financial Officer and member  
of the Executive Committee of TAV  
Airports

**20%**  
women in  
technical sectors

**37.9%**  
women managers  
36.8% in 2018 compared to  
37.3% in 2019

**27%**  
women on the Executive  
Committee

Scope: Aéroports de Paris SA

(1) STUDY of the Corporate Governance Forum at Sabancı University  
(2) Worldwide, 16.9% of Board seats are held by women (Deloitte study).

## Attracting all talents

Our ability to adapt to a constantly changing environment depends on the quality and commitment of our teams, which is why we believe it is essential today more than ever to continue our efforts to remain an attractive company for all talents, regardless of age, sex, origin or state of health.



## Facilitating the employment of people with a disability

The recruitment of people with disabilities is a priority of our commitment to diversity, supported by the implementation of specific policies, in France, aimed at providing the support and training necessary for good integration, by

continuing, in particular, the work initiated to raise the awareness of our employees and managers on the professional inclusion of people with disabilities. There are also mechanisms in Turkey and Jordan.

### FRANCE

#### Use of adapted work

In 2020, we spent €380,000 on contracts in the protected and adapted work sector: the target of €800,000 per year could not be achieved in 2020, given the decline in activity and consumption. These widely varying activities include: vehicle cleaning, light waste collection, green space maintenance, small building works, mail management, administrative temporary work, preparation of meal trays, etc. To maintain this dynamic, our “Mission Handicap” works with the Gesat network (which includes 2,250 service providers in the protected and adapted work sector). It assists the procurement division and all prescribers with their procurement contracts.



# 7.2%

**disabled workers**

(more than one point above the legal obligation of 6%)

Scope: Aéroports de Paris SA 2019<sup>3</sup>

# 1

**disabled person**

hired on a permanent contract in 2020

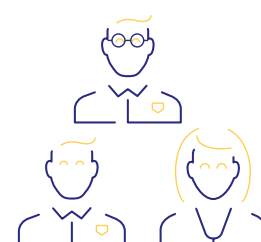
Scope: Aéroports de Paris SA

(3) 2019 data. For 2020, a new legal calculation method will be used, in place in May 2021.

## FOCUS

# Promoting intergenerational diversity in France

ADP pays specific attention to intergenerational diversity: a commitment that is particularly important in times of crisis, even if it poses particular challenges to young people and seniors. This commitment results in sustained efforts for Aéroports de Paris SA.



## 41

**young people**

(less than 29 years old)  
among the 154 people  
recruited in 2020

## 62

**new**

work-study  
contracts

## 8%

**of employees**

are over 60 years old

## 19

**employees**

benefited from end-  
of-career part-time  
work arrangements

Scope: Aéroports de Paris SA

### 1 Supporting access to employment for young people

Studies by CEREQ (Centre for Studies and Research on Qualifications) show that young people starting to work during a crisis see their career fall behind more than 10 years in terms of advancement and remuneration. It is therefore essential that young people have access to the world of work. That is why, despite the drastic reduction in our activities, we have kept the 129 apprentices on contracts at Aéroports de Paris SA, in order to enable them to validate their diploma. We also took on 62 new work-study students during 2020.

### 2 Keeping seniors in employment

We have maintained our employment objectives for seniors:

- Improving working conditions by taking account of difficulty factors;
- Anticipating career development;
- Developing skills and providing better access to training;
- Planning for the end of working life to enable seniors to retire in good conditions.



# Exemplary operations



# We share this requirement of exemplarity with our partners, suppliers and subcontractors.

## CONTEXT

In 2020, global air traffic fell to its lowest level since 1999, eradicating more than 20 years of continuous growth and affecting all airport stakeholders, including our customers (airlines, freight companies, passengers), our subcontractors (security, safety, maintenance, transport companies), our partners (shops, bars & restaurants, services) and companies located close to the airports, etc.

Collectively, we have endeavoured to maintain, even at the height of the lockdown, some of our freight and passenger reception activities in strict compliance with health measures. The crisis has in no way altered our security, safety and hospitality requirements. It strengthens our desire to be exemplary in terms of ETHICS and Compliance and encourages us to be more agile and collaborative.



## Our commitments

We intend to share this requirement of exemplarity with all of our partners, suppliers and subcontractors. For this, each of the Group's activities in France and internationally complies with our commitments:

- the best standards of hospitality and service that meet the expectations of all our customers and partners, with an absolute requirement of security and safety;
- the sharing and commitment of our various partners and suppliers in our environmental, social and societal requirements.
- the implementation of the principles OF ethics and compliance, anti-corruption and risk management;



# 6

**airports ranked in the Skytrax<sup>1</sup> World Top 100:**

Paris-Charles de Gaulle (20<sup>th</sup>), Delhi (50<sup>th</sup>), Hyderabad (71<sup>st</sup>), Paris-Orly (76<sup>th</sup>), Medina (84<sup>th</sup>) and Mauritius (92<sup>nd</sup>)



# 92/100

**our 2020 extra-financial rating**

by the Ethifinance agency, which has increased by 4 points compared to 2018. Our Procurement policy remains at the Excellence level.

(1) Skytrax: Consulting firm to measure customer experience in the air transport sector

# Offering the best standards of hospitality and service

## CONTEXT

In the face of a pandemic crisis on a historical scale the safety of people is an absolute priority. In this context, our culture of hospitality, at the heart of the Group's values, proves to be more relevant and necessary today than ever.



### Our commitments

**In this context, we are making every effort to fulfil 4 major commitments:**

- Offering all our travel customers a rewarding and memorable experience, with hospitality remaining at the heart of our concerns.
- Providing our customers and airport partners with the highest quality of service.
- Guaranteeing the safety of our employees, passengers and partners by strictly applying health measures.
- Acting responsibly and ethically.



### Paris-Charles de Gaulle

#### Terminal 3:

world's best terminal for low cost companies in 2020

#### Terminal 2E Hall M:

top 10 best terminals in the world

### Paris-Orly best progress

in the world

(up 63 places, from 139<sup>th</sup> ranking in 2019 to 76<sup>th</sup> ranking in 2020)

Source: Skytrax World Airport Awards 2020

## OUR ACTIONS

## Ensuring the safety and security of our airports

Safety and security are at the heart of our business. They are more than ever in the current context of diversification and increased risks to which our airports are subject.

In the face of the health risk, we have designed and implemented health measures at all our airports in order to offer passengers high standards throughout their journeys: cleaning and disinfection several times a day of areas open to the public, deployment of thermal cameras, compulsory wearing of masks, provision of hydro-alcoholic gel, limiting access to passenger terminals only to passengers and persons accompanying “vulnerable”

passengers, spatial planning and flow management to support social distancing, prevention announcements and displays, etc. These measures have resulted in most of our airports receiving an ACI certification (see insert). In PARIS, air handling in terminals ensures that passengers have a quality that matches the level of hospital standards.

In the face of terrorist risk, all our airports strictly comply with their country's security requirements and maintain close links with national authorities to ensure the highest possible level.



## WORLD

### Certifying our health protocols

To accelerate the recovery in air traffic, in July 2020, Airports Council International (ACI, which includes most airports in the world), launched the Airport Health Accreditation (AHA) certification programme for health protocols based on the international recommendations of the International Civil Aviation Organization (ICAO) and the European Aviation Safety Agency (EASA). After the auditing of health processes and measures in all airport areas, most Groupe ADP airports have obtained the Airport Health Accreditation: Paris-Charles de Gaulle, Paris-Orly, Amman, Antananarivo, Ankara, Antalya, Bodrum-Milas, Gazipaşa, Conakry, Cotonou, Izmir, Mactan-Cebu, Mauritius, Medina, Port Louis, Enfidha, Monastir, Delhi, Hyderabad, Santiago de Chile, Skopje, Stewart, Tbilisi and Zagreb. Batoumi, Nosy Be and Ohrid airports are in the process of certification. In addition, Paris airports will soon be subject to a Skytrax health audit.



## Improving the travel experience between fluidity and hospitality



We pay considerable attention to the satisfaction and expectations of all our passengers, particularly the most vulnerable. In the face of the crisis, we have strengthened our relationship with our customer community and our partners in a “symmetry of attention” approach.

We are mobilising with our partners to meet the two main expectations of travellers: firstly, the management of time in their journey in the public

area, ensuring fluidity and simplicity at the mandatory controls and stages; but also the discovery and experience during the journey in the reserved area. We want to create memorable positive emotions, with warm and human-scale areas, a range of shops and services of excellence and the unique signature of the “Terminal Shop”.



### Maintenance of ASQ-ACI surveys

(customer satisfaction) in 2020

**7**

**out of 11 airports**

with “Voice recognition” certification by ACI World



### +0.23 pts progress in customer satisfaction

in the ACI reference document (total rating out of 5) of Paris Aéroport since 2014

#### WORLD

### Better welcome for people with a disability

The journey must be accessible to everyone. To better understand the needs and aspirations of people with disabilities, we have set up a working party with airlines. Purpose: to simplify access to travel, from entry to the airport to the seat of the aircraft. Paris-Charles de Gaulle and Paris-Orly offer personalised assistance as well as specific services: ergonomic check-in desks, self-service wheelchairs, appropriate signage, welcome staff conversant with sign language etc. The airport in Amman is currently working on improving its access. Santiago de Chile has expanded its customer service to provide appropriate assistance to people with invisible disabilities, such as cognitive disorders, visual or hearing disabilities, chronic illnesses, etc.

## FOCUS

## Acting in a responsible and ethical manner

More than others, our activities and the specific characteristics of our company commit us to being extremely vigilant with regard to ethics and anti-corruption. We are therefore involved in various bodies and implement an Ethics and Compliance programme that we enhance each year.

- Compliance with United Nations and International Labour Organisation (ILO) conventions on human rights and combating corruption.
- Signatory of the joint declaration of companies on the responsible lobbying of Transparency France.
- Member of the French business ethics circle.
- In accordance with the French Sapin 2 law, registration in the Directory of Interest Representatives held by the High Authority for Transparency in Public Life.



Supported by the Executive Committee, our Ethics and Compliance culture is based on an ethical code of conduct and compliance, procedures for managing gifts, invitations and conflicts of interest, a responsible lobbying charter. Their distribution is based on our network of representatives in each of the entities around the world. A whistleblowing system is also accessible to all Group employees and those of our subcontractors: a charter governs the treatment and protection of whistleblowers. In this context, we continued to improve our practices in 2020, in particular through the following actions:

- Our Ethics Committee, set up in 2019 with a mission to reflect on emerging issues and to issue recommendations to inform Executive Committee decision making, has produced two opinions on points of attention related to the support of employees by managers in the context of short-time working.
- We have updated our mapping of corruption risks by incorporating the external recommendations of experts that we contacted to strengthen our methodology.
- The crisis has enabled us to consider ways of raising awareness of our employees. For example, we have created a newsletter for Ethics and Compliance representatives. We want to roll out a managerial kit on the subject.
- We have a third-party assessment tool to supplement the Due Diligence with regard to third parties with whom we have a business relationship (suppliers, customers, partners, etc.).
- Finally, the third edition of our ethical climate survey, which was delayed during the Covid-19 crisis, will be published in 2021.



### 500

**managers made aware**

of ethics and Compliance during face-to-face training

### 13,000

**Group employees**

trained in e-learning on ethics and compliance issues since May 2019



*Set up in 2018, the ADP Ethics Committee is a very free and open space for reflection and working: we can question ADP's practices in light of the company's expectations, identify the blind spots relating to practices and activity. The challenge is to question the company of today and tomorrow. This year we worked in particular on changes related to telecommuting or short-time working and levers to support them.*

*This is particularly valuable to prepare for the exit from the crisis. For companies can no longer be content to define their purpose and values: they must actually embody them, reduce the gap with their practices, and build an ethical competence going well beyond mere compliance with regulations.*

*This is an ambitious operation. But it is necessary to prepare for the world after Covid-19: a world where companies will be more anticipated than ever on all subjects related to ethics and responsibility.*

**Marc Grassin**

Philosopher, Doctor of Medical Ethics,  
Vice-Chairman of the ADP Ethics Committee

**G rard Kuster**

Business Ethics Consultant, Director of  
Transparency international



## OUR ACTIONS

## Providing the best services to all our customers and airport partners



Airlines, freight companies, the tenants of our office or business areas and the shops, hotels and restaurants in our terminals are our customers and partners to whom we aim to provide the same quality of service as to passengers and with whom we cooperate on an ongoing basis. In the context of the crisis, we have sought to maintain our quality of service and, above all, to strengthen dialogue in order to find solutions to the difficulties encountered by our partners and demonstrate solidarity.

For example, the commitment and agility of the real estate teams have enabled us to respond to many of the challenges presented to us this year: successive closures/reopening of buildings in compliance with the related health constraints, implementation of distancing rules, continuous dialogue with all our customers in order to negotiate rent instalments for the most exposed to the crisis, continuation of asset management activities and maintaining significant development projects with a time lag.

## FRANCE

### Focus on cargo activity, a lever of regional resilience

At the height of the lockdown in spring 2020, the whole population was able to measure the importance of air freight for the country's supply of food and medical equipment. There was proof of the remarkable resilience of players in the cargo sector. However, this context has led us to reconsider the cargo business model of our airports.

We have demonstrated agility to integrate the new Brexit procedures and route anti-Covid vaccines while testing autonomous vehicles for the transport of goods and building new facilities. At Paris-Charles de Gaulle, the health crisis had no impact on the progress of real estate projects in cargo city: delivery of a new freight station in December 2020, a new hotel in February 2021 and construction of a DHL HUB to be commissioned in October 2021.

### And what about tomorrow?

2021 and future years will be more than ever dedicated to the quality of welcome and services. We must restore the desire to travel and prepare for the recovery in passenger traffic under the best conditions. In order to meet regional and health supply challenges, we are also developing the cargo activity, based on efficiency and adaptation to the needs of our customers.



## 4.2

# Involving the entire airport ecosystem

## CONTEXT

Every airport operator is located at the heart of the airport ecosystem: it is both a strength and a responsibility. We have assumed this responsibility throughout the health crisis by maintaining a lasting relationship with our customers, suppliers and partners. Not only do we intend to continue, but we want to involve the whole of our ecosystem in our sustainable development strategy.



## Our commitments

We want to establish a culture of collective responsibility and involve our customers, suppliers and partners in our overall strategy to reduce our impacts. As a customer, we have a particular responsibility towards our suppliers and subcontractors: our sustainable procurement policy must enable them to share our ambitions.

## OUR ACTIONS

## Involving our suppliers and subcontractors



As a responsible customer, we support our suppliers and service providers in a process of continuous progress: we can therefore help them build product or service offerings that meet our quality and responsibility requirements. This responsibility is, of course, based on a selection of partners meeting the social, societal and

environmental criteria of our calls for tender, ratifying our CSR charter and regularly audited.

But we also want to raise the awareness of our entire ecosystem to the importance of CSR issues. This is why we opened our “Ethics and Compliance” whistleblowing system to employees of all our suppliers.

## Managing our purchases

We consider purchases as an essential lever of our CSR strategy: we are therefore very attentive to the social, societal and environmental impacts of the contracts that we place with our suppliers and service providers.

As early as 2014, this vigilance resulted in us obtaining the Responsible Supplier Relations and Purchasing label launched a few months earlier by the Company Mediator and National Procurement Council (CNA). For all public works contracts, we are particularly

attentive to the practices of our partners in occupational health and safety.

In 2020, we updated and enhanced the CSR grids and the particular technical clause specifications (CCTPs) governing calls for tender on 30 product and service contracts. Our environmental liability requirements have been strengthened. It is on this basis that 12 contracts were renewed in 2020. In Jordan, AIG started rolling out our Supplier CSR Charter to all its suppliers and subcontractors.



*EASE is a company adapted to disability in the Aisne region in the building sector. By retaining us as a service provider 6 years ago, ADP made the choice to take positive action in favour of inclusion without reducing its level of requirement. This approach is a true recognition of the quality of our disabled workers. We are proud of this experience that allowed us to create qualified jobs for people with disabilities.*

**Jacques-Emmanuel Durand**  
Manager

**Christophe Vieillard**  
Founder in charge of development at EASE



### Renewal of the label

Responsible Supplier Relations and Purchasing

**Deployment of ISO 20400**, responsible purchasing guidance standard

**ISO 9001 certification** (quality management) of our Procurement, Services to the Working Environment and Logistics functions

Scope: Aéroports de Paris SA



**89%**  
**contract**  
**agreements**

(+5 points compared to 2019)

**96%**  
**of the expenses**

of the Procurement Division  
include at least one CSR rating  
criterion

**100%**  
**of the 7 energy-**  
**intensive contracts**

entered into in 2020 include  
an energy performance  
criterion



**€595,033**  
**of orders**

were placed with 12 suppliers  
in the protected and adapted  
work sector. 80% of these  
purchases are part of  
multi-year contracts



**51,666 hours**  
**of integration**

have been carried out within  
the framework of large projects  
incorporating social inclusion clauses

Scope: Aéroports de Paris SA

## Refining our risk management

The airports of Paris-Charles de Gaulle, Paris Orly and Paris-Le Bourget were the subject of consolidated environmental risk mapping in 2018: it is on this basis that we undertook a series of targeted actions to prevent the occurrence of these risks and, where appropriate, limit their impact.

Internationally, we conducted a comprehensive assessment of the social responsibility of AIG and TAV Airports on the basis of the ISO 26000 standard, which covers in particular the field of human rights, working conditions and the environment.



### And what about tomorrow?

Our sustainable procurement strategy is being strengthened with better consideration of environmental impacts: in calls for tender, CSR criteria will have to integrate all environmental impacts, including biodiversity protection issues, which are still insufficiently taken into account. The Executive Committee is developing a decarbonisation plan for our purchases, with a timeline for reducing impacts up to carbon neutrality. This sustainable procurement strategy must now be rolled out internationally.

## Appendices



## Appendix 1 Table of indicators 2020

### Economic indicators - consolidated financial statements

	Unit	2018	2019	2020	GRI ref.
<b>Revenue</b>	€m	4,007	4,700	2,137	EC1
<b>EBITDA</b>	€m	1,680	1,772	168	EC1
<b>COP</b>	€m	1,123	1,094	<1,123>	EC1
<b>Net income</b>	€m	610	588	<1,169>	EC1

### Group Environmental Indicators

The figures presented in this table concern the consumption specific to the Aéroports de Paris, AIG and TAV Airport companies as well as the consumption related to third parties established at its airports.

	Scope	2019	2020	GRI ref.
Total energy consumption (in MWh of final energy)	1	1,095,760	867,750	EN3
Internal energy consumption (in MWh of final energy)		N/A	628,044	EN3
Purchase of renewable energy (in MWh of final energy)	1	458,715	351,921	EN6
Energy production from renewable sources (in MWh of final energy)	1	72,799	28,924	EN3
Share of our local renewable energy production in our final energy consumption <sup>(1)</sup>	2	13.1	6.2	EN3
Share of green electricity in total electricity purchases (%) <sup>(1)</sup>	2	70	80	EN3
Energy efficiency compared to 2015 (%) <sup>(1)</sup>	2	10.4	28.4	EN6
TOTAL CO <sub>2</sub> emissions scope 1 and 2 (in tons of CO <sub>2</sub> )	2	113,815	99,954	EN15 and EN16
CO <sub>2</sub> emissions scope 1 (in tons of CO <sub>2</sub> )	2	83,639	75,434	EN15
CO <sub>2</sub> emissions scope 2 (in tons of CO <sub>2</sub> )	2	30,176	24,159	EN16
CO <sub>2</sub> emissions avoided (in tons of CO <sub>2</sub> )	2	18,737	9,300	EN19
NOx emissions from thermal power plants <sup>(1)</sup> (in tons of NOx)	1	33	22	EN21

Scope 1: internal (Paris-Charles de Gaulle, Paris-Orly, Paris-Le Bourget, Ankara Esenboga, Izmir Adnan Menderes and Amman Queen Alia airports) and external (third parties present at the airports)

Scope 2: internal (Paris-Charles de Gaulle, Paris-Orly, Paris-Le Bourget, Ankara Esenboga, Izmir Adnan Menderes and Amman Queen Alia airports)

(1) Concerns only Aéroports de Paris (Paris-Charles de Gaulle, Paris-Orly, Paris-Le Bourget airports)

	Scope	2019	2020	GRI ref.
<b>AIRCRAFT emissions (actual data method) <sup>(1)</sup></b>				
CO <sub>2</sub> EMISSIONS	2	1,241,920	531,419	EN17
NOX emissions	2	6,014	2,657	EN23
Total water withdrawal (in m <sup>3</sup> )	1	4,721,993	3,380,609	EN8
Recycled water use (%)	1	7	4	EN10
Non-hazardous waste (NHW) recovery rate (%)	1	25	31	EN23
Total amount of NHW collected (in tons)	1	51,186	21,728	EN23
Quantity of internal hazardous waste (in tons)	2	346	258	EN23
<b>Soundproofing assistance for local residents <sup>(1)</sup></b>				
Number of applications processed	2	1,403	0 <sup>(2)</sup>	SO1
Amounts incurred (in €m)	2	30.06	0 <sup>(2)</sup>	SO1
Percentage of public transport for passenger access to the airports <sup>(1)</sup>	2	39	35	EN30

(2) There was no CCAR (Advisory Committee for Assistance to Local Residents) in 2020 following the consequences of the Covid-19 crisis.

## Group Social Indicators

	Scope 2019*	2019	Scope 2020**	2020	GRI ref.
<b>Average workforce in FTE</b>					
Aéroports de Paris		6,295		6,338	G4-9
Subsidiaries		19,827		18,109	G4-9
Group total	A	26,122	A	24,447	G4-9
Percentage of women	A	34%	A	33.3%	LA12
<b>New recruits/leavers</b>					
Appointments on permanent and fixed-term contracts	B	1,688	B	404	LA1
o/w permanent contracts	B	1,167	B	363	LA1
o/w fixed-term contracts	B	521	B	41	LA1
Departures involving permanent contracts and fixed-term contracts	B	1,478	B	842	LA1
o/w redundancies	B	177	B	92	LA1
Promotion rate (%)	C	5%		3.1%	LA1
<b>Remuneration</b>					
Gross monthly average remuneration (in €)	C	4,658	B	3,977	EC1
Incentives and profit-sharing (in €m)	A	40	A	5	EC1
<b>Absenteeism</b>					
Absenteeism rate (any reason)	C	6.5%	B	6%	LA6
<b>Health and safety conditions</b>					
Frequency rate	C	11.17	A	7.49	LA6
Severity rate	C	0.97	A	0.51	LA6
Number of workplace accidents involving time taken off work	C	127	A	247	LA6
Occupational illnesses reported in the year	C	4	A	5	LA6
Frequency rate	D	10.64	-	-	LA6
Severity rate	D	0.17	-	-	LA6
Number of workplace accidents involving time taken off work	D	350	-	-	LA6
Occupational illnesses reported in the year	D	0	-	-	LA6
<b>Training</b>					
Sums paid out for professional training (in €m)	C	17.3	B	11.1	LA9
Average number of hours of training per employee	C	25	B	9	LA9
Proportion of employees trained	C	77%	B	72%	LA9
<b>Employment and integration of disabled people</b>					
Number of disabled people	A	677	A	656	LA12
Number of disabled people hired on a permanent contract	A	68	A	10	LA12

\* Scope 2019

Scope A: Groupe ADP

Scope B: Groupe ADP excluding TAV Airports

Scope C: ADP, ADP Int, ADP Ing, Media, Relay

Scope D: TAV Airport

\*\* Scope 2020

Scope A: Groupe ADP

Scope B: Groupe ADP excluding TAV Airports

Scope C: Aéroports de Paris SA

## APPENDICES

## Presentation of organisational information under GRI-G4

GRI - G4 ref.	Title	Section of the main document
G4-1	Strategy and analysis	For an open and welcoming airport city - An international group - Meeting today's and tomorrow's challenges - Remaining the airport benchmark in CSR - 2020 Universal Registration Document - Groupe ADP website
GA-3 to G4-16	Organisation profile	For an open and welcoming airport city - An international group - Meeting today's and tomorrow's challenges - Remaining the airport benchmark in CSR - Taking action for the people at our airports - 2020 Universal Registration Document - Groupe ADP website
GA-17 to GA-23	Appearance and relevant scopes identified	An international group - Meeting today's and tomorrow's challenges
GA-24 to GA-27	Stakeholder involvement	A strategy built with our stakeholders
GA-28 to GA-33	Outline of report	Appendices 1 and 2
GA-34	Governance	Disseminating our CSR strategy across the Group - 2020 Universal Registration Document
GA-36	Ethics and integrity	Acting in a responsible and ethical manner - Refining our risk management

The Disclosures of Management Approach is provided in the introduction (pages 4 to 15), in the reporting methodology below (appendix 2) and on the Groupe ADP website.



## Appendix 2 Reporting Methodology

**We publish our Corporate Social Responsibility (CSR) information every year. This document concerns Groupe ADP's activities from 1 January to 31 December 2020. It was prepared in compliance with the fourth generation of management and reporting guidelines of the Global Reporting Initiative (GRI) according to core criteria. This international, multi-party initiative aims to develop globally applicable indicators factoring in economic, social and environmental performance in companies. The guidelines offer organisations balanced and reasonable performance reporting principles. For more details on certain themes or indicators, we refer to the Universal Registration Document. This applies in particular to financial information, governance and risks.**

**The 2020 social and environmental reporting period is based on a calendar year (from 1 January to 31 December 2020) to ensure consistency with the French regulations and the corporate reporting of French companies. The purpose of the reporting scope is to be representative of the Group's significant activities.**

### Control and consolidation

The sustainable development and public affairs division of Groupe ADP consolidates the sustainable development indicators using data provided by the relevant departments. Given the collection methods and the operating systems used by each of our airports, the scope of reporting may vary for certain indicators.

During consolidations, consistency checks are carried out on the data. Comparisons are made with the results of previous years. Any variances deemed significant are subject to analysis and investigation. The most sensitive and relevant data are subject to internal control and monitoring by the Executive Committee for any decision making required. External controls are also carried out in compliance with regulations.

### Social indicators

The social reporting of Aéroports de Paris has been carried out, since 2006, and takes as a basis the registered and remunerated workforce during the calendar year and expressed in terms of full-time equivalent. The workforce scope covers Aéroports de Paris and the Group's (controlled) companies and fully consolidated subsidiaries of which 50% or more is owned: ADP Ingénierie, ADP International including AIG, Hub One, TAV Airports, Société de Distribution Aéroportuaire, Relay @ADP and Media Aéroports de Paris.

Some indicators and data only cover part of the Group. The scope is specified in the table of social indicators in the Universal Registration Document (URD). It is gradually being extended to the whole of Groupe ADP for all social indicators.

## Environmental and societal indicators

Environmental and societal reporting is carried out on the scope of the activities of Aéroports de Paris with the exception of the specific cases indicated below.

Environmental and societal reporting is carried out on the scope of the activities of Aéroports de Paris (including the three airports Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget) and subsidiaries for which:

- the stake is either more than or equal to 50%, or a minority stake, but the Group has operational control;
- passenger traffic is more than 8 million PAX per year (significance criterion for airport activity).

The “Covid” crisis led to a substantial decline in passenger traffic in 2020, causing the number of passengers transported at the airports of Izmir Adnan Menderes, Ankara Esenboga and Amman Queen Alia to fall below the significance criterion for airport activity. Nevertheless, it was decided to keep within the environmental reporting scope TAV Airports (including its 2 main airports: Izmir Adnan Menderes and Ankara Esenboga) and AIG (represented by Amman Queen Alia airport).

The Group’s other (controlled) companies and fully consolidated subsidiaries of which 50% or more

is owned are not included in the environmental reporting scope in view of the non-significant impacts of their activities compared to Aéroports de Paris, TAV Airports and AIG. The environmental and societal actions of the subsidiaries of Aéroports de Paris are nevertheless incorporated into the relevant paragraphs of the 2020 Universal Registration Document (URD).

The scope of CO<sub>2</sub> emissions in scope 3 covers the external CO<sub>2</sub> emissions of the airports (the 3 Paris airports, 2 airports of TAV Airport and 1 AIG airport) related to aircraft, passenger and employee access, business travel of all employees, ground handling vehicles (GSE), aircraft auxiliary power units (APU), the treatment of internal waste and consumption of third-party buildings as well as the emissions of subsidiaries for which Aéroports de Paris does not have operational control.

For “air quality” and “emissions” indicators, the data was provided by the Aéroports de Paris laboratory, accredited by COFRAC and ISO 9001 certified, based on methodology guides including the instructions used. These are then sent to the sustainable development and public affairs division.

Since 2019, the process of integrating the Group’s international scope has resulted in the consolidation of environmental data of the subsidiaries of TAV Ankara, TAV Izmir and AIG with those of the Paris airports.

## Table of indicators

The economic, social and environmental data, together with an explanation of the general items of information about the organisation, are set out on pages 80 to 82. The materiality matrices, the correlation table containing the GRI G4 summary and the declaration of extra-financial performance items are published in this document and on the Groupe ADP website.

## Methodological limitations and specific circumstances

The methodologies used for certain social and environmental indicators may have limitations as a result of:

- differences in available professional skills between Aéroports de Paris and its subsidiaries;
- the specific provisions of the social laws of certain countries;
- a change in the scope of activity from one year to the next;
- the difficulty of retrieving information in the event of subcontracting to, and/or joint ventures with, external partners;
- procedures for collecting and entering this information;
- the availability of data during the reporting year.

## Appendix 3 Glossary

### A

**ADP:** Aéroports de Paris

**AIG:** Airport International Group

### B

**BREEAM:** Building Research Establishment Environmental Assessment Method

### C

**CO<sub>2</sub>:** carbon dioxide (greenhouse gas)

**CSR:** Corporate Social Responsibility

### F

**FCDAP:** Paris Airport Community Endowment Fund.

**Forem:** Walloon Office for Vocational Training and Employment

**FTE:** Full-Time Equivalent

### G

**GRI:** Global Reporting Initiative (mission to develop applicable guidelines on sustainable development for governmental and non-governmental organisations)

### H

**ha:** hectare (unit of area measurement)

**HQE:** High Environmental Quality (environmental label for buildings)

### I

**ILO:** International Labour Organisation

**ISO:** International Organisation for Standardisation

### K

**kWh:** Kilowatt-hour (unit of energy)

### L

**LEED:** Leadership in Energy and Environmental Design

**LF:** Labour Force

### M

**Materiality:** a function of company size as measured by assets and revenue

**MWh:** Megawatt-hour (unit of energy)

### N

**NHW:** Non-Hazardous Waste

**NOx:** Nitrogen oxide

### R

**RE:** Renewable Energies

### S

**SA:** public limited company

**SDA:** Société de Distribution Aéroportuaire

**SDG:** UN Sustainable Development Goals

### U

**UN:** United Nations

## **Groupe ADP**

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French public limited company (société anonyme)  
with share capital of €296,881,806  
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