

CORPORATE SOCIAL RESPONSIBILITY INFORMATION

2016 REPORT



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PROFILE



OUR CSR COMMITMENT



ACTIVITIES AND STRATEGY

OUR CSR COMMITMENT



Mission statement by Augustin de Romanet

Chairman and CEO Aéroports de Paris SA



In 2016, across the world, countries, citizens, politicians and companies had to face economic difficulties and security breaches. Faced with this situation, our continued development and our transformation are based on constant innovation, closely linked to a stronger integration of corporate social responsibility challenges in our operations.

This will be reflected first and foremost in our Connect 2020 strategic plan, which has been drawn up for the 2016-2020 period. From early 2016, linking our corporate strategy to our CSR approach, we have made 20 brand commitments to our stakeholders – passengers, airlines, Groupe ADP employees, suppliers and the regions in which our airports operate. We consider our relationship with our stakeholders as a source of opportunities in an increasingly competitive environment.

2016 was marked by the consolidation of a Group policy, as reflected by our new identity and the reinforced CSR policies of our subsidiaries, by the launch of a number of action plans to manage our human resources and the signing of several Company-wide agreements, by the scaling up of our environmental policy, notably with regard to energy, and by intensified economic and social cooperation with the regions in which we operate.

Our efforts were recognised in the Sustainalytics benchmark of the five main European airport operators, where Groupe ADP was ranked as the undisputed leader.

All of our staff involved are very proud of this achievement and I extend my warm congratulations to them. The challenge for 2017 is to maintain the level of excellence that we have attained and I am sure that we will do this

Our four values

In 2014, 2,200 employees helped to select our four core values, alongside members of the executive committee. These values reflect what we are, what we want to be and what sets us apart from others.

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

2 - Commitment: collective commitment to guarantee reliability and competitiveness.

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

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

A new identity and 20 commitments

A new brand identity and architecture were unveiled on 14 April 2016, with the creation of a Group brand "Groupe ADP" and a passenger brand, "Paris Aéroport".

Paris vous aime is a component of our new Paris Aéroport passenger brand and a concept which drives our relationships with our stakeholders. It links our corporate strategy to the fulfilment of our social responsibility. Paris vous aime is embodied in [20 commitments we have made to our stakeholders](#). These innovations were the first components of our Connect 2020 strategic plan which the Board of Directors approved in 2016. See Activities and strategy, page 5.

Find out more about our values

See CSR approach, page 7.

- [Responsible lobbying](#)
- [Global Compact](#)

ACTIVITIES AND STRATEGY



CHALLENGES

ID card

Aéroports de Paris SA [owns and operates](#) the three main airports in the Paris region (Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget), as well as 10 general aviation airfields and the Issy-les-Moulineaux heliport. In the three main airports, it provides facilities to accommodate airlines, passengers and cargo and postal service operators, and offers an adapted range of services.

✓ Five types of activity

Aéroports de Paris SA operates in five [activity segments](#).

- Airport activities.
- Retail and services.
- Real estate.
- International operations and airport developments.
- Other operations

Since 2006, some activities have been regulated by a five-year contract known as the [Economic Regulation Agreement. \(contrat de régulation économique - CRE\)](#).

✓ 2016 profile

See Groupe ADP in figures (Appendix 1).

Connect 2020, our strategic plan

For the new five-year 2016-2020 period, ushered in by our third economic regulation agreement, we have redefined our priorities and aims. This new plan, known as "[Connect 2020](#)", describes **three priorities** broken down into **nine commitments** with respect to our stakeholders.

✓ 3 priorities

- 1 - Optimise
- 2 - Attract
- 3 - Expand

✓ 9 commitments

- 1 - Optimise - Guarantee operational performance
- 2 - Optimise - Strengthen organisational performance
- 3 - Optimise - Increase financial performance
- 4 - Attract - Become the preferred choice for our customers
- 5 - Attract - Encourage employee development
- 6 - Attract - Promote the Group's brand

- 7 - Expand - Integrate solutions
- 8 - Expand - Grow with the regions
- 9 - Expand - Win new markets

Our main subsidiaries and equity investments

✓ Our four fully-owned subsidiaries

- 1 - [ADP Ingénierie](#)
- 2 - [ADP Management](#)
- 3 - [Hub One](#)
- 4 - [HUB SAFE](#)

✓ Our main equity investments

- 1 - TAV Airports - Turkey
- 2 - TAV Construction - Turkey - As at 31 December 2016, the disposal of TAV Construction was considered highly likely and was expected, given the progress of negotiations with potential buyers, to be completed in 2017
- 3 - SCNP - Santiago de Chile airport - Chile

→ See Appendix 1.

✓ Cross-shareholdings

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

Airport city players

✓ Groupe ADP

- Organising and operating the airport.
- Retail and services.
- Real estate (leasing, construction).
- Airport services to airlines and professionals (industrial services).

✓ Airport companies

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

✓ Government services and agencies

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

For more information

- [2016-2020 Economic Regulation Agreement](#)
- [2016 Registration Document](#)
- [Financial information](#)

CSR APPROACH

Ensuring our corporate social responsibility means making a joint effort across the Group. Our approach is based on transparent and robust governance, and uncompromising ethics on how we control our impact and our risks. Boosted by our continuous improvement objectives, this approach is assessed every two years by a non-financial rating agency.

1

GROUP POLICY

2

OUR PRIORITIES

3

CODE OF CONDUCT

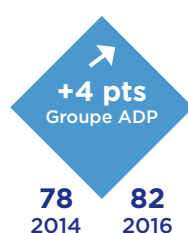
4

RISK MANAGEMENT

5

TRANSPARENCY AND NON-FINANCIAL RATING

◆ 2016 NON-FINANCIAL RATING REQUESTED



A GROUP COMMITMENT



1
Group CSR
Charter

1
Group Ethics
Charter

1
Responsible Lobbying
Charter

CHALLENGES

In 2015, we became the European corporate social responsibility benchmark among the five major European airport operators (London-Heathrow, Fraport, Aena, Schiphol Group, Groupe ADP - according to the 2015 Sustainalytics rating).

Our business model has always sought to balance economic growth, societal expectations and environmental protection, in line with the three principles of sustainable development. Corporate social responsibility culture is in line with our historical public service values.

An increasingly strong Group policy

We are making great progress towards applying a responsible policy at Group level in which our four main subsidiaries (ADP Ingénierie, ADP Management, Hub One and HUB SAFE) are involved, alongside the parent company, Aéroports de Paris SA.

This concept is reflected in our new Groupe ADP identity (see Profile, page 3).

Our main subsidiaries have been gradually incorporating the Group's codes of ethics and conduct, as well as the principles and objectives of our responsible purchasing policy, into their internal regulations. They have signed up to our corporate charters (Group CSR Charter, Group Ethics Charter) and the institutional charters to which we have signed up, such as the Responsible Lobbying Charter and the Entreprise et Quartiers charter, which publicly communicate our ethical and responsible commitments to our stakeholders.

We are also increasing dialogue with our partner TAV Airports, a Turkish company in which we have had a 38% holding since 2012. We are working towards a shared CSR, sustainable development and ethics culture.

Group CSR and Ethics Charter

Reaffirming the internal cohesion of our Group strategy, in 2014, we drafted a Group CSR Charter and a Group Ethics Charter in consultation with our subsidiaries and around ten divisions of the parent company, Aéroports de Paris SA. These charters were signed in January 2015 by our four main subsidiaries: ADP Ingénierie, ADP Management, Hub One and HUB SAFE. These texts make our orientations clearer to our stakeholders, to whom they are circulated.

The CSR Charter sets out the main strategic areas in terms of corporate social responsibility. **The Ethics Charter** reaffirms the guiding principles of workplace behaviour. It offers all Group employees the option to consult our ethical guidelines. This was sent out to all of them with a voluntary commitment certificate in electronic format. Since the second half of 2015, it has also been issued to all newly promoted staff and new employees. (See Initiatives, page 10). The Ethics Charter can be consulted by all our suppliers and sub-contractors

Connect 2020 and CSR

✓ 20 brand commitments

Early 2016 ushered in our new identity under the name of Groupe ADP, our Connect 2020 strategic plan for 2016-2020 and the creation of our passenger brand Paris Aéroport with its slogan .Paris vous aime. (Paris loves you). *Paris vous aime* is a component of this new brand and a concept which drives our stakeholder relations. It links our corporate strategy to the fulfilment of our social responsibility via [20 commitments to our stakeholders](#). The commitments are broken down into four groups:

1 - Passengers: make a commitment to passengers, because they deserve airports which befit the world's most beautiful city.

2 - Airlines: make a commitment to airlines, because their competitiveness relies on our robustness.

3 - Regions: make a commitment to the regions, because we contribute to their appeal and dynamism.

4 - Our employees: make a commitment to our employees, because our appeal and performance rely on their well-being and skill.

✓ Performance indicators

Under our Connect 2020 strategic plan, we have identified several indicators which contribute to CSR performance.

Examples

- Human Resources: Great Place to Work commitment, employee involvement, safety.
- Customers: customer satisfaction.
- Environment: energy efficiency.
- Community and all areas: results of the non-financial rating requested (see Transparency, page 20).

Our CSR networks

We are organised in networks (see Appendix 2) to ensure cross-cutting dialogue between the departments of our parent company, Aéroports de Paris SA, and its subsidiaries. We intend to strengthen our CSR reporting even further at Group level.

A structured approach

To structure our approach and take into consideration our stakeholders' expectations (see Appendices 3 and 4), we apply the guidelines of ISO 26000 on corporate social responsibility as a performance benchmark.

Managing our CSR programmes

✓ Design and implementation

The design and implementation of our CSR programmes are monitored at the highest level by management and involve all Group employees at all levels. An Environment, Energy and CSR Committee manages the CSR programmes. This committee involves airport, development, engineering and real estate directors; it is chaired by the Chief Operating Officer, who is supported by the Group Secretary General. Forty or so people are involved in the oversight of the Group CSR.

→ See Appendix 2

The process has four steps

- 1 - CSR axis and strategic plan.
- 2 - 2020 targets broken down into KPIs (Key Performance Indicators).
- 3 - Components of the CSR policy.
- 4 - Implementation and roll-out of activities.

→ See Appendix 5

✓ Environment & Sustainability Division

The Environment & Sustainability Division (ESD) has five main tasks: environmental management, local economic development, support for local communities, consultation with local residents and management of noise reduction subsidies.

→ See Appendix 6

✓ Our action plans

For the 2016-2020 period, we are rolling out a new action plan in line with ISO 26000 and with Groupe ADP's [new strategic plan](#).

Public positions

1 - Fight against climate change

We have signed up to the [ACI Europe position](#) on aviation and climate change. Our climate commitments, which are embedded in our environmental policy, have been declared publicly on several occasions, for example the [Air France-KLM, Gifas, Groupe ADP joint manifesto of 2015](#).

2 - Global Compact

We have supported the United Nations Global Compact since 2003 (see our declaration of support for the Global Compact, Appendix 7) and defend its positions relating to human rights. We want to anchor our initiatives in the UN Sustainable Development Goals (page 11).

3 - Responsible lobbying

Members of Transparency International France, we support its work to combat corruption. In 2014, we signed the NGO Transparency International France's [joint declaration on responsible lobbying](#). A Group Responsible Lobbying Charter was adopted in 2016 (see Initiatives, page 10).

4 - Fight against racism

In 2015, alongside 42 other organisations, we answered a call by the French ombudsman (Défenseur des droits) ⁽¹⁾, and signed its [anti-racism charter](#). All our employees were invited by the Chairman and CEO to view this charter, which promotes individual and collective commitment, and to visit the [anti-racism site](#) to find out about specific ways of combating racism.

(1) *Glossaire*.

INITIATIVES

Group CSR Charter

Drawn up in 2014 and signed in January 2015 by the parent company and its four main subsidiaries, the [Group CSR Charter](#) formalises **six generic commitments** that the Group is making to its internal and external stakeholders.

- 1 - Guarantee exemplary governance.
- 2 - Place people at the heart of our strategy.
- 3 - Satisfy all our customers.
- 4 - Control and minimise our impact on the environment.
- 5 - Ensure ethical and responsible purchasing.
- 6 - Promote local community involvement.

Group Ethics Charter

Created in 2014 and signed by the parent company and its four main subsidiaries in January 2015, the [Group Ethics Charter](#) reaffirms the **nine fundamental principles** on which workplace behaviours of all our employees are to be based.

- 1** - Compliance with laws and regulations.
- 2** - Respect for individual rights.
- 3** - Respect for the principle of anti-discrimination.
- 4** - Compliance with health and safety regulations.
- 5** - Respect for principles of loyalty, fairness and integrity.
- 6** - Respect for the company image.
- 7** - Respect for confidentiality.
- 8** - Respect for competition.
- 9** - Respect for the environment and the Company's social responsibility.

The Group's Responsible Lobbying Charter

Adopted in December 2016, the [Responsible Lobbying Charter](#) lays down three fundamental rules:

- 1 - announce and identify ourselves** to institutions concerned by the planned lobbying;
- 2 - refrain from** any action intended to influence public decision-makers, or to obtain information or benefits from them;
- 3 - release and make public** traceable, verifiable information, the budgets for lobbying, to public business companies and professional associations, as well as the contributions made to political parties.

This charter requires all Groupe ADP employees to be aware that lobbying is a public life issue.

→ See [Code of conduct](#), page 15.

Fight against racism and discrimination

In a continuation of the commitments entered into when it adopted the charter to defend equality against racism, Groupe ADP wished to extend its initiative to third parties. Since September 2016, a [discrimination](#) item has been included in the contact and complaints form accessible from the Group's website, in the passengers section.

Our Human Resources Division also held a seminar in June 2016 for its teams on 'Religion and diversity'. This seminar presented Groupe ADP's position and outlined how this matter is dealt with in the internal regulations.

→ See [Diversity](#), page 42.

Communication with our stakeholders

✓ Presentation to shareholders and analysts

In 2015 and 2016, we presented Groupe ADP's CSR priorities and initiatives at the Annual General Meeting of Shareholders in a dedicated sequence. We also included this information in the presentation to the analysts.

In June 2016, we took part in a CSR roadshow organised for seven non-financial analysis firms.

UN Sustainable Development Goals (SDGs) applicable to Groupe ADP

SDGs and companies

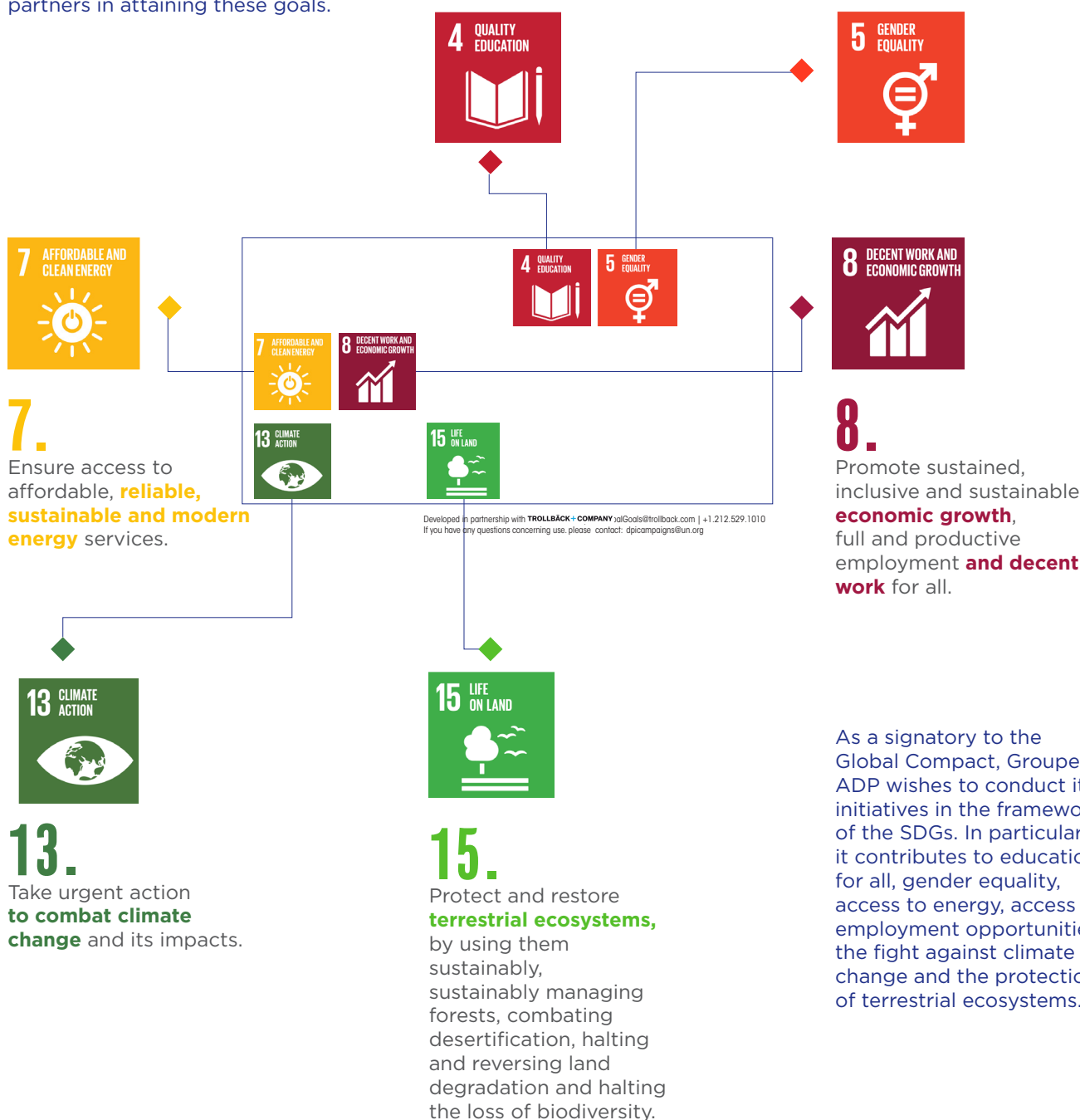
Adopted in September 2015, the UN's 17 Sustainable Development Goals for the next 15 years came into force in January 2016. They focus on economic growth, social inclusion and environmental protection. The UN believes that companies are vital partners in attaining these goals.

4.

Ensure fair access to **quality education** for all and promote lifelong learning opportunities.

5.

Achieve **gender equality** and empower women and girls.



OUR CSR PRIORITIES

CHALLENGES

A new approach

Up to 2014, our CSR policy was based around four themes broken down into 20 priority challenges, combined with action plans. These challenges were identified by means of regular dialogue with our stakeholders, in accordance with regulatory requirements and national and international good practices.

In 2014, we wished to evaluate the relevance of our approach in terms of company performance, from the perspective of our future 2016-2020 strategic plan. We conducted a .materiality. or .relevance. study on our CSR challenges. The study led to a new stakeholder mapping and a materiality matrix⁽¹⁾ which contributed to the identification of our priorities for the 2016-2020 period. This study will be updated in 2017 to reflect Groupe ADP's development.

(1) Glossary.

Stakeholder mapping

We redistributed our stakeholders (Appendix 3) into seven categories.

- 1 - B2C customers and B2B customers.
- 2 - Employees.
- 3 - Public-sector actors.
- 4 - Regional development players.
- 5 - Administrators and financial backers.
- 6 - Airport partners.
- 7 - Societal relays and influencers.

✓ Our TOP 6 and TOP 20 challenges

The top 20 CSR challenges have been identified and structured. These are economic, environmental and social impacts likely to influence our performance and the decision-making of our internal and external stakeholders.

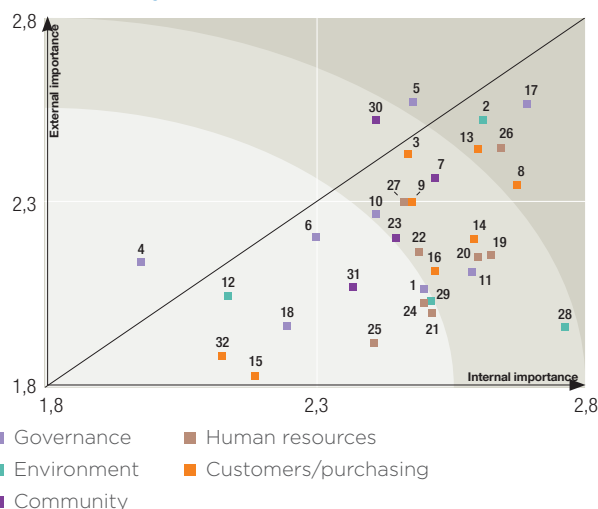
✓ Method

The materiality analysis was conducted with the help of an external expert. The main priorities are identified using our existing publications, a benchmark of airport CSR challenges and on the basis of

interviews with qualified persons within the Group. We identified and defined the scope of 32 challenges deemed significant in terms of our strategy. Our stakeholders were invited to rate their importance in terms of their own interests. This involved over 200 people in total.

These evaluations were cross-tabulated, consolidated and weighted, resulting in 20 priority CSR challenges for sustainable development in our company. These results were presented to the Executive Committee in December 2014.

✓ Materiality matrix



The materiality matrix provides a spatial representation of the relative position of each challenge. We are pushing ahead with our improvement efforts in all areas, either because they stem from our corporate ethics, or to ensure regulatory compliance, or because the issue exceeds the framework of the company.

→ See Appendix 8 - Matrix with complete list of the corresponding challenges.

Creating value for all

✓ Our CSR value chain

Our policy sets out the principles of sustainable development to meet the expectations of all our stakeholders and to contribute to the prosperity of the communities within which we operate. We have designed our action plans so that this policy creates value for all. Our CSR value chain (Appendices 9 and 10) integrates stakeholders' expectations (Appendix 4) in our decision-making process.

PERFORMANCE

2016 non-financial rating

Every two years, we ask for a **non-financial rating** to measure **our progress** in terms of corporate governance, human resources, (human capital), the environment, customer and supplier relations and community involvement.

Groupe ADP has set itself the target of a non-financial rating of 83/100 in 2020, i.e. an increase of 5 points compared to the 2014 rating.

We obtained a Group score of 82/100 in 2016. The complete results can be found from page 20 onwards.

GOVERNANCE



CHALLENGES

Robust governance

✓ Board of Directors and Executive Committee

Aéroports de Paris SA is a [French limited company with a Board of Directors](#). Internal regulations lay out the responsibilities and operational details of the Board of Directors. Aéroports de Paris SA strives to comply with the principles of the Afep-Medef corporate governance code for listed companies, which was reviewed in November 2016.

Chaired by the Chairman and Chief Executive Officer Augustin de Romanet, the [Executive Committee](#) provides strategic and operational management of the company.

→ [2016 Registration Document](#)

✓ Group General Secretariat

Since 2013, a Group General Secretariat, sitting on the Executive Committee, organises the cross-functional culture of our CSR policy. It brings together the company functions that contribute to risk management, sustainable development and ethics. These functions are carried out by the Group's Ethics Division, Environment & Sustainability Division and by the Airport Security, Risk Management and Compliance Division.

A CSR criterion in the compensation paid to the Chairman and CEO

The gross variable compensation paid to the Chairman and CEO of Groupe ADP is determined according to three quantitative targets and three qualitative targets. The latter include corporate social responsibility, including managerial mobilisation and employee safety.

Involvement of the Board of Directors

Since 2015, the Board of Directors has been directly involved in corporate social responsibility reflections and decisions, and in examining CSR performance.

Involvement of the Board of Directors in the CSR approach in 2015 and 2016 mostly took the form of:

- increasing the sustainable development budget on the occasion of Groupe ADP's third economic regulation contract;
- presenting the results of the 2014 non-financial rating and the areas for improvement suggested by the Ethifinance rating agency;
- adopting two new strategic criteria applicable to the whole Groupe ADP in the Connect 2020 plan: non-financial rating and energy efficiency;
- presenting the European CSR benchmark and reporting on the due implementation of the CSR approach as a driver for competitiveness.

Operational governance and CSR

We present CSR projects to the Group's operational governance on a regular basis: the Group Committee, the strategic investments committee, the commitments operational committee (for projects over €3 million).

CODE OF CONDUCT



CHALLENGES

An ethical ambition for 2016-2020

There are two ethics objectives in the roadmap of the Group's General Secretariat, as part of our 2016-2020 strategic plan:

- employee adherence to and awareness of internal risk issues;
- improving compliance with our Group's ethical commitments by strengthening the anti-corruption mechanism in France and internationally.

Adhering to international UN conventions

We are developing our activity in line with the principles of the UN Global Compact, which we signed up to in 2003 (see our declaration of support for the Global Compact, Appendix 7). We strive to ensure compliance with the ten principles that it lays down in relation to human rights, employment standards, environmental protection and the fight against corruption. We confirm our adherence to the fundamental conventions (Appendix 11) of the International Labour Organisation (ILO) included in the Global Compact. As such, we publish best practices "recognised" by the UN. We were [rated "advanced"](#) in 2016.

Rules and codes of conduct

Our actions and behaviours are framed by **our internal regulations** which include our rules of conduct, a code of ethics for trading and a code of ethics for information security (Cobosi) revised in 2015 and applicable to Aéroports de Paris SA and its wholly-owned subsidiaries.

✓ Cobosi

The Cobosi in force since 2015 in our Hub One and ADP Ingénierie subsidiaries was adopted in 2016 by ADP Management and HUB SAFE. The Cobosi lists the behaviours expected of each employee when using information resources.

✓ Ethics risk

In 2015, the Group signed its [Group Ethics Charter](#), which reaffirms and extends these commitments. The ethics risk has been incorporated into our Golden Rules. These are systematically highlighted for international projects subject to validation.

✓ Fraud prevention and fight against corruption

Our code of conduct and purchasing code of ethics (see Responsible Purchasing, page 26 et. seq.) include our fraud prevention policy. Since being signed in 2015, the Group Ethics Charter offers all Group employees the option, which until now has been limited to Aéroports de Paris SA employees, to consult our ethical guidelines.

In 2015, we drew up our **third fraud prevention plan (2015-2017)**. It strengthens measures for preventing, detecting and handling fraud for both the Group and its stakeholders.

Members of the Board of Directors are bound by a specific code of ethics as regards insider trading. The law known as "Sapin II" on transparency, the fight against corruption and the modernisation of economic life, promulgated on 10 December 2016, aims to build on the progress made in these areas. It introduces new regulations on the fight against corruption; these provisions will strengthen in the very short term the mechanisms in place within Groupe ADP.

A specific organisation

Our Group General Secretariat, through our Group ethics officer, who was appointed in 2014, formalises our ethical rules and guidelines and ensures their dissemination. The ethics officer is tasked with promoting the Group's ethics policy and guaranteeing that ethics are taken into consideration in all major projects and strategic guidelines.

Our Group ethics officer is our ethics adviser. Any employee can consult her in confidence in case of doubt or to obtain advice on the professional behaviour expected.

The Audit Director is responsible for fraud prevention. Since 2016, the Audit Division has been on the "fraud" committee of the corporate security directors' Club (CDSE). This committee is made up of professionals who want to share fraud prevention and anti-fraud experiences, tools and methods.

The Director of Legal Affairs and Insurance is responsible for preventing insider trading and conflicts of interests within the Board of Directors.

The Purchasing Division has set up an internal control unit to improve its processes.

In April 2016, we began to think about ways to improve our anti-corruption mechanism for implementation in 2017.

→ For more information: [2016 Registration Document](#)

Due diligence and training procedures

We implement due diligence procedures and regularly train our technical departments, buyers, managers and new executives (promoted or recruited) in fraud prevention and the fight against corruption. Employees working abroad receive specific training which takes into account the level of exposure to this risk.

Right to alert

Groupe ADP complies with the provisions laid down by French legislation on the various rights to alert: right to alert staff representative bodies; bullying and sexual harassment; corruption; serious risks to health or the environment; conflicts of interest in public life; actions which constitute a crime or offence. The Company's internal regulations state that no employee may be punished for asserting these rights.

Being held publicly accountable

We are members of [the NGO Transparency International France](#), and subscribe to its principles of transparency. The systems associated with our code of conduct were drawn up in partnership with the NGO. We have signed its charter supporting [the forum of committed companies \(Forum des entreprises engagées\)](#). We make public, via a questionnaire, the development of our transparency and anti-corruption policy.

Responsible lobbying

As outlined in our [Responsible Lobbying Charter](#), we are committed to representing our industry's interests in public debates in an honest and transparent way. Our Responsible Lobbying Charter, posted on the Group's website, is binding upon all divisions of the Group likely to come into contact with public decision-makers.

INITIATIVES

The Responsible Lobbying Charter

By requiring constant compliance with ethics principles in discussions with public decision-makers, this charter helps protect Groupe ADP against risks which may hinder its growth, its future or its reputation. Responsible lobbying is based on intellectual probity and respect for the principles of loyalty, fairness and integrity. Our charter also applies to any service providers in this area. We will continue to provide obligatory responsible lobbying training to the relevant Group employees.

→ See A Group commitment, page 8.

Our lobbying expenses

We were involved, along with other signatory companies to [Transparency International France's joint declaration on responsible lobbying](#), in drawing up a [guide](#) for the declaration of lobbying expenses in order to "better identify the information to be taken into account to calculate lobbying expenses". We are continuing this work within Groupe ADP with a view to producing a lobbying expenses declaration which is as sincere as possible.

Sharing our values with our subsidiaries and holdings

Since 2015, we have been regularly communicating with our subsidiaries and holdings on ethics and anti-corruption issues. In 2016, we visited the base camps of the main sites in the Gulf where our partner TAV Construction is working to satisfy ourselves that the main fundamentals of the Global Compact were being adhered to. (At 31 December 2016, the disposal of TAV Construction was considered highly likely and was expected, given the progress of negotiations with potential buyers, to be completed in 2017).

Ethical filtering

We have set up ethical filtering on our free wifi network in air terminals. We are blocking access to sites and content contrary to our ethics policy. We use the classifications drawn up by the French Digital Council on illicit behaviour and content (notably incitement to hatred and violence).

"Ethics reflex" sheets

In January 2016 we circulated our "Ethics reflex" sheets, which were produced with input from the Human Resources Division. This information is intended for all of our employees. It is designed to help them internalise the rules of the Code of Conduct. These sheets contain a list of good practices distributed across eight themes:

- purchasing;
- gifts;
- expenses;
- relations with service providers;
- tools and equipment;
- IT;
- working hours;
- behaviour.

RISK MANAGEMENT



CHALLENGES

A comprehensive approach

We apply the provisions of the frame of reference relating to the internal control and risk management mechanisms published by the Financial Markets Authority (AMF) in 2007 and updated in July 2010, supplemented by its application guide. We have a comprehensive approach to internal control, risk management, and internal audit, which is aimed at boosting our performance and ensuring the proper implementation of our activities and the achievement of our objectives. The management systems which govern some operations are fully within the scope of the internal control system. The Audit Division periodically assesses the internal control and risk management systems, so that they can be continuously improved.

Our approach is led by the Airport Security, Risk Management and Compliance Division, which reports to the Group General Secretariat (for the internal control and risk management system) and by the Audit Division, which reports to the Chairman and CEO. It is supported in its work by the network of .Audit, risk management and internal control. (ARC) coordinators. The Purchasing Division has set up an internal control unit to improve the mechanism.

✓ Certification

In 2016, Ifaci (French auditing and internal control institute) certification for the professional internal auditing framework was confirmed. See the Registration Document for the management systems in place within the Group.

→ [2016 Registration Document](#)

Two charters for our system

We have had an internal audit charter for our overall system since 2015. A charter outlines the principles and organisation of risk management and internal control within our group. It was signed by the Chairman and Chief Executive Officer in February 2016. It was circulated to all relevant stakeholders.

Risks and risk management

Groupe ADP risk management policy which was initiated in 2004 aims to ensure the identification and optimal control of risks which could affect its various areas of activity. In addition to the risk management process, the Airport Security, Risk Management and Compliance Division is in charge of the crisis management, feedback and business continuity policies.

→ [See Appendix 5.](#)

✓ Mapping

We identified the major risks likely to have a negative impact on the Group's image, performance and longevity, by mapping risks annually at Groupe ADP level. To better document risk evaluation, particularly when conducting this mapping, our divisions and our four main subsidiaries collate the major incidents. The report is sent to the Chairman and CEO and to the Chief Operating Officer every six months. The ethics risk has been included in risk mapping since 2015.

In 2016, under the .natural environment. risk of the mapping, the impacts of climate change were described, their financial impact identified and specific actions defined. Measures to combat climate change, including the implementation of a low-carbon strategy, are outlined in the Environment section (see page 59).

✓ Extreme risk management

Groupe ADP's continuity strategy is part of the Group's risk management procedure and aims to improve the way we manage extreme risks which have the highest impact. Our Group policy on business continuity (PGCA) has been disseminated Group-wide. There are separate business continuity plans for Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget. The PGCA will be extended to IT systems and Human Resources.

Internal control

The initiative led by the Airport Security, Risk Management and Compliance Division to roll out internal control across the entire Groupe ADP took effect in 2016.

Its purpose is to safeguard Group activities by strengthening cross-cutting exchanges and collaboration between entities, by improving interface management and by simplifying procedures and operational modes.

General information protection policy

The different roles performed within Groupe ADP are reliant on the processing and exchanging of information on a daily basis. This constitutes a vital asset which should be protected. We have a general information protection policy which is embodied by a security policy specific to digital IT systems. The information protection officer within the Airport Security, Risk Management and Compliance Division is also the IT and civil liberties correspondent with the French Data Protection Commission (*Commission Nationale de l'Informatique et des Libertés* – CNIL⁽¹⁾). This person oversees Group compliance with legislation, with the assistance of IT and data protection officers, appointed within each of the Company's divisions. The appointment of an IT and civil liberties correspondent simplifies the regulatory formalities while confirming the Company's commitment to ethics and good citizenship.

In 2016, we made an inventory of the personal data processed by Aéroports de Paris SA as well as a diagnostic of compliance with EU regulation 2016/679 and formalised an action plan. Furthermore, to improve the security of the information systems (IS), the IT Systems Division has created an IS security department, which is led by the Group's IS security manager.

(1) Glossary

→ [2016 Registration Document](#)

Airport security

As far as airport safety is concerned, the safety management system (SGS in French) anticipates and manages specific risks in liaison with our main partners (airlines, Air Navigation Division and ground handling assistants).

→ [2016 Registration Document](#)

INITIATIVES

IT risk

In 2016, Groupe ADP became a partner in the anti-hacking communication campaign initiated by Cigref (IT club for large French companies). This public interest initiative aims to make the general public aware of digital risks, such as: personal data theft, identity theft, malicious software and unsecured payment. Hack Academy videos are humorous parodies of TV reality shows which show people how to protect themselves against hackers. While awaiting the TV broadcast, the candidates can be watched on the [Hack Academy](#) website.

Internal control

In 2016, we performed a diagnostic of the Group's processes and operations, analysing the maturity of each entity as regards internal control.

Airport security

In 2016, in-depth work, in liaison with the French civil aviation authority (*Direction Générale de l'Aviation Civile*), which is the French oversight authority, was done on compliance of processes which could have an impact on airport security, in the area of organisations, infrastructure and operations. The aim is for our three airports in the greater Paris region to convert their national certificates into European certificates in 2017.

Winter viability

As they do every year, our airports in the greater Paris region conducted winter viability simulations: clearing the runways and de-icing bays of snow. The winter service is provided by volunteer employees of Groupe ADP, following the medical department's approval. These agents must be familiar with the land, trained in operating machines and be familiar with the specific terminology relating to engines and radio communications. Simulations took place at the start of the winter before any snowfall or sharp drops in temperature. At Paris-Charles de Gaulle, a team tested, in partnership with our Innovation division, the monitoring by drone of a convoy of snow removal vehicles during a winter service exercise.

TRANSPARENCY

CHALLENGES

Reporting our CSR actions

We report to our stakeholders on our sustainable development activities. This report is prepared in accordance with Global Reporting Initiative (GRI) guidelines. (See Appendix 20.)

Since 2015, this CSR information has replaced the printed or digital social responsibility report which we have hitherto been publishing annually. This change does not affect our reporting methodology or the exhaustive nature of the information we provide. It is in line with core level GRI G4 framework.

Management report verified by a third party

An independent third party verifies the corporate, social and environmental information presented in our Group's **management report**. This verification is performed in **accordance with Decree no. 2012-557 of 24 April 2012** on corporate transparency obligations in these areas. Our qualitative and quantitative data is evaluated, with reasonable or moderate levels of assurance depending on the indicator in question.

→ See Appendix 20.

Non-financial rating

Every two years, we ask for **a non-financial rating to measure** our progress in terms of corporate governance, human resources, (human capital), the environment, customer and supplier relations and community involvement.

The Group has set itself the target of a non-financial rating of 83/100 in 2020, i.e. an increase of 5 points compared to the 2014 rating. We obtained a score of 82/100 in 2016.

SRI indices and rankings

We feature on several socially responsible investment (SRI) indices and rankings.

→ See page 132.

PERFORMANCE

2016 non-financial rating

✓ 82/100 in 2016 - a 4 point increase

Since 2003, we have had our performance assessed by an independent non-financial rating agency. This assessment is carried out every two years. Since 2014, Ethifinance has been performing this assessment.

The ratings scope for Groupe ADP covers: the parent company, Aéroports de Paris SA, together with its four main subsidiaries: ADP Ingénierie, ADP Management, HUB SAFE, Hub One and its subsidiary Hub One Mobility. Each entity – the parent company and each of its subsidiaries – receives an overall rating, as well as a score for each area assessed. These scores are averaged, and Groupe ADP is awarded an overall rating.

Groupe ADP is the only major European airport group to actively request a non-financial rating.

In 2016, all indicators for both Aéroports de Paris SA and for each of the subsidiaries improved. Groupe ADP built on its excellence (82/100 compared to 78/100 in 2014) and is well on the way to achieving its 2020 target of 83/100.

→ See the summary table of the results for each entity, in Appendix 12.

Method

The non-financial rating awarded by Ethifinance covers the following areas:

- governance,
- human capital,
- environment,
- customers and purchasing,
- community.

These five themes are broken down into 17 areas of action and 27 specific priorities for Groupe ADP. Ethifinance's rating method is based on the analysis of three management principles: policy, system, performance. There are four rating levels and scores are awarded out of 100.

Notes sur 100	4 niveaux
75-100	Excellent
50-75	Advanced
25-50	Improvement
0-25	Introduction

✓ Groupe ADP**Consolidated score: 82/100****+4 points (2014: 78/100)****Level: excellent****2020 target: 83/100**

Groupe ADP's results bear witness to an excellent level of maturity across the board. This maturity is mostly the result of the efforts made by Aéroports de Paris SA to reinforce the CSR commitments within its subsidiaries.

**Groupe ADP
Score for each theme**

	2014	2016	Trend
Overall rating/100	78	82	+4 ↗
Score for each theme			
Governance	77	81	+4 ↗
Environment	82	86	+4 ↗
Human capital	77	79	+2 ↗
Customers-purchasing	79	83	+4 ↗
Community involvement	74	79	+5 ↗

✓ Aéroports de Paris SA**Overall rating: 83/100****+3 points (2014: 80/100)****Level: excellent**

EthiFinance believes that this good result reflects a major cultural and organisational change in favour of CSR within a very changeable context. For all of the themes evaluated. The agency notes that these matters are being increasingly taken up by employees and emphasised:

- the Connect 2020 strategic plan for the period of the third economic regulation contract 2016-2020;
- the adoption by Aéroports de Paris of a new name, Groupe ADP, so as to be better identified in its industry as a group leader ⁽¹⁾;
- the creation of its Paris Aéroport passenger brand;
- the continuing commitment to reduce staff numbers without resorting to redundancies;
- the desire to develop its business and to be more widely known internationally.

(1) The name of the parent company continues to be Aéroports de Paris SA. The term 'Groupe ADP' refers to Aéroports de Paris SA and its subsidiaries, replacing references to 'Aéroports de Paris' used previously.

Governance 82/100**+4 points (2014: 78/100)****Level: excellent**

The improvement is mainly thanks to:

- more transparent communication with shareholders and investors regarding environmental, social and governance priorities;
- an organisational and cultural change in favour of CSR in the corporate strategy;
- numerous discussions with subsidiaries and holdings to ensure that the ethics risk is being managed;
- harmonisation and simplification of internal control procedures.

→ See Governance, page 14.

Environment**88/100****+3 points (2014: 85/100)****Level: excellent**

EthiFinance mentioned once again the company's very high ambitions and noted the improvement of all indicators in 2016. The agency highlighted the increased budget allocated to investments for sustainable development and the systematic implementation of the commissioning intended to ensure the real environmental performance of major projects (over €60 million).

→ See Environment, page 56.

Human capital**80/100****+1 point (2014: 79/100)****Level: excellent**

After making strong progress in 2014 (+17 points compared with 2012), the 2016 score mainly reflects the responsible management of major ongoing restructuring work and the work done to ensure the objectivity and transparency of compensation rules. The agency noted the signature of the first GPEC (human resource and skills management planning) contract in 2015, improved internal mobility, and strong commitment by the Chairman and CEO to ending discrimination.

→ See Human resources, page 32.

Customers-purchasing**84/100****+4 points (2014: 80/100)****Level: excellent**

Solid improvement in these two areas is broken down equally for all the priorities which concern them: inclusion of social and environmental factors in the purchasing processes and respect for supplier interests; quality and customer satisfaction management; development of products with added social value; good business conduct and adherence to legislation.

EthiFinance placed particular emphasis on:

- as regards purchasing, a policy and action plan incorporating more CSR criteria (environment, community involvement), the commitment by the subsidiaries fostered by the Group dynamic, and improved monitoring of suppliers;
- as regards customers, the Connecting Clients strategy and the 20 commitments of the Paris Aéroport brand, not only as regards customer satisfaction and local appeal but also in social areas (particularly vis-à-vis passengers with disabilities or reduced mobility⁽¹⁾).

(1) Glossary

→ See Purchasing, page 26 and Customers, page 110.

Community involvement**81/100****+6 points (2014: 75/100)****Level: excellent**

EthiFinance placed a particular emphasis on the quality of dialogue with local communities and how their interests are taken into account, together with efforts to limit disruption from airport activity. The agency noted the dynamism of the structures in which Groupe ADP is heavily involved:

- Hubstart Paris Région® and the Roissy CDG public interest group for employment ;
- The NGO Planèt'AIrport as regards training, social inclusion and employment;
- Groupe ADP Foundation, which resulted from the transformation of the Aéroports de Paris foundation into a business foundation.

→ See Community involvement, page 80.

✓ ADP Ingénierie

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

Overall rating**66/100****+6 points (2014: 60/100)****Level: advanced****Governance****73/100****+10 points (2014: 63/100)****Level: advanced, close to excellent**

The excellent progress made on the score in 2016 reflects the improved operation of the governance bodies (7 point increase), the consolidation of the CSR strategy with the improved management of non-financial risks, notably ethical risks (+10 points).

Environment**69/100****+4 points (2014: 65/100)****Level: advanced**

EthiFinance noted that ADP Ingénierie decided to promote environmental excellence in its architectural or technical offering, as the environment is a key component of its new CSR policy.

Human capital**71/100****+1 point (2014: 70/100)****Level: advanced**

The company has improved by focusing on manager training, compensation transparency, gender equality in the workplace, respect for diversity and labour relations.

Customers-purchasing**70/100****+4 points (2014: 66/100)****Level: advanced**

Supplier relations and creation of the Supplier CSR Charter as part of the Purchasing policy played a role in securing this 4 point rise. EthiFinance also mentioned the major effort made in the area of customer satisfaction and improved monitoring by the company in terms of ethics.

Community**47/100****+9 points (2014: 38/100)****Level: improvement**

The company is looking at implementing joint initiatives with Groupe ADP Foundation. Its initiatives have resulted in the sponsorship projects score increasing by +18 points.

→ See [Commitment of the subsidiaries](#), page 136.

✓ ADP Management

This subsidiary specialises in airport management and in long-term equity investments in airport companies. It directly or indirectly operates 20 airports with traffic of over 42 million passengers.

Overall rating**63/100****+3 points compared with 2014****Level: advanced****Governance****67/100****-1 point compared with 2014****Level: advanced**

EthiFinance once again issued a very positive appraisal and underlined the updating in 2015 and 2016 of the operational rules of governance, the implementation of the Group's ethics sheets and the reinforcement of the Group Ethics approach. The slight, one-point drop compared with 2014 is contextual and reflects the reorganisation of the international strategy which is ongoing within Groupe ADP.

Environment**65/100****+3 points (2014: 62/100)****Level: advanced**

The agency noted the strong commitment of ADP Management, undertaken in 2015, to help all airports processing over one million passengers in which Groupe ADP has a stake to obtain Airport Carbon Accreditation (ACA) level 1 by 2020.

Human capital**61/100****+4 points (2014: 57/100)****Level: advanced**

The ratings agency noted the major progress made in managing employment, skills and mobility, in partnership with Groupe ADP's Human Resources Division. EthiFinance also emphasised the progress made in terms of compensation, respect for diversity and stress management, a matter which was of

particular importance in 2016 due to the prospect of a relocation of the company.

Customers-purchasing**65/100****+4 points (2014: 61/100)****Level: advanced**

For several years, ADP Management has been developing its technical assistance contracts to prepare knowledge transfer to airports in which the company has significant holdings. The Group Ethics Charter has been made available in the form of .Ethics reflex. sheets.

Community 60/100**+3 points (2014: 57/100) Level: advanced**

In 2016, ADP Management began an initiative to create foundations in countries where it has concession sites.

→ See [Commitment of our subsidiaries](#), page 136.

✓ Hub One

Hub One is a group which specialises in information and communication technologies for professionals. It designs and installs systems for the digitisation of activities, places and uses. Its solutions and expertise combine the activities of a telecoms operator, a mobility and traceability integrator and all associated services. Hub One has one fully-owned subsidiary, Hub One Mobility.

Overall rating**73/100****+6 points (2014: 67/100)****Level: advanced (close to excellent)****Governance****82/100****+11 points (2014: 71/100)****Level: excellent**

This score, which has improved dramatically, stems from the consolidation of governance since 2014, with CSR priorities being increasingly taken into account and a clear 2020 strategy being drafted, shared and circulated to all Group entities. Hub One has generalised financial incentives to follow good CSR practices and has set out clear objectives in its operational plans. 2016 also saw improved communication and training on ethics and risk management.

Environment**70/100****+9 points (61/100)****Level: advanced**

Hub One continued to improve its environmental management systems and its reporting process. It boosted the visibility of its Green IT/IT for Green offering and

CSR was highlighted in its arguments. Hub One's objectives remain to improve eco-design in product development, enhance its energy performance and reduce its consumption. The company has focused on creating recycled products and has strongly encouraged its employees to favour transport options with a reduced environmental impact.

Human capital

78/100

Idem 2014

Level: excellent

Hub One continued to implement good practices. In 2015 and 2016, the company worked to devise a skills master plan and build several systems to maintain or increase employee skills. The main focus area was well-being at work.

Customers-purchasing

73/100

+8 points (2014: 65/100)

Level: advanced, close to excellent

Hub One continued to implement good practices. In 2015 and 2016, the company worked to devise a skills master plan and build several systems to maintain or increase employee skills. The main focus area was well-being at work.

Community

60/100

+2 points (2014: 58/100)

Level: advanced

For several years, Hub One has been committed to strong social and community initiatives; this involvement intensified in 2015 and 2016.

→ See [Commitment of our subsidiaries](#), page 136.

✓ Hub One Mobility

A fully-owned subsidiary of Hub One, Hub One Mobility implements solutions and services relating to traceability and professional mobility problems.

Overall rating:

66/100

+8 points (2014: 58/100)

Level: advanced

Main areas of improvement: governance, environment and purchasing.

Governance

66/100

+7 points (2014: 59/100)

Level: advanced

This satisfying improvement is due to the improved functioning of the governance bodies and the consolidation of the CSR strategy and risk management processes. Thanks to an improved incorporation into the Hub One Group, the company benefits from better tools and practices.

Environment

64/100

+13 points (2014: 51/100)

Level: advanced

The company has progressed to advanced level. This evolution is thanks to the transformation of the business model which has facilitated the incorporation of (environmental) CSR criteria into the organisation, processes and products. The company benefits from the progress made by its parent company.

Human capital

67/100

+2 points (2014: 65/100)

Level: advanced

The training and skills management policy improved between 2015 and 2016. A focus on well-being at work, diversity, anti-discrimination and a compensation policy being developed helped to increase the score. Labour relations were another focus area.

Customers-purchasing

72/100

+12 points (2014: 60/100)

Level: advanced, close to excellent

Hub One Mobility has benefited from the good practices adopted by its parent company and is following the same path: responsible purchasing, CSR training for buyers, increased purchasing from the sheltered sector, identification of strategic suppliers. Like Hub One, Hub One Mobility created a purchasing mediator role in 2016.

Community

60/100

+4 points (2014: 56/100)

Level: advanced

Hub One Mobility is fully involved in the initiatives being implemented by Hub One in terms of community involvement and responsible conduct.

→ See [Commitment of our subsidiaries](#), page 136.

✓ HUB SAFE

HUB SAFE provides security at the Paris-Charles de Gaulle, Paris-Orly, Paris-Le Bourget and Nantes Atlantique airports: passenger and on-board luggage screening inspection, staff screening inspection, control of road access to the airside of airports, canine security. The company is one of the largest in the French market. It uses the HUB SAFE Training centre.

Overall rating:**77/100****+6 points (2014: 71/100)****Level: excellent**

In 2016, HUB SAFE's overall non-financial rating reached the excellent category.

Governance**72/100****+8 points (2014: 64/100)****Level: advanced**

The governance category improved by 8 points compared with 2014, largely due to its enhanced CSR strategy (+ 11 points) and the inclusion of the latter in the corporate strategy.

Environment**71/100****+15 points (2014: 56/100)****Level: advanced**

The environment score is close to excellent, with a spectacular 15 point leap compared with 2014. This outstanding result is thanks to the implementation of an environmental policy and an action plan focusing on energy and climate change priorities.

Human capital**78/100****+5 points (2014: 73/100)****Level: excellent**

The company achieved an excellent rating. Since its human resources policy was formalised in 2015, the company has improved its monitoring indicators and successfully implemented an agreement for the forward-looking management of jobs and skills. HUB SAFE also benefits from the help of Groupe ADP to make progress in various areas (staff shareholding, diversity, gender equality). It improved its health and labour relations policies.

Customers-purchasing**76/100****+2 points (2014: 74/100)****Level: excellent**

This improved score is mainly thanks to quality and customer satisfaction management (+4 points) with the formalisation of a secure approach based on obligatory results. In 2016, the company rolled out its responsible purchasing policy.

Community**89/100****Score identical to 2014****Level: excellent**

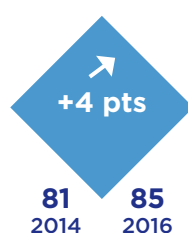
HUB SAFE's very high score in this area has been consistent over time. The company has forged a range of partnerships with non-profit associations working in the community and has approached Groupe ADP Foundation to offer skills sponsorship services.

→ See Commitment of our subsidiaries, page 136.

RESPONSIBLE PURCHASING

Our purchasing policy is based on economic, ethical, environmental and social excellence. The new policy was signed by Aéroports de Paris SA in 2015 and its four main subsidiaries: Hub One, ADP Ingénierie, HUB SAFE and ADP Management.

◆ 2016 NON-FINANCIAL RATING REQUESTED



2016 RESPONSIBLE PURCHASING ROADMAP

Progress objectives for 2016-2020

Progress

Main achievements in 2016

Accounts payables

- | | | |
|--------------------------------------------------------------------------------------|------|--------------------------------------------------------------------------------|
| • Energy criteria (energy efficiency) for 25% of contracts in 2016 and 100% in 2020. | ✓✓✓ | • In 2016, 42% of targeted contracts included an energy performance criterion. |
| • Considerable improvement in payment times due to suppliers portal. | ✓ | |
| • CSR criteria in 100% of our markets. | ✓✓✓ | • 77% of signed contracts include a CSR criterion. |
| • Retain responsible supplier relations label. | ✓✓✓✓ | • Label retained in 2016 |

Protected sector

- | | | |
|-------------------------------------------------------|-----|-------------------------|
| • Achieve €1 million in purchases within three years. | ✓✓✓ | • €837 thousand in 2016 |
|-------------------------------------------------------|-----|-------------------------|

Governance

- | | | |
|----------------------------------------------------------------------|------|-----------------------------------------|
| • Obtain ISO 9001 certification for the Purchasing Division by 2016. | ✓✓✓✓ | • Certification gained in December 2016 |
|----------------------------------------------------------------------|------|-----------------------------------------|

✓ Started ✓✓ In progress ✓✓✓ Advanced ✓✓✓✓ Achieved

AN APPROACH FOCUSED ON EXCELLENCE



CSR criteria in
77%
of our contracts

3,100
suppliers
in 2016

€837 thousand per year
for the protected
sector in 2016

CHALLENGES

An ethical, transparent policy

Our purchasing policy was first formalised in 2012, then updated and signed in 2015 by Groupe ADP Chairman and Chief Executive Officer, and by our four main subsidiaries:

– Hub One, ADP Ingénierie, HUB SAFE and ADP Management. It was reviewed in 2016 so that the objectives of the year could be added.

It seeks to achieve economic, ethical, environmental and social excellence. It contributes to improving Groupe ADP profitability and increasing customer satisfaction. It also aims to optimise expenses by reconciling operating constraints, technical standards, quality targets, deadlines, budgets, and social and environmental responsibility (CSR).

✓ Code of Conduct

A purchasing code of ethics is appended to the internal rules of Aéroports de Paris SA and its subsidiaries. It lists our ethical rules with regard to our service providers. Each of our employees must sign an agreement to adhere to this code. In 2015 we disseminated .Ethics reflex. sheets at Groupe ADP level to support buyers in combating fraud.

✓ Internal control within the Purchasing Division

In 2015, we created an internal control entity attached to the head of Purchasing, to promote ethical purchasing practices. Within the Division, two people are responsible for risk management and internal control.

✓ Teaming up with our subsidiaries

A Group Purchasing officer was appointed in 2015 to coordinate and lead links between the parent company and its subsidiaries. We hold bi-monthly meetings with our subsidiaries. With regard to CSR, the Purchasing officer's primary role is to deploy responsible purchasing methods at Groupe ADP level.

Certified quality management

In December 2016, the Purchasing Division obtained **ISO 9001 certification for its quality management system**. The system is based on seven commitments:

- quality of the services delivered;
- ongoing dialogue with internal customers;
- improvement of customer and partner satisfaction;
- human resources management which promotes employee and skills development;
- an approach of progressive and continuous improvement practices;
- managing and resolving malfunctions;
- involvement of all staff.

A certification-led approach

✓ The Responsible Supplier Relations Charter

In 2010, Aéroports de Paris SA signed the [Responsible Supplier Relations Charter](#), proposed by the Ministry for the Economy and the French purchasers and managers' organisation (Compagnie des dirigeants et acheteurs de France). This charter sets out ten good practices for major corporations to build a climate of mutual trust and a long-term and equal relationship which protects suppliers' interests. It thus encourages ethical practice and support for progress and innovation initiatives with SMEs and SMIs.

✓ Label

In March 2014, Aéroports de Paris SA obtained the [Responsible Supplier Relations Label](#), we have adhered to the commitments set out by the Responsible Supplier Relations Charter. The label also provides for the appointment of a mediator to help solve disputes. The Director of Audit performs this function within Aéroports de Paris SA. Retaining this label is dependent on the results of annual monitoring audits. The Purchasing Division retained its label in 2016.

Our suppliers' CSR commitment

✓ Supplier CSR Charter

Since 2014, our suppliers must sign up to our **Supplier CSR Charter** when entering into contracts with us. They undertake to:

- respect human rights;
- adopt good practices in terms of labour-management relations and working conditions;
- fight against corruption;
- protect the environment.

Since 2012, we also have a tool to verify our suppliers' labour and financial information.

✓ CSR criteria in our tenders and contracts

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

For most tenders, we create an assessment grid which includes environmental and social criteria and good practice in the purchasing sector. These criteria influence 5 to 10% of the rating awarded to applicants. We undertake social audits with priority suppliers, particularly for service contracts.

In 2016, 77% of signed contracts included a CSR criterion. We have also increased **the attention given to energy efficiency in our purchases**. In high energy-consuming contracts, we have incorporated specific award criteria related to the energy performance of our facilities: 42% of the contracts we awarded in 2016 included this criterion

✓ Supplier performance review

We have deployed supplier performance reviews for strategic segments. These reviews raise key points and improvements required during the performance of the contracts. For this purpose, we organise meetings between our service providers and platform directors for purchasing categories which have a direct impact on our customer satisfaction, such as security contracts, cleaning and even assistance for passengers with disabilities or reduced mobility⁽¹⁾.

We have developed performance measurement tools to serve as a basis for performance reviews, and to monitor our supplier relations and contractual commitments for the duration of the contract. These tools are incorporated into our de-materialised purchasing database. They also incorporate CSR criteria.

⁽¹⁾ Glossary.

Innovate with SMEs

Since 2012, we have been a member of the [Pacte PME](#) association which oversees and encourages partnerships between major accounts and innovative SMEs. Our [Innovation unit](#) identifies the SMEs with the capacity to develop ground-breaking solutions with us. We regularly organise meetings between our buyers and local SMEs.

A secure approach

✓ Our interconnected tools

We have interconnected electronic tools covering the entire purchasing process. This means that we can exchange information in real time with our suppliers and ensure flow traceability. We have three main tools

to help us ensure the security of our processes. Spartacus is a collaborative purchasing platform to manage files and contracts. Sardane is a system that helps draw up consultation documents. Siel is our electronic signature platform for contracts and amendments.

Constructive dialogue

Dialogue with our suppliers is based on three main tools used to inform them and gather their opinions:

- the [business section](#) of our website;
- the reverse barometer – we invite our suppliers to answer a barometer survey that measures their appraisal of our purchasing practices (see Appendix 4);
- an [internet page](#) to contact our Supplier Mediator.

→ Our tools for dialogue – See Appendix 4.

Socially inclusive purchasing

We are focusing on two areas in order to achieve our responsible purchasing target: relations with the protected and sheltered employment sector (STPA) and social integration.

✓ Partnership with the protected and adapted employment sector

Under our 2013-2015 disability agreement, we undertook to:

- 1** – commit up to €600,000 per year to contracts with the protected and sheltered employment sector by end-2015, twice as much as provided for under the previous agreement;
- 2** – increase the services total by €100,000 per year for the next three years.

In 2015, we largely exceeded our targets (+38%). In 2016 we achieved €837 thousand of work completed using the protected and sheltered sector, for a target of €800 thousand.

For the 2016-2018 period, we set the objective of reaching €1 million by end-2018. In order to keep the momentum up, we are identifying purchasing segments with potential.

We have launched a number of awareness-raising measures for our buyers and technical departments. We intend to increase our visibility in this area by developing external communication.

✓ Social integration clauses

Since 2013, we have applied social integration clauses in our contracts, requiring our suppliers to reserve hours worked for those experiencing social and employment-related difficulties.

✓ A partnership network

We surround ourselves with partners specialised in responsible purchasing. Since 2011, we have supported our work through a partnership with Gesat, a group of adapted companies. Through this organisation, which facilitates relations between the protected and sheltered employment sector and contracting entities, we have access to the national database of organisations in this sector and to a network of contracting entities. Our subsidiaries also have access to it.

We are gradually developing our partnerships with a number of stakeholders in the disability sector and even with dedicated recruitment consultancies. We are also members of Obsar, the responsible purchasing observatory, and the CSR experts network Agrion.

This video was made following minor renovation work worth €100,000 at Paris-Charles de Gaulle.

→ [See our video.](#)

Social integration clauses in our contracts

Within the context of the connecting building works at Paris-Orly, our works contracts have obliged the winners of ten or so contracts to reserve 5% of hours worked for those experiencing social and employment-related difficulties.

INITIATIVES**A purchasing materiality matrix**

In 2016 we finalised a responsible purchasing materiality matrix which identifies environmental, social and community challenges for each purchase type.

Energy criterion in our purchases

In 2016, we introduced detailed energy efficiency targets for contracts with a major impact on Groupe ADP's energy consumption. This target will cover 25% of target contracts from 2016, and all of these contracts by 2020. A multi-disciplinary working group has also been set up for this purpose, as well as energy management training for the buyers in question. This measure has contributed to the Groups' energy performance, with the aim of a +1.5% improvement in energy efficiency per year for the 2016-2020 period (7% over five years).

→ [See Energy progress plan, page 15.](#)

Purchasing from the protected and adapted sector

We achieved a purchasing portfolio of €837 thousand in 2016 with the protected and sheltered sector. We worked with Gesat (a group of sheltered sector companies) on new purchasing categories within the protected and sheltered employment sector which have good potential for Groupe ADP, such as IT services or minor building work.

✓ Our video testimonial

In 2015, we made a video for our buyers, technical departments and any stakeholder wishing to commit their company to closer relations with the protected and adapted sector.

PERFORMANCE**2016 non-financial rating for purchasing**

The non-financial rating of our responsible purchasing approach, issued by Ethifinance, has increased from 81/100 in 2014 to 85/100 in 2016.

→ [See 2016 non-financial rating, pages 20 onwards.](#)

Customer satisfaction

In 2016, our survey on customer and employee satisfaction, which was inspired by the 360 method, received a 42% response rate. The survey was conducted in first quarter 2016 and revealed a 97% satisfaction rate for 2015.

Prizes

In May 2016, the Purchasing Division and its team won the .Cristal des Achats. prize for the Purchasing Division of the Year, awarded by the French National Purchasing Council (*Conseil national des Achats - CNAF*).

Integration clauses

In 2016, 35,122 hours were set aside for social integration as part of the Paris-Orly East Pier contract (+140% of the original target), and 28,000 hours were devoted to [the project between the Orly South and Orly West terminals](#) (28% of the original target).

2016 responsible purchasing review

→ [See Appendix 13.](#)

Performance of strategic suppliers

✓ Performance reviews

In 2016, we led four performance reviews with our security service providers. In 2015, seven performance reviews were conducted for services contracts (security, passengers with disabilities or reduced mobility) and works contracts.

✓ Performance measurement

700 mesures de performance des fournisseurs ont été déployées dont plus de 200 sur l'année 2016.

Supplier barometer

In 2016, our suppliers' overall satisfaction rate stood at 80%, compared with 74% in 2015. Groupe ADP also progressed 6 points compared with the performance of the transport segment which reached 74% (Source: SME Pact).

CSR criteria and social audits in 2015

In 2016, 77% of contracts signed by Aéroports de Paris SA incorporated CSR criteria. We conducted two social audits on works contracts, and one security audit.

HUMAN RESOURCES

Our labour relations policy aims to improve collective performance while ensuring respect for diversity, equal opportunities and the quality of life of our employees.

1

OUR COMMITMENTS

2

PROFESSIONAL DEVELOPMENT

3

DIVERSITY

4

EMPLOYMENT CONDITIONS

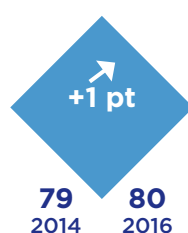
5

HEALTH

6

LABOUR RELATIONS

◆ 2016 NON-FINANCIAL RATING REQUESTED



2016 HUMAN RESOURCES ROADMAP

Progress objectives for 2016-2020

Progress

Main achievements in 2016

Optimising

• Our resources to support operational reliability.	✓✓✓	<ul style="list-style-type: none"> GPEC (human resources and skills management planning) vocational training and generations contract on the employment of young people and safeguarding jobs for older workers. Agreement on the employment of people with disabilities. Launch of diversity negotiations. Continuation of the "Jobs for the future" process.
• Our organisations, business structures: rationalisation for greater effectiveness and responsiveness.	✓✓✓✓	<ul style="list-style-type: none"> Job studies to prepare for the jobs of the future, in particular, in hospitality. Organisational change: continuation of the Orly 2020 project. Redeployment process and/or passenger bridge jobs: permanent pool of operating staff (terminals), fire fighter, human resources assistant, etc.
• Our tools and processes, aimed at a more rigorous management discipline.	✓✓✓✓	<ul style="list-style-type: none"> Mob'RH : skills development monitoring tool. New collaborative, co-development-type systems, wiki sites, learning networks. Departmental budgetary decentralisation (payroll, training and temporary staff).

Attracting

• Becoming the preferred choice for talented individuals	✓✓✓✓	<ul style="list-style-type: none"> GPEC (human resource and skills management planning) vocational training and generations contract to support skills development and career paths: drafting of the 2016-2018 jobs and skills outlook. Reconfiguration of the Graduate Program process (young manager recruits). Review of the "Onboarding" integration programme (support system for new recruits). The Great Place to work survey and seminars: perception of quality of life at work. Agreement on remote working.
• Innovative working methods and systems.	✓✓✓✓	<ul style="list-style-type: none"> "HR Innovation" challenge: Trialling of tools devised by four start-ups (concierge services, employee satisfaction survey, induction process and video capsules). Digital passport (e-learning relating to new digital tools).
• Promoting Groupe ADP's brand	✓✓✓✓	<ul style="list-style-type: none"> Defining the Employer brand's commitments, informing employees, presence on social networks. Employer brand event: school and university challenge, Happy Trainees (satisfaction survey for interns and work-study trainees).




.../...

Progress objectives for 2016-2020

Progress

Main achievements in 2016

Expanding

<ul style="list-style-type: none"> • Synergies and experiences shared with our networks.  • New challenges and markets with our regions.  • Exporting our expertise.  	<ul style="list-style-type: none"> • Partnerships with the Nova association (global network of young talent). • Support for work-study trainees starting their job search. • Forums and initiatives to increase understanding of airport jobs. • Companies and Neighbourhoods Charter signed again. • "Nos quartiers ont des talents" (Our neighbourhoods have talent). Partnership with Mozaïk RH. • Inter-ministerial certification of the jobs and qualifications campus piloted by the Roissy CDG public interest group for employment. • Initiatives dedicated to the employment of young people from priority neighbourhoods. • Social audits of our subcontracting partners' commitments in terms of human resources. • Staff exchange programme with TAV Airports and the Schiphol Group. • Secondment/expatriation of Groupe ADP employees. • Process of preparing for the return and reintegration of seconded employees and expatriates within Groupe ADP.
-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

 Started  In progress  Advanced  Achieved

OUR COMMITMENTS



247
Group appointments
on a permanent basis

8,887
Group employees in 2016*

2016 non-financial rating
80/100

* expressed as a full-time equivalent, not including commercial joint ventures.

CHALLENGES

A strategic challenge

Faced with air transport changes and increased competition from other airports, we have to innovate continually. Our competitiveness is based on the active involvement of our employees, their drive to take action and the synergy of their [talents](#).

✓ Improving performance and quality of life at work

Our human resources policy, which drives modernisation and progress, anticipates and supports employment and industry change. It aims to improve individual and collective performance whilst meeting the legitimate need for career advancement and occupational well-being expressed by our employees. It is based on four values: trust, commitment, boldness and openness to the world and our environment.

Our 2016-2020 progress plan

Our human resources policy makes a direct contribution to the priorities of the Connect 2020 strategic plan and our third 2016-2020 Economic Regulation Agreement. Our progress objectives are rolled out in line with the three priorities identified: optimise, attract, expand.

✓ Optimising

- managing organisational and employment-related changes;
- controlling staff costs and recognising performance;
- modernising labour relations and rules.

✓ Attracting

- encouraging employee development and attracting talented individuals;
- manage changes in managerial culture;

✓ Expanding

- rooting the Group's identity and developing mobility in France and internationally;
- supporting regional employment initiatives.

Balancing employment management

✓ Cost control

We follow a cost, payroll and workforce management plan. We have, in particular, chosen not to replace one out of every two leavers and to limit staff increases across the board. We regulate external recruitment and optimise internal mobility.

✓ Recruiting for our core businesses

We are in the process of increasing recruitment within our core businesses over a three-year period by recruiting up to 180 people within the hospitality and maintenance sectors. Some staff were recruited under the jobs for the future initiative and the generations contract, particularly young people living in the areas surrounding our Paris region airports.

✓ Graduate programme: thinking ahead about filling key posts

In the medium term, we are thinking ahead about filling key company posts via our [Graduate Program](#)⁽¹⁾. This programme, designed for young managers from top universities or students with master's degrees, aims to attract the best students to our jobs. It consists of three eight-month, tutored assignments, in three different entities, leading to jobs in our operating, technical or support networks.

(1) Glossary.

Employer image

We are rolling out an employer image action plan designed to raise our profile among university and college students and employees conducting external mobility projects. We are showing [a promotional video](#) designed for them on our Group website, on YouTube and on social networks.

✓ Four brand commitments

In 2016, on the occasion of our third Economic Regulation Agreement, the Chairman and Chief Executive Officer of Aéroports de Paris SA signed around twenty brand commitments, four of which involve our employees and are the common thread that runs through our Employer brand.

Commitment 17 – Integrating a high-performing group and becoming part of a growing industry.

Commitment 18 – Expanding as part of an international group offering a whole range of jobs and career paths.

Commitment 19 – Joining a fast-changing, customer-focused group, which makes innovation a priority.

Commitment 20 – Becoming part of a socially responsible group that is committed to strong values and is proactive within the local community.

The corporate social responsibility culture

✓ Respecting social values

Our human resources policy has always been applied in accordance with respect for corporate social responsibility (CSR) values. We respect the fundamental human rights and principles laid down by the UN and the ILO and, in 2003, made our commitment public by becoming signatories of the Global Compact. In 2015, we answered a call by the [Défenseur des droits and signed the anti-racism charter](#).

We signed the [Diversity Charter](#) (2013 for Aéroports de Paris SA, 2014 for our four main subsidiaries) as well as the [ministry of urban affairs' Companies and Neighbourhoods Charter](#) (2013 for Aéroports de Paris SA).

✓ Ensuring our employees' quality of life

We are particularly keen to prevent health and safety risks for our employees. We measure our employees' perception of quality of life at work. Since 2015, this survey, which respects our employees' anonymity, has been conducted by Great Place to Work®, an international institution which, on a yearly basis, ranks companies considered to be great places to work.

→ See Appendix 11 - Compliance with the international UN and ILO conventions.

→ See Appendix 7 - Annual declaration of support for the United Nations Global Compact.

→ See Labour relations, page 54.

✓ Dissemination of the CSR culture within the Company

We promote responsible behaviour for the benefit of our employees. In turn, we require them to act responsibly, in accordance with the provisions of our [Group CSR Charter](#), adopted in 2014 by Aéroports de Paris SA and its four main subsidiaries.

The Human Resources Division encourages and promotes this commitment at all hierarchical levels by rolling out various incentive schemes, both financial and non-financial (such as participatory innovation). Wherever possible, the Chairman and Chief Executive Officer asked for a CSR target to be listed as a target for executives.

✓ Our organisation

Our Human Resources Division operates at Group level via the intermediary of the subsidiaries' Human Resources managers' committees. Together they define shared guidelines. In 2014, an Inclusion and Diversity Policies unit was set up in the CSR Development Department. For areas within its remit, the Human Resources Division is involved in interdepartmental CSR management (see Appendix 2) alongside the Environment & Sustainability Division and takes part in resulting initiatives.

INITIATIVES

GPEC (human resource and skills management planning) information campaign

We organised an information road show with our strategic and senior managers for all HR managers to explain the challenges of GPEC in terms of human resources: 540 people were invited to come along. The jobs outlook was also presented and commented upon.

Innovation applied to human resources

In partnership with the [Lab RH](#), Groupe ADP organised the first human resources innovation challenge for French start-ups. The four winners proposed the creation of online knowledge capsules in the form of interactive videos, a mobile app for collaborative concierge service for employees, a mobile micro-learning platform (customised learning via little games) and a web and mobile application that employees can use to share their feelings, in real time, with the rest of the company.

An excellent employer image

For the third year running, we received the Happy Trainees label awarded to companies where interns are .happiest.. The survey was conducted by the Internet platform [meilleures-entreprises.com](#) and the *Figaro Étudiant*. We were ranked in the .Over 100 internships/ work-study programmes per year. category. We are one of the 151 companies to have been awarded the label out of a total of 1,500 applicants. With a rating of 4.23/5 in 2016 (4/5 in 2015) we have risen from 20th to 10th place for companies offering between 100 and 500 programmes in the 2016-2017 survey. The rate of recommendation by the 300 student interns rose to 90% in 2016 from 81.7% in 2015. They had six criteria on which to assess their experience with us: professional advancement, stimulating environment, management, motivation, pride and pleasure.

A distinguished employer brand

In 2016, we received our third Randstad Award in the Transportation and logistics category. We have taken part in this competition since 2014. These awards recognise the most attractive employers. We also won a *Victoires des leaders du Capital humain* award from the publishers of the *Décideurs* magazine, which recognises initiatives and innovations devised by Human Resources Divisions.

Meeting students in Charléty

We took part, for the third time, in the World Academic Sports Challenge (CDMGE) at Charléty stadium (Paris 13). This event combines jobs forums and sporting competitions. In 2016, 7,000 students from 250 institutions met with 12 companies in an informal and light-hearted environment. Groupe ADP was represented by its Human Resources Division, the director of Paris-Orly airport, its innovation unit and its two subsidiaries Hub One and ADP Ingénierie.

Access to employment forums

In 2016, we took part in 19 forums that focused on recruiting for permanent jobs or for work-study traineeships and on raising the profile of airport jobs. These forums aim to attract students from universities and engineering schools (bac+5) and to increase access to employment for young people from priority areas of the cities where we are based and for people with disabilities or reduced mobility. We were also partners in the RUE (Rencontres université entreprises) and APB (Admission post-bac) forums.

PERFORMANCE

2016 non-financial rating in the field of Human Resources

The non-financial rating carried out by Ethifinance in 2016 awarded Aéroports de Paris SA a rating of 80/100 for the field of Human Capital, an Excellent-level result, up 1 point on the previous rating in 2014 and **up 18 points on the 2012 rating**. This rating is, above all, a reflection of the responsible management of major ongoing restructuring and the work done to ensure the objectivity and transparency of compensation rules (see Transparency, from page 20).

2016 indicators in the field of Human Resources

See Appendix 20.

Recruitments

A multi-year plan to recruit 180 people in hospitality, technical and maintenance areas was launched in 2013. In 2016, Aéroports de Paris SA hired 135 new recruits under open-ended contracts. In 2015, 65 employees were hired in passenger handling positions, including 20 jobs for the future (emplois d'avenir), and 81 in technical roles.

PROFESSIONAL DEVELOPMENT

7.5 %
of employees experienced
internal mobility in 2016

€19.5 million
for continuous
training

January 2016
GPEC generations
contract

CHALLENGES

Our human resources policy aims to bring to life the four company values defined in 2014: commitment, trust, boldness and openness. We have set ourselves three main objectives that are being rolled out through Connect 2020, Groupe ADP's strategic plan for 2016-2020.

- 1** - optimise our resources, our organisations and [our jobs](#), notably by developing our employees' skills;
- 2** - attract and retain talented individuals by implementing innovative schemes, working methods and management initiatives;
- 3** - expand our influence and our scope, notably by increasing mobility within the group.

→ See our roadmap on page 33.

Mobility charter and policy

Voluntary mobility is a factor of career change and enhancement and is a driver of economic performance. To encourage our employees to have full confidence in opting for mobility, we published our Group mobility charter in June 2015. This charter establishes mobility principles and requires managers and human resources teams to apply and promote these principles in an open and transparent way, whilst ensuring employees' professional development.

Employees can access three types of mobility:

- mobility between jobs;
- geographical mobility;
- mobility within the Group (within subsidiaries operating in France or overseas), or with our airport partners as the manager of Amsterdam Airport, Schiphol Group, or our Turkish partner, TAV Airports.

GPEC (human resource and skills management planning)

The forward-looking jobs and skills management plan (GPEC) is our main tool for monitoring mobility and career paths. This is how we ensure the relevance of the resources harnessed so that employees can adapt their skills to company developments and gain a clear and motivating view of how their careers are likely to evolve.

✓ The 2016 GPEC agreement

On 29 January 2016, Management signed a collective agreement on GPEC, vocational training and the generations contract for the three-year period between 2016-2018. This agreement, which follows on from the previous unilateral scheme, is a mark of the desire to focus more closely on these three issues. The objective was, in particular, to increase internal mobility and the rate at which jobs are filled.

Our goal is to:

- offer every employee the means of playing a role in their professional development by showing them how jobs are likely to change over the next three years;
- boost internal mobility and support skills development through training;
- focus, in particular, on youth integration, safeguarding jobs for older workers and sharing know-how between the generations.

✓ New annual appraisal format

Mobility is a choice that is developed by the employee and his or her manager at the employee's annual appraisal meeting. On the basis of this meeting, we adjust the employees' training and career paths, or mobility aspirations, to company requirements. These guidelines are based on our jobs framework and on an updated skills framework, deployed since 2015 alongside a new computerised GPEC tool.

In 2016, we created an internal jobs observatory to monitor change and we reformatted the annual appraisal to make it more consistent and more effective.

A mobility programme

We are rolling out our mobility policy as part of the My Mob' programme, via our dedicated teams, spaces and events and our intranet site.

- 1** - Mobility ambassadors are responsible for local employee communications as well as for communicating with members of the HR function and managers regarding the mobility principles and tools available.
- 2** - In our two Jobs spaces, introduced in 2015, one at Paris-Orly and the other at Paris-Charles de Gaulle, our employees can access information and documentation on a self-service basis. These venues can also accommodate events throughout the year, such as the 32 mobility mornings held for around 600 people in 2016.

3 – An intranet site invites our employees to access information and let us know their aspirations. All employees have access to a personal space. A brochure was circulated to all employees in June 2015.

We have earmarked €161 thousand specifically for mobility and redeployment training.

Support and training

Our training programmes support our employment policy, mobility and projects arising from GPEC. Their role is to help employees adapt to developments in the organisation of work, technological changes and changes in culture and managerial practice and to develop new skills to assist with professional retraining.

✓ New recruits and employees receiving promotions

Up until 2015, support for new recruits, managers and non-managers or staff receiving promotions and work-study trainees was provided during specific induction days. Since 2016, our new global welcome package, known as .Onboarding. has replaced these induction days with different information, exchange and awareness raising modules. A welcome booklet was issued to introduce the company, its strategic outlook, its ethics, its values and its social commitments. For some roles, a six-month progress plan may be drawn up, overseen by managers.

✓ Individual training programmes

In addition to regulatory training programmes, which help to keep skills up-to-date, our employees receive training programmes that are specially designed to meet our needs and their career development aspirations. Training sessions for mobility or redeployment and individual training sessions may take the form of validation of prior experience (VAE), long training sessions and modular training for new employees. Training may be accompanied by work placements, particularly as part of a mobility project..

✓ Work-study training programmes

Every year we welcome a number of work-study trainees under apprenticeship contracts or vocational training contracts.

✓ Subsidiaries

Our subsidiaries develop training programmes corresponding to their activities.

Managerial development

Within departments, managers relay human resources policies with the help of the local human resources department. They are involved in company-wide agreements and their implementation. They contribute to risk prevention. They are made aware of the human

values contained in the Company's corporate policy. We involve them in designing training plans for their teams and we train them in relaying Human Resources Division information.

✓ Four values, four attitudes for our managers

Since 2015, a formal approach has been taken to managerial development, constituting a common framework for how the role is to be performed. This framework guarantees working relationships based on trust and encourages cooperation and personal responsibility. The approach matches four managerial roles with the company's four values:

- 1** – Trust - mobilise and inspire;
- 2** – Commitment - lead and guide;
- 3** – Boldness - take decisions and actions;
- 4** – Openness - develop and be developed.

✓ Adopting this approach

We give all our managers the brochure entitled .Manager Attitude – our values in action., which breaks down the four key managerial roles. We also launched our .Manager Attitude. course in late 2015 so that all our managers could build on this common foundation, collectively following the company's strategic guidelines.

INITIATIVES

Managerial development

Managers were supplied with a manager's guide and an online tool kit. Documents were disseminated via the intranet, breaking down the four principles governing the approach. We designed several projects intended to build on this approach from 2017: support for the Top 100, setting up of co-development workshops and a pilot 360° feedback project. It should be noted that 360° feedback is a technique for assessing managerial capability which calls for assessments from work colleagues.

2016 annual appraisal formula

As part of the overhaul of the annual appraisal meeting between managers and employees, we have expanded the mechanism. The new annual appraisal combines:

- the three previous mechanisms (performance evaluation and work meetings, setting targets, assessing targets);
- an occupational assessment;
- organisation of working time;
- cross-functional skills issues (behavioural);
- the chance to ask open questions.

A tutorial has been designed for managers and employees, as well as a number of information meetings.

Having been introduced for managers in 2016, this new type of meeting will be rolled out for non-managers in 2017.

Mobility

✓ My Mob' programme tools

By the end of the first quarter of 2016, we had successfully delivered the My Mob' programme tools designed for Human Resources networks, managers and employees. A new three-in-one formula combines questionnaires relating to performance evaluation and work meetings, targets and the assessment and achievement of targets. The Mob'RH monitoring tool covers the mobility and career path management process. It has six functions: reference framework management, skills management, annual appraisal meeting management, management of recruitment and mobility, and training and compensation. The tool also incorporates the training system and a training catalogue divided into core businesses.

✓ 32 mobility mornings in 2016

As part of the My Mob' programme, we organised 32 mobility mornings. We invited managers, employees and Human Resources representatives to notably address:

- 1 – job interviews: how to present yourself in 15 minutes;
- 2 – expert opinions on your CV (21 October);
- 3 – jobs.

An electronic welcome booklet

As part of the Onboarding welcome and induction programme for new recruits, we designed an electronic welcome booklet – the .e-welcoming. booklet. This digital booklet comprises:

- a welcome pack containing key information about employment conditions;
- a series of videos containing information about the company, including a welcome message from the Chairman and CEO and the head of Human Resources, presentation of the Connect 2020 strategic plan, the Economic Regulation Agreement, online activities and the digital passport (management of digital technologies), etc.;
- practical information;
- an individual monitoring sheet, the Onboarding passport, which comprises information about the welcome and induction programme.

A smartphone app has also been developed to provide more in-depth information about the company.

A forward-looking vision

In July 2016, the Human Resources Division presented its forward-looking 2016-2018 jobs and skills outlook to the Works Committee. Its aim is to show employees and

managers how jobs and skills are likely to change over the next three years. Several documents, aimed at managers, were compiled and circulated via the intranet, including the document presented to the Works Committee and a summary table of the classification of jobs and functions contained in the jobs framework. An article specifically devoted to this subject was published in the in-house magazine in the autumn and several communications initiatives have been implemented.

Jobs spaces

Since 2015, jobs spaces overseen by our Career path managers have welcomed employees at Paris-Charles de Gaulle and Paris-Orly. In these spaces where information and documentation can be accessed on a self-service basis, our employees consult jobs listings and training offers, access CV databases, register their aspirations in terms of mobility or find out about jobs sectors and forums on specific themes. These spaces supplement the pages of our website that are dedicated to these issues.

The digital passport

In 2016, the Human Resources Division offered employees the chance to obtain a digital passport so that they could travel comfortably around the digital world. This passport is a programme that aims to deepen knowledge of new digital technologies with exotic names (Big Data, Internet of things, cloud computing, microblogging). It is about making the professional environment transparent. The Group offered its employees a collaborative awareness-raising tool, the Netexplo Academy, designed by international experts and comprising educational videos.

At the end of a process that becomes increasingly arduous as time goes on, employees receive their digital passport certifying their competence in terms of using digital communication tools.

Secure career paths for those on work-study programmes

Aéroports de Paris and Air France-KLM created, under the aegis of the Roissy CDG public interest group for employment (see Community involvement, page 80) and in partnership with Sodesi, an organisation charged with revitalising Air France, a project group named .Safeguarding career paths for Air France – Aéroports de Paris work-study trainees.. Within this context, workshops were held in June 2016 for study-trainees with vocational qualifications (as a minor), and in July for bac+4 bac+5 study-trainees. These workshops aimed to give work-study trainees the opportunity to showcase their transferable skills, to perfect their CVs and covering letters and to meet professionals from Grand Roissy/Le Bourget to increase their chances of finding a job with local SMEs/SMIs. This operation will be repeated in 2017..

Trophy won by a young project manager

A [young project manager](#) from the Human Resources Division was awarded the first 2016 Next HR Leaders Awards by Les Échos Business. This award recognised the employee's career within Groupe ADP's Human Resources Division and their ability to link financial challenges and human resources, notably by organising a challenge specifically designed for start-ups.

Help for management

A four-day training course was launched for secretaries and assistants to help them understand how their managers operate and the challenges that they face, so that secretaries and assistants can start to make suggestions, become good communicators, learn to prioritise, etc.

PERFORMANCE

2016 indicators in the field of Human Resources

See Appendix 20.

Vocational training

In 2016, €19.5 million was allocated to continuing vocational training for Aéroports de Paris SA, or approximately 5.34% of payroll.

Managerial training

.Manager attitude. training was rolled out in October 2015 for a two-year period. In 2016, 59% of managers (1,015 people) received this training. Nearly 1,450 managers will have followed this training between October 2015 and the beginning of 2017. 13 managers and 200 employees took part in the Managers Trajectory and High-level Employees Trajectory schemes.

2016 work-study training programmes

In December 2016, we had 110 work-study trainees, including 80 new apprenticeship contracts and 30 vocational training contracts.

APEL

Thirty employees embarked upon an accreditation of prior and experiential learning (APEL) initiative in 2016.

2016 mobility support

In 2016, we reserved 14,209 hours of training for mobility and redeployment.

Employee mobility

- 19 expatriates working for our subsidiaries abroad;
- 5 employees took part in an exchange programme with our partners Schiphol Group and TAV Airports;
- 308 volunteers for expatriation;
- 7.5% of employees benefited from internal mobility within Aéroports de Paris SA.

DIVERSITY



Target: 30% of young people under 26 years of age hired on a permanent basis

7.26%
employment rate for PHMR* in 2016

23rd/120
in the rankings for the number of female employees in SBF 120 companies

** people with disabilities or reduced mobility.*

CHALLENGES

Diversity - a long-standing commitment

For several years now we have had a voluntary policy of commitment to diversity and equal opportunities. We reconfirmed our commitment at Group level, by signing the [Corporate Diversity Charter](#), in 2013 for, Aéroports de Paris SA, and in 2014 for its four main subsidiaries – ADP Management, ADP Ingénierie, Hub One and HUB SAFE. This charter is a reflection of our commitment, along with other French companies, to cultural, ethnic and social diversity within our organisation.

In 2015, we updated our diversity assessment to reflect changes in legislation and the progress we had already made. We launched an action plan to further this initiative. We also began to formalise our diversity policy and its action plan.

Together with our subsidiaries, we convene a diversity working group on a regular basis. Within this context, we launched the concept of a common recruitment guide focusing on diversity and non-discrimination.

Company-wide agreements

Our non-discrimination policy is put into practice via three company-wide agreements and an action plan.

1 - the triennial gender equality agreement (EPHF). The fourth agreement was signed in 2014 for the 2014-2016 period and was then extended to 2017. First agreement in 2003;

2 - agreement on the integration of people with disabilities. The 9th agreement was signed on 25 January 2016 for the 2016-2018 period. Our very first disability agreement dates back to 1991:

3 - the 2016-2018 GPEC agreement, signed in 2016 at the end of the three-yearly renegotiation process, incorporates provisions relating to the generations contract which, since 2016, has replaced the 2013-2015 unilateral action plan covering this system.

Equal employment opportunities for men and women

✓ Our networks

Since 2015, we have been part of the gender equality business network created in June 2015 and led by the State secretariat for women's rights. We are partners of the .Elles bougent. association, which aims to attract and encourage young female students to take up jobs in the fields of technology and engineering. Thirty two of our female employees, proactive women working in the field, became mentors of young students and secondary school pupils. They also recount their experiences across the network and take part in events on this topic, organised by our Human Resources Division.

✓ Gender equality agreement

Our fourth gender equality agreement, covering 2014-2016, provided for raising the percentage of women managers in the Company to 40% in 2016 and, in the same proportions, the percentage of women on executive committees. It also aimed to achieve a gender-balanced workforce. This agreement was the subject of an action plan to develop a corresponding culture and behaviours. It was extended until 2017 and will be up for renegotiation in 2017.

→ See Appendix 14.

✓ Wage disparities

Between 2011 and 2013, we analysed and compensated wage disparities for 225 executive and non-executive employees. Since 2014, situations are examined on a case-by-case basis.

✓ Increasing the number of women on the Board of Directors

For several years now, 40% of our Board members have been women. We take part in the Board Women Partners programme, which aims to promote increases in the number of women on Boards of Directors

✓ Equal employment opportunities

The Company opted to set a mandatory target linked to gender equality that will impact on the variable component of directors' pay. These targets were reviewed for the first time in 2016.

Generations contract

We work to combat youth unemployment, safeguard job security for older members of staff, pass on skills and fight against employment discrimination. Under the terms of our new human resource and skills management planning agreement (GPEC) signed for the 2016-2018 period, we made a series of commitments regarding young people under the age of 29 and older members of staff.

✓ Young people

Sustained commitment to the professional integration (work-study, subsidised contracts, internships) and recruitment of young people.

Supporting young people through specific schemes enabling them to access training, housing and transport.

✓ Older members of staff

Providing job security for older members of staff and supporting them in their professional development via training.

Offering older members of staff a comprehensive end-of-career management scheme (part-time hours at the end of career, flexible work stations and working hours, aid for the purchase of pension contribution quarters).

For the duration of the GPEC (human resource and skills management planning) agreement, we are committed to 30% of our recruits being young people on permanent contracts. The agreement also provides for a 2% recruitment rate of older members of staff (50 years old at least) on permanent contracts, an average of 14.5% of employees aged 55 and over.

Disability

In 2016, we celebrated the 25 year anniversary of our disability policy. Our 9th triennial agreement (2016-2018) promoting the employment of people with disabilities was signed by all the unions on 25 January 2016. Just like the previous agreement, it aims to facilitate and encourage the employment of people with disabilities and to strengthen our support for the sheltered and protected employment sector. Certain measures apply to anyone caring for a child or a spouse with a disability.

✓ The four key components of the 2016-2018 agreement

The 2016/2018 agreement focuses on four topics:

- initiatives to keep disabled people in employment;
- prospects for professional integration and vocational training, including recruitment into the mainstream work environment;
- recourse to companies employing protected workers and establishments and services promoting assistance through work;

- raising awareness amongst Company stakeholders.

✓ Costed commitments

For the duration of the 2016-2018 agreement, Aéroports de Paris SA has committed to recruiting at least 36 people under the obligation to employ disabled workers (obligation d'emploi des travailleurs handicapés - OETH) i.e.:

- a minimum of fifteen permanent contracts;
- a minimum of six work-study training contracts;
- fifteen supported employment contracts (contrats d'accompagnement dans l'emploi - CAE) and/or fixed-term contracts (CDD);
- a minimum of six interns with disabilities from specialist training centres; secondary and higher education institutions and integration or reintegration organisations.

Our aim is to generate €2.4 million in revenue, over the duration of the agreement, with companies in the sheltered and protected sector.

→ See [Responsible purchasing](#), page 26.

✓ Our Disability team

The Disability team serves as the special, dedicated point of contact for disabled workers. Employee volunteers act as integration coaches for new recruits with disabilities.

With the city's priority neighbourhoods

As part of the [Companies and Neighbourhoods Charter](#), we are implementing several initiatives aimed at secondary school pupils and undergraduates aged between 18 and 26. In 2015, on the initiative of the Human Resources Division, we became partners in the [Ma caméra chez les pros](#) association, with the support of Groupe ADP Foundation. Since 2015, we have also been partners in the [Nos Quartiers ont des Talents \(our neighbourhoods have talent\)](#) association which works, in particular, to promote the integration of young graduates from the city's priority neighbourhoods. Over the course of 2015-2016 we supported 17 young people at bac+4 level at Paris-Le Bourget, offering them careers advice. In 2016, we signed the Seine-Saint-Denis Equality Charter, an extension of the Companies and Neighbourhoods Charter, which commits us on a local level (see Community involvement, page 80).

INITIATIVES

Diversity and religion

In June 2016, the Human Resources Division organised the first Diversity and religion seminar at Orly Sud. This seminar, which aimed to promote

anti-discrimination measures, was open to people of all religious denominations. It provided the opportunity to tackle the issue of radicalisation in a professional setting.

→ See CSR approach, page 7.

Employment and disability

✓ Between now and 2025

Alongside seven other companies, Groupe ADP took part in a study carried out by Adapt⁽¹⁾ and Société Générale, on the outlook for the employment of disabled people from now until 2025. This study, the first of its size to be conducted in France, gave rise to six scenarios – a catastrophe scenario, four intermediate scenarios and an ideal scenario – which may guide future action plans.

The study, which was presented on 8 October 2015 at the Société Générale head office, was based on scientific advice from the forward-looking and sustainable development chair at the Conservatoire national des arts et métiers. When put to the vote, scenario number two appeared to be the most desirable: The age of diversity assumes that society is moving towards greater recognition and appreciation of diversity, which is beneficial for people with disabilities.

(1) Glossary.

✓ 25 year anniversary of our disability policy

We celebrated the 25-year anniversary of our disability policy at an evening event entitled *L'Odyssée des sens*. Attendees included employees and managers involved in the policy, employees with disabilities, members of our disability team (Mission Handicap), our Purchasing Division which is working with the sheltered and protected sector, and a number of celebrities with an involvement in the world of disability. Participants were invited to take part in some role playing exercises: ordering a drink in sign language in the silence bar, blind massages and a tasting adventure in the dark. A Christmas market was organised by companies in the sheltered and protected sector at Paris-Charles de Gaulle and Paris-Orly.

Gender equality in the workplace

✓ Forum on women's networks and careers

In February 2016, five mentors from Aéroports de Paris SA, members of *Elles bougent*, and three representatives from the Human Resources Division took part in the associations' forum on women's networks and careers. They were interviewed in front of an audience of young female science and engineering graduates, mainly about topics such as equal pay and international careers. The forum brought together 35 companies and welcomed 500 young women.

✓ Innova Tech Challenge

Elles bougent held its Innova Tech Challenge on 8 March 2016, on International Women's Day. During this challenge, a dozen or so teams of female engineers compete on topics supplied by the Directorate General for Enterprise (DGE): cities of the future, sustainable transport, etc. During the presentation of the five best projects to the Ministry of the Economy, Industry and the Digital Economy, *Elles bougent* revealed the results of the Women, industry, technology and innovation study conducted with the survey institute CSA (Consumer Science & Analytics), in which our mentors took part.

✓ Work/life balance

As members of the gender equality network, in June 2016, we hosted a workshop on the topic of finding a work/life balance. It was facilitated by our diversity oversight manager within Groupe ADP CSR Development Unit and by the International Mentoring Center (IMC), which coordinates this network for the State Secretariat for Women's Rights.

✓ Solidarity for women

Every year, the Human Resources Division, on behalf of Groupe ADP, takes an active role in coordinating a 5 or 10 kilometre long-distance race organised by the Odyssey association to raise funds for breast cancer research. In 2016, 180 men and women from Aéroports de Paris SA, ADP Ingénierie, ADP Management, Hub One and the Works Committee took to the starting line at the Vincennes hippodrome, sponsored by 44,000 people. They raised €600,000 for the Gustave Roussy Institute (Villejuif, in the Val-de-Marne) and for the Prolific association which collects funds for cellular biology research.

✓ Stereotypes

We sponsored Stereotype busters organised by the *Conférence des grandes écoles* in May 2016. In 2014, we presented employee representatives with the results of a survey on the relationship between gender and working conditions. Launched in 2013 by our medical and technical commission, the survey highlighted the power of gender stereotyping. We take every opportunity (dedicated forums or days) to enable our female employees and girls of school age to find out about jobs traditionally deemed to be just for men.

✓ In secondary schools

As part of the 2016 Engineering Sciences for women operation, our *Elles bougent* mentors visited several secondary schools that are partnered with this association, to share and debate with students.

✓ Our good practices

In 2014, we published a gender equality guide for our employees.

✓ Gender equality and the apprenticeship tax

Distribution of the flexible portion of the apprenticeship tax recognises our diversity guidelines. We make payments to educational institutions, which promote or encourage gender equality, organisations that contribute to training disadvantaged young people such as schools for a second chance, or even specialist training centres for people with disabilities.

Work experience

In June 2016, with the help of Groupe ADP, two schools in priority education zones near our airports took part in the *Ma caméra chez les Pros* association competition and won awards. The Robert Desnos school in Orly won the interview award (topic: the [international pier at Paris-Orly](#)) and the Jean-Jacques Rousseau school in Othis (Seine-et-Marne), won the survey award (baggage handling at Paris-Charles de Gaulle). A number of employees and managers helped with the preparation, locations, hospitality and interviews for these films. Groupe ADP Foundation financed the programme and our Human Resources Division purchased the filming equipment loaned to the budding reporters.

The [Ma Caméra chez les pros](#) association offered pupils finishing secondary school who opt for work experience, the chance to do some business reporting using a hand held camera at our Paris-Charles de Gaulle and Paris-Orly airports. Once all the reports are filed, a prize is awarded to the best secondary school/company/media trio. We have been partners in this initiative since 2015.

PERFORMANCE

2016 non-financial rating in the field of Human Resources

See CSR approach – Transparency, from page 20.

2016 indicators in the field of Human Resources

See Appendix 20.

Over 6% of jobs for the disabled

With our first disability agreement signed in 1991, we have had a disability policy for the last 26 years. We met, and exceeded, the requirement of filling 6% of positions with workers with disabilities imposed by the law of 2005, with an employment rate of 7.26% in 2016. This success is the fruit of the commitment shown by everyone involved: corporate officers, employees, stakeholders (See Appendix 14).

Disabled persons accounted for 3.70% of external hires in 2016.

We generated revenue of €837 thousand with the sheltered and protected sector (see Responsible purchasing review 2016, Appendix 13).

Gender equality ranking

In 2016, we rose from 24th to 23rd place in the rankings for the number of female employees in SBF 120 companies. This ranking was decided by Ethics and Boards and Challenges magazine. In particular, it is based on the percentage of women on the Board of Directors, the percentage of women in the Top 100, the inclusion of a gender equality target in the calculation of variable pay. Our strengths: for the last three years, over 40% of Board members have been women; a company-wide gender equality agreement containing detailed targets.

Gender equality in the workplace indicators

The percentage of women has remained unchanged for several years now at 38%. Among the members of the Board of Directors, 42% of were women in 2016. The percentage of women in managerial roles (Aéroports de Paris SA scope) has not stopped growing since 2011: 34.4% in 2011, 34.9% in 2012, 34.8% in 2013, 35.6% in 2014, 36.3%

in 2015, 36.2% in 2016. In 2016, 44.8% of managers hired were women (43% in 2015). The percentage of women receiving promotions across all categories was 40% in 2016 (51% in 2015). The percentage of women promoted to positions of authority was 18% amongst senior managers and 27.89% amongst strategic managers in 2016.

Every year we review wage disparities between men and women that may result in remedial action. In 2016, of the eleven claims studied, 3 situations resulted in remedial action (See Appendix 14).

Recruitment rate for older members of staff

In 2016, the recruitment rate was 4.4% for permanent contracts and, on average, 20.5% of employees were aged 55 and over; 27 employees benefited from end-of-career part-time hours as of 31 December 2016.

Employment of young people

In 2016, the recruitment rate of young employees on permanent contracts was 45.9%, higher than the 30% target. The recruitment rate for young people from work-study training programmes on permanent contracts was 11% (target for the duration of the agreement: 15%). The employment rate for work-study trainees was 1.8% of the workforce with a target of 3% set for the duration of the agreement.

EMPLOYMENT CONDITIONS

CHALLENGES

Performance-based management

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

✓ Transparency

We regularly and systematically inform employees of compensation policies or changes to said policies, via various means (collective notification via the intranet, forums, road shows, in-house magazine, e-newsletters, etc.). In 2016, several forums were organised to introduce the services on offer to employees.

CSR within the compensation structure

✓ CSR objectives

Financial incentives for executives are linked to meeting CSR objectives. This is particularly true for the compensation of the Purchasing Director and buyers whose variable compensation is partly based on achieving such objectives. Generally speaking, managers are invited to set their teams a CSR objective, selected from amongst the strategic objectives defined by the Environment & Sustainability Division.

✓ Profit sharing agreement

Our 10th profit sharing agreement (2015-2017), signed in 2015, takes five criteria into consideration:

- three are economic (Group EBITDA, the expense/passenger ratio, the revenue/passenger ratio);
- one relates to customer satisfaction measured via
- an ACI survey ⁽¹⁾ ;
- one is a CSR criterion: the lost-time work accident rate.

(1) Glossary.

Our three subsidiaries, ADP Ingénierie, HUB SAFE and Hub One also have profit sharing agreements.

Employee savings and shareholdings

✓ Employer's contribution

Employee savings are made up of a Group savings plan (*plan d'épargne groupe - PEG*) and a collective Group pension plan (*plan d'épargne pour la retraite collectif groupe - Percog*); 93% of Aéroports de Paris SA

employees are shareholders via the *fond de placement d'entreprise (FCPE) ADP actionnariat salarié* (corporate mutual fund).

With regard to Aéroports de Paris SA, we match the payments made into this investment fund under the PEG and the Percog. In 2015, we signed new agreements for PEG and Percog employer's contributions for 2016 to 2019. Employees who have invested in Percog since 2010 are guaranteed to benefit from ten years of employer's contribution

✓ Share ownership for all

Anniversary

In 2016, ten years after Aéroports de Paris was listed on the stock exchange, we launched a share ownership scheme for all employees called .Agatha.. It has two parts, as well as the PEG employer's contribution:

- the option, reserved for current and retired employees of Aéroports de Paris SA and the subsidiaries that are members of the PEG, to acquire Aéroports de Paris SA shares under preferential conditions;
- the allocation of 12 free Company shares to all Groupe ADP employees.

This share ownership plan was financed by the reallocation of €25 million initially earmarked for the supplementary pension scheme of some corporate officers.

Trophy

For this initiative, Groupe ADP won the .Share ownership for all. trophy at the 9th Comp & Ben (compensation & benefits) awards, organised by the Oras club in December 2016. The Oras (Observatory of employee compensation and benefits) club is one of seven clubs created by the RH&M Group, training and communications group focusing on human resources management.

✓ Socially responsible funds

The socially responsible investments proposed to employees indirectly contribute to a responsible corporate culture. This is the case with the FCPE(1) Amundi Label Actions Solidaire. The socially supportive part of the fund is invested in the investment company France Active that finances projects for the environment, social integration and the fight against social exclusion. This fund has been certified as a socially responsible investment.

(1) Glossary.

PERFORMANCE

2016 non-financial rating for human resources

See Transparency, from page 20.

Indicateurs 2016 du domaine Ressources humaines

See Appendix 20.

Profit sharing, equity investments, share ownership

In 2016, the amount of profit sharing recorded for Groupe ADP totalled €14 million, compared with €18 million in 2015. As regards equity investments, €23 million was paid out in 2016 for Groupe ADP (€20 million in 2015). In 2015, the employer's contribution made by the Company was €9 million (€9 million in 2015).

HEALTH



2,850
employees received
safety training
in 2016

1st
agreement on remote
working (2017-2019)
in December 2016

39
security staff

CHALLENGES

Health policy

The Aéroports de Paris SA workplace health and safety policy prioritises prevention and the notion that work should be adapted to the worker. Employees are provided with information about our policy on a regular basis.

✓ Our 2016-2020 occupational risk prevention programme

Our annual occupational risk prevention plan is drawn up and monitored by the Occupational Risk Prevention unit which ensures interdepartmental consistency of preventive measures.

We are rolling out a multi-year occupational risk prevention programme covering Aéroports de Paris SA. Its aim is to improve working conditions and reduce accidents at work. Occupational risks are assessed on an annual basis.

In particular, our prevention programme covers:

- risks of pedestrian and road traffic accidents (accounting for nearly 50% of workplace accidents within our Company);
- risks relating to asbestos, noise, ionising radiation; vibrations; risks relating to the use of chemicals; electrical risks; handling-related risks and
- musculo-skeletal disorders;
- risks relating to concurrent activities.

✓ Our safety mobilisation plan

In April 2015, further to analysis of accident at work statistics, the Executive Committee decided to implement a prevention and safety **mobilisation plan**.

Three priority fields of action

This plan identifies three cross-functional priority fields of action:

- the prevention of aggressive and rude behaviour;
- the prevention of travel-related risks;
- the prevention of psychosocial risks.

Objectives

The mobilisation plan aims to significantly reduce the number of accidents and to prevent the occurrence of serious accidents, whether this involves protecting our own employees or users of the installations that we make available to companies operating on our platforms: airlines, service providers, subcontractors, partners, etc.

Information for employees

These priorities are the subject of a communication and commitment from the Chairman & Chief Executive Officer to all employees. A communication plan was introduced in 2016 to involve managers and employees in the roll-out of measures. A promotional leaflet was disseminated.

Multidisciplinary steering committee

We created a multidisciplinary Prevention steering committee, chaired by a member of the Executive Committee. It meets every two months to assess and monitor the initiatives introduced.

Difficult working conditions

Since 2006, the work hardship factor has been included in our integrated IT system. We introduced systematic automated monitoring of work hardship factors covered by the regulations: night work and shift work.

Since 2016, six new hardship factors associated with working conditions have to be taken into consideration, three of which concern Aéroports de Paris SA employees: noise, painful positions and mechanical vibrations. After analysing work stations, 11 groups corresponding to the definition of these factors were identified. They represent 73 work stations and 66 employees (with some employees being exposed to several risk factors). The corresponding labour declarations were made by our Human Resources Division in line with regulations.

For expatriates

Group expatriates and French staff working abroad are covered by a special protection scheme that permanently monitors security conditions in the countries in question. This alert system operates in real time. Expatriates and French staff working overseas have

access to an intranet site and are given safety awareness training.

Organisation

Several different bodies operate at our Paris sites.

- eight Committees for Health, Safety and Working conditions - CHSCT⁽¹⁾ and one interdepartmental CHSCT;
- twenty-one site safety officers assigned to operational and functional divisions and organised as a network, to advise and assist our employees;
- two emergency medical services, open 7 days a week, 24 hours a day;
- one occupational health service;
- one prevention of occupational risks service;
- one dispensary;
- one team responsible for safety on building sites;
- one aeronautical fire risk unit.

(1) Glossary.

Our monitoring and management tools

✓ An integrated IT system

In 2015, as part of a major project to redesign our risk prevention tools, we redefined all our occupational risk assessment and prevention procedures. These assessments, as well as work hardship factors, were incorporated into our integrated IT system brought into service in 2016. With the help of this system, we also monitor and analyse accidents at work and occupational illnesses.

✓ Regulatory oversight tool

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

✓ Concurrent activity monitoring tool

Since 2004, the Plancile IT application, used to draft prevention plans and safety protocols, has been made available to all Groupe ADP operational managers. It is regularly updated both on a technical level and in terms of its content.

✓ Tool for monitoring hazardous chemical agents

Since 2014, we have been using a computerised tool to manage safety notices and regulatory requirements in relation to the chemical products used by employees at all Groupe ADP sites.

✓ Certified management

Our Paris-Charles de Gaulle and Paris-Orly platforms are OHSAS 18001⁽¹⁾ certified for management of health and safety at work. Our Occupational Health

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

(1) Glossary.

Quality of life at work

✓ Psychosocial risks

2013-2016 agreement

Our 2013-2016 company-wide agreement, .Well-being at work., relating to psychosocial risks and quality of life is due to expire in August 2016 and its provisions are currently being redefined.

Our listening and prevention mechanism

We have set up a listening mechanism constituted by our interdisciplinary alert networks, a coordination and support group and a joint commission of experts. A .prevention of psychosocial risks and reorganisations. specialist leads the communications and awareness raising campaigns.

Our methodology for evaluating psychosocial risks was transcribed by work unit in the Single Document⁽¹⁾. We have introduced a procedure for handling individual and collective situations of discontent. All our employees can familiarise themselves with the procedure on our company intranet site.

(1) Glossary.

Further integration in our practices

As an extension of the .Well-being at work. agreement, our 2015 mobilisation plan for accident prevention and safety provides for the inclusion of psychosocial risk prevention in professional training programmes for managers and for greater focus on psychosocial risk prevention, notably prior to reorganisations. A methodological guide and a supporting document for the prevention of psychosocial risks intended for project leaders are currently being compiled. This piece of work brings together managers, Human Resources Division representatives and representatives of the Committee for Health, Safety and Working Conditions and of the Occupational Health Service in a multidisciplinary group.

✓ Work-life balance

A number of systems are in place for Aéroports de Paris SA employees to promote work-life balance, including parental leave, part-time work and nurseries, as well as financial and housing support and the remote working agreement.

Remote working and the time savings account

In response to a high level of expectation from our employees and in line with the modernisation of our organisations, in December 2016, we signed our first agreement on remote working for 2017-2019 (see

Initiatives, below). In December 2016, Aéroports de Paris SA also signed a time savings account agreement.

Parental leave, part-time work – We have introduced paid paternity leave, provided the option to work part-time, given rights to parents of children aged between 3 and 6 (rights are only statutory for parents of children aged between 0 and 3) and neutralised the impact of parental leave on promotion.

Donating days of leave

In January 2016, we signed an agreement with all union organisations authorising the donation of days of leave to employees who may have had to deal with a seriously ill child or spouse or common law partner (see Initiatives, opposite).

Nurseries – Two inter-company nurseries have now been open for over five years at Paris-Charles de Gaulle and Paris-Orly (see Community involvement, page 80).

Cesu – We offer our permanent employees financial support under company-wide agreements. This support is paid in the form of the universal employment-service cheque (Cesu), up to the limit of the allocated budget.

Housing – We have launched a website specially designed to provide support with housing. We pool our resources with those of our subsidiaries, other major companies and the Comité Habitat, a Planète Airport structure (see Community involvement, page 80).

INITIATIVES

Remote working

Our three-year remote working agreement, signed in December 2016 for the 2017-2019 period, is strictly based on compliance with the principle of voluntary agreement, the preservation of social connections, the respect for private life, reversibility and the absence of any difference in how remote workers are treated, in particular, with regard to the division of labour and performance appraisals. Remote working will be the subject of an amendment to the employment contract. The agreement also recognises .mobile. working.

Its deployment will be staggered throughout 2017 and will be accompanied by individual and collective support measures and measures specifically relating to HR. Remote working has already been the subject of a number of communications via our intranet network, including a video on good remote working practices.

Donating days of leave

Our agreement on donating days of leave, signed in January 2016, is in accordance with the provisions of the Labour Code (law of 9 May 2014). As a result of this agreement, employees have a 15-day leave entitlement credit. A solidarity fund was created on 1 March to supplement this scheme should the number of days allocated prove insufficient for the employee in question. The company topped up this fund to 30 days. Donating days of leave obeys the following principle: any employee can, subject to certain conditions, waive all, or part, of their remaining leave, anonymously and for free, so that said leave can be transferred to a colleague with a seriously ill child. This donation of days leave means that employees in receipt of said leave are paid during their absence.

Quality of life at work days

In spring 2016, we organised two days at Paris-Charles de Gaulle and two days at Paris-Orly on the subject of .Quality of life at work: combining the individual and the collective.. Four members of the Executive Committee took part. The development manager from the Great Place to Work Institute reminded the audience that well-being at work is positive for both employees and companies, whose performance improves, thus building investor confidence. A number of companies came to discuss their good practices. 200 employees attended these days.

2016 mobilisation plan

The Aéroports de Paris SA accidents at work frequency rate was down in 2015 but rose again in 2016. In light of these results, mobilisation was ramped up and an emergency plan was implemented in October 2016. An accidents at work report is now submitted to the Executive Committee every 15 days.

In addition, several initiatives were implemented, either at an interdepartmental level (improved analysis of the causes of accidents at work, sharing action plans, etc.) or at a specific level (increased protection, warning systems for mobile operators, etc.). For the first time, we also conducted a study on the accident rates recorded by some of our service providers.

Psychosocial risks

The prevention of psychosocial risks is one of the priorities identified by the mobilisation plan for the prevention of occupational risks that we drafted in 2015

✓ A guide

On the occasion of the Company's third Safety Day, the Human Resources Division presented a guide prepared by the National research and safety institute (INRS) on the prevention of occupational accidents and illnesses. The presentation was primarily aimed at managers. The guide, in the form of nine pieces of advice for everyday operations, provides them with the keys to understanding and preventing psychosocial risks

✓ Supporting transformations over 2016-2020

We set up a system to support two relocations: one from Groupe ADP's registered office to newly-built premises at Paris-Charles de Gaulle and the other involving the transfer of 350 employees to a new building at Paris-Orly. We organised workshops for managers so that they would be in a position to encourage their teams to express their needs and fears and to help them to anticipate the impact of these changes on their ways of working. As part of the Paris-Orly 2020 project, which involves major organisational changes, we included monitoring psychosocial disorders in our support programme.

Safety Days

Building on our mobilisation plan, we have organised two Safety Days a year since 2015. On these days we hold workshops for managers and events are open to all at our three Paris region airports. We raise our employees' awareness of different safety issues such as pedestrian and road traffic risks and first aid training. Each operational unit is also invited to implement one or more initiatives relating to their particular field. These days are also opportunities for our Committees for Health, Safety and Working Conditions to meet up and coordinate their initiatives.

Temporary site signage training

Since January 2015, the taxi turnaround area at the Paris-Charles de Gaulle platform has served as a temporary site signage practical training module for works managers. This installation is part of an original training process thought up by the Paris-Charles de Gaulle operational car parks unit. This unit had already devised temporary emergency signage training to protect patrol staff from serious accidents associated with their work. Patrol staff learnt to position beacons, to check subcontractors' beacons and to draw up beacon plans to satisfy prefectoral order requirements. These training sessions were offered at Paris-Orly and Paris-Le Bourget.

Training supervisory staff in the prevention of occupational risks

As part of the mobilisation plan, we are offering managers a new training programme, which aims to:

- raise awareness of the occupational risk prevention issues faced by Aéroports de Paris SA;
- increase understanding of the importance of the human factor in risk prevention and current accident rates;
- help managers to develop a real culture of health and safety in the workplace and within their teams, by adopting a series of good practices;
- encourage feedback regarding at-risk work situations;
- devise an individual action plan designed to gradually improve risk prevention within operational units or for certain activities.

PERFORMANCE**Our health and safety indicators****✓ Occupational accidents and illnesses**

- Absenteeism, accidents at work, frequency rate and severity rate, exposure to occupational illnesses: data are supplied in the table of indicators, Appendix 20.
- An accidents at work report is now submitted to the Executive Committee every 15 days.

Total number of safety training hours in 2016

27,843 hours of safety training for 2,850 people.

Difficult working conditions

We have been rolling out a hardship assessment mechanism since January 2015 in order to feed these work hardship accounts. In 2016, the individual hardship meter, operated on the basis of payroll data, identified 593 employees working nights or on shift work.

Committee for Health, Safety and Working Conditions

131 meetings in 2016.

Prevention plans

1,695 prevention plans across all platforms in 2016.

Single Document

- 8,127 risk reports assessed and monitored in the Single Document.
- For Aéroports de Paris SA, 273 assessments were updated and validated in 2016; 100 working groups were assessed on the specific issue of psychosocial risks.

Labour relations

The rate of participation in elections to appoint employee representatives has risen since 2013: 60% in 2016 (up 2 percentage points on 2013).

Cesu

1,122 applications, 498 of which were from women.

LABOUR RELATIONS

3,278
participants in the Great
Place To Work* survey

8
Committees for Health,
Safety and Working
Conditions and one
Interdepartmental
Committee for Health,
Safety and Working
Conditions**

20
award-winning
Innov'idées in 2016

* 2016.

** for Aéroports de Paris SA.

CHALLENGES

Organisation of labour relations

We conduct high quality labour dialogue, which helps to create a social climate that is conducive to collective and individual efficacy. In accordance with the principles of the International Labour Organisation (ILO), we are developing this dialogue by recognising union organisations, as well as the right of employees to union membership and the right to union training, and through a willingness to communicate through union bodies and meetings and employee representatives.

✓ Three agreements relating to the Committees for Health, Safety and Working Conditions

We organised this dialogue around our group committee for Groupe ADP and, for Aéroports de Paris SA, the Works Council, eight departmental Committees for Health, Safety and Working Conditions (CHSCT) and one interdepartmental CHSCT - created in 2013 -, a central body of employee representatives and over 50 union delegates, in application of a trade union agreement. Three new agreements, negotiated in 2016, were signed on 9 January 2017. They redrew the scope of the Committees for Health, Safety and Working Conditions, creating a coordinating body and redefining the resources allocated to such committees. The interdepartmental committee will handle the Company's prevention policy.

→ See Glossary - .What is the CHSCT?..

✓ Rebsamen Law

In 2016, in application of the Rebsamen Law, we negotiated an agreement on arrangements for mandatory negotiations, which was signed in January 2017. Four blocks of negotiations were defined, three of which are to take place every three years: Compensation and sharing of added value (annual), work time and quality

of life at work, diversity, jobs management and career paths. Employees are notified of each company-wide agreement via the intranet and in-house newsletters.

→ See [2016 Registration Document](#).

Great Place to Work survey

For several years now we have brought in an external company to conduct an employee satisfaction survey. In 2015, we gave the Great Place to Work® international institute the job of conducting a quality of life at work survey within our company. Great Place to Work® is an expert on the working environment and, every year, ranks companies considered to be a great place to work on the basis of an employee survey and an audit of good practices in terms of human resources.

Our choice of service provider is a mark of our desire to switch from an employee satisfaction survey to a quality of life at work audit within our companies. This audit, which provides us with elements of comparison with companies of a comparable size, is in line with our brand commitments and our constant desire to seek improvements. Five criteria are taken into consideration by the survey: credibility, respect, equality, pride, friendliness.

→ See [Initiatives](#), page 55.

Participatory innovation

Several schemes invite our employees to propose innovative solutions in relation to corporate social responsibility issues, from environmental protection, to passenger services, including quality of life at work and health or security. Our participatory innovation scheme, Innov'idées, is part of this work. Driven by employees' innovative ideas, the scheme recognises their ingeniousness and increases their commitment and motivation. Their proposals make

our processes more efficient, improve customer service and enhance our CSR policy and safety in the workplace. The best ideas are presented to managers and members of the Executive Committee during the Initiative Day.

INITIATIVES

2016 participatory innovation

In 2016, 20 Innov'idées concepts out of 60 were successful and were implemented in our terminals. These proposals lead to on-the-ground improvements for customers and employees and help to increase productivity.

✓ Initiative Day awards

Three prizes were awarded on Initiative Day:

- 1** - the simplification award for .Obeya., a discussion forum intended to facilitate communications and help managers with their organisation;
- 2** - the people's choice award went to a device known as the .handling sleeve.: this baggage chute is used if the baggage handling equipment breaks down;
- 3** - the Executive Committee (Comex) prize went to the .effortless manhole cover lifting device., a tool designed to remove 70kg manhole covers preventing access to valve chambers in order to prevent accidents at work.

✓ At Paris-Charles de Gaulle

Passengers and orientation - A female employee compiled a brochure listing bars and restaurants in public areas, thus addressing an often repeated request from passengers. Several thousand copies of the brochure were printed.

Safety and environment - Two employees working together designed a locked, adjustable enclosure that can be adapted according to location, in which to place waste collection bins. This system prevents bins from being blown over in high winds and stop waste from spilling out onto the runways. Waste sorting and pick-up are optimised.

Organisation of work - A second couple developed an oversight device based on an electronic document management system linked to a tool for monitoring local works. This innovation improves the organisation of work conducted by different business lines in the technical galleries.

✓ At Paris-Orly

Traceability - One employee designed a computer programme to register and locate companies operating at the airport and to manage the 200 keys giving access to premises at Orly Ouest. The system facilitates operator monitoring and guarantees operational traceability.

Cleanliness - A team of six people at Orly Ouest cross-referenced and processed data concerning the frequency of visits to toilet facilities with satisfaction indicators collected from the voting pads provided for passengers. As a result of these cross-checks, cleaning operations are managed so as to target priority time slots.

Occupational safety and ergonomics - A team of six devised a tool to facilitate the lifting and movement of 100kg blocks of seating. This device prevents the occurrence of musculo-skeletal disorders and accidents at work that could be caused by this type of lifting.

PERFORMANCE

2016 non-financial rating for Human Resources

See Transparency, from page 20.

2016 indicators in the field of Human Resources

See Appendix 20.

Great Place to Work survey

In 2015, 3,278 of our employees and managers took part in the Great Place to Work survey, the results of which were presented to them in early 2016: 53% of participants consider Groupe ADP to be a great place to work (national average for employees working for companies of the same size, 45%) and 67% are proud to work for their company (national average 48%).

OUR COMMITMENT TO CLIMATE AND THE ENVIRONMENT

We have made a firm commitment to climate and the environment. We are developing renewable energies at our sites and are seeking to improve energy efficiency and reduce our greenhouse gas emissions. We protect natural resources. We closely monitor water and air quality at our platforms. We strive to protect biodiversity. We share good practices within the airport community.

1

OUR POLICY, OUR COMMITMENTS

2

ENERGY

3

AIR, EMISSIONS, CLIMATE

4

WATER

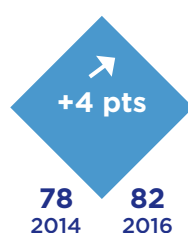
5

WASTE

6

BIODIVERSITY

◆ 2016 NON-FINANCIAL RATING REQUESTED



2016 ENVIRONMENT ROADMAP

Progress objectives for 2016-2020

Progress

Main achievements in 2016

Energy

- | | | |
|----------------------------------------------------------------------------------------------------------------------------------------------|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> Improve our energy efficiency by 1.5% per year between 2016 and 2020 (7% over five years). | ✓✓✓ | <ul style="list-style-type: none"> 2016 result: 2% for a 2016 target of 0.7%. Replace current lighting with LEDs (car parks, aircraft stands, circulation routes and terminals). Renovation of buildings. |
| <ul style="list-style-type: none"> Ensure our share of renewable energies accounts for 15% of final consumption in 2020 | ✓✓✓ | <ul style="list-style-type: none"> 2016 result: 14.5% |
| <ul style="list-style-type: none"> Reduce CO₂ emissions per passenger by 65% between 2009 and 2020. | ✓✓✓ | <ul style="list-style-type: none"> 63.0% in 2016. |

Sustainable planning and construction

- | | | |
|---------------------------------------------------------------------------------------------------------------------------------------|-----|-----------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> 100% of our buildings are environmentally certified (HQE™, BREEAM® or other label). | ✓✓✓ | <ul style="list-style-type: none"> HQE™ certification (Excellent) for the East Pier of the South Terminal at Paris-Orly. |
| <ul style="list-style-type: none"> Maintain and update a map of polluted sites and land. | ✓✓ | <ul style="list-style-type: none"> Launch of a new procedure to prevent and manage land pollution. |

Air, emissions and climate



- | | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------|------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> Ensure that clean vehicles (hybrid, electric, etc.) account for 25% of our light vehicles fleet by 2020. | ✓✓✓ | <ul style="list-style-type: none"> 2016 result: 20% of our light vehicles fleet are electric and hybrid vehicles. Number of vehicles: 173 electric or hybrid service vehicles. Number of terminals: 255 charging terminals at the airports. |
| <ul style="list-style-type: none"> Retain level 3 ACA in 2020 for our three main airports. | ✓✓✓✓ | <ul style="list-style-type: none"> Level 3ACA for Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget. |
| <ul style="list-style-type: none"> Limit emissions from grounded aircraft and ground handling support vehicles (GSE). | ✓✓✓ | <ul style="list-style-type: none"> Local departures management implemented gradually at Paris-Orly. |
| <ul style="list-style-type: none"> Pursue initiatives to reduce emissions from accesses to our airports and internal traffic (PDE - PDIE). | ✓✓✓✓ | <ul style="list-style-type: none"> Creation of the Bourget Pro'Mobilité association to implement the inter-company travel plan (PDIE) at Paris-Le Bourget. Launch of an electric shuttle pilot scheme at Paris-Le Bourget. Agreement on remote working signed in 2016. Use of collaborative tools (Skype for Business, video conferencing) to reduce travel. |

Progress objectives for 2016-2020

Progress

Main achievements in 2016




Water

<ul style="list-style-type: none"> Reduce our internal consumption of drinking water per passenger by 5% in 2020 (compared to 2014).  Continue to improve management of winter pollution.  	<ul style="list-style-type: none"> An 8.2% decrease in 2016. Adjustment to toilet facilities at Paris-Orly to cut water consumption. Work continued to connect the Orly West toilet facilities to the network of non drinking water generated by the rainwater treatment system. A system was set up to separate glycol effluent for channelling towards Siaap (Paris urban area waste water treatment authority) facilities at Paris-Charles de Gaulle: a new 6.5 km pipe between the Renardières basin and the Seine-Saint-Denis departmental council network.
--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Waste

<ul style="list-style-type: none"> Recycle 45% of non-hazardous internal waste materials by 2020.  Recycle 70% of building waste by 2020.  Offer biowaste collection service to all our customers by 2020.  	<ul style="list-style-type: none"> 2016 results: 30.5% (+3 points compared with 2015). Implementation of a new contract for line waste collection since early 2016. Consolidation procedure currently under development. Collect used oil and biowaste from our company restaurants for recycling.
-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Biodiversity

<ul style="list-style-type: none"> Define and implement an environmental management plan for our developments.  Conduct a biodiversity study for structured projects across all our airports.  Maintain the 50% reduction in pesticide use (2008-2020 period).  	<ul style="list-style-type: none"> Specific recommendations in our planning guides. Launch of the «Development, landscape and biodiversity» study at Paris-Charles de Gaulle. Biodiversity survey of airport grasslands in conjunction with the Hop'Biodiversité association (Paris-Charles de Gaulle in 2016). 100% of reduction target met. Alternative practices for maintaining green spaces.
-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

 Started  In progress  Advanced  Achieved

POLICY AND COMMITMENTS



€44 million
for sustainable
development
for 2016-2020

2016 non-financial rating
Groupe ADP
+4 points*

100%
of our new real estate will
be HQE-certified in 2020

* compared with 2014

CHALLENGES

Our goal

Against a more robust legislative, regulatory and political backdrop, we have voluntarily been committed to an environmental and energy policy for over 20 years in order to prevent climate disturbance and promote air quality.

We support the French objective: to make our country an example of environmental excellence. In terms of sustainable development and corporate social responsibility (CSR), Groupe ADP was the highest-ranking of the five largest European airports in 2015. It is featured in many socially-responsible investment indices.

The only major European airport group to pro-actively request a non-financial rating, it has set itself the target score of 83/100 in 2020, an increase of 5 points compared to the 2014 rating. In 2016, the Group scored 82/100 for its overall performance - a 4 point increase compared with 2014.

Our environmental policy is systematically reviewed within the framework of our five-year Economic Regulation Agreements; the latest of these was concluded with the French government for the 2016-2020 period.

Three principles for 2020

Our new environmental and energy package, which was signed by our Chairman and CEO in December 2015, forms part of the 2020 Climate and Energy Package to fight against climate change and complies with the Law of 18 August 2015 on energy transition for green growth. It also dovetails with the three objectives of our 2016-2020 strategic plan. It extends our collaboration with all of our stakeholders.

1 - Optimise

by surpassing regulatory requirements.

2 - Attract

by boosting current systems and involving all professions, employees, suppliers and the airport community as a whole, as well as our other stakeholders.

3 - Expand

so that our leadership can serve as a basis, as regards sustainable development and CSR, for the Group's development and growth both in France and internationally, as well as promoting it and ensuring that it is competitive.

Progress plan

For the 2016-2020 period, we have drawn up a six-point progress plan, which we updated in 2016.

1 - Energy

- Improve our energy performance, via a 1.5% per year decrease in our consumption, i.e. -7% between 2016 and 2020.
- Produce the equivalent of 15% of our final consumption through renewable energies by 2020.
- Cut CO₂ emissions per passenger by 65% between 2009 and 2020, while increasing
- traffic (target raised from 50% to 65% at the end of 2016).

2 - Air and emissions

- Reach a rate of 25% of clean vehicles in our light vehicles fleet and continue to roll out public charging points for electric vehicles.
- Renew Airport Carbon Accreditations, at level 3, for our three main airports.
- Offer employees new solutions as part of the company travel plan (PDE) to limit emissions linked to commuting and business travel and make an active contribution to inter-company travel plans (PDIE) for the three airports.
- Limit and reduce the emissions of aircrafts on the ground and of ground handling support vehicles (GSE).

3 – Water

- Optimise rainwater management by encouraging infiltration and by considering the adaptation to climate change.
- Reduce our internal drinking water consumption by 5% per passenger between 2014 and 2020.
- Continue to improve management of winter pollution.

4 – Waste

- Recycle 45% of non-hazardous waste materials by 2020.
- Recycle 70% of building waste by 2020 and re-use demolition materials.
- Offer the collection of bio-waste to all our clients by 2020 and reduce the production of food waste in our company restaurants.

5 – Biodiversity

- Conduct a strategic study on development, landscape and biodiversity..
- Maintain the 50% reduction in pesticide use compared with 2008.

6 – Sustainable planning and construction

- Obtain environmental certification for all of our new real estate projects (both airport and diversification).
- Encourage customers based on our premises to obtain environmental certification for buildings or an energy label.

Management

✓ Certified and integrated systems

Our goal is to implement risk control for all risks, while complying with the legal and regulatory requirements for our activities. All of our management systems form an integral part of the internal control system and play an important role in risk control.

Paris-Charles de Gaulle and **Paris-Orly** use certified and integrated management systems (IMS) (May 2008 for Paris-Charles de Gaulle and October 2013 for Paris-Orly). The IMS incorporates the requirements of international quality management standards (ISO 9001), environmental management standards (ISO 14001) and occupational health and safety management systems (OHSAS 18001). It takes into account airport safety and security rules enshrined in European regulations and those of the French civil aviation authority (Direction générale de l'aviation civile - DGAC).

Paris-Le Bourget (2005), **the Issy-les-Moulineaux heliport** (2009) and **the Toussus-le-Noble air-field** (2015) use an ISO 14001-certified environmental management system (EMS).

Since June 2015, our energy management system has been ISO 50001-certified.

Deployment

- The Environment & Sustainability Division (DDD) provides interdepartmental management of our environmental and energy policy. It submits an annual performance review and a quarterly multi-indicator dashboard to the Executive Committee.
- The Environment, Energy and CSR Steering Committee, chaired by the Chief Operating Officer, brings together the Group Secretary General and the real estate, planning, engineering and airport heads, and makes decisions about implementation.
- Over the 2016-2020 period, €44 million has been set aside for purchases for sustainable development.

Training and involvement of employees

Paris-Charles de Gaulle and Paris-Orly each have a network of environmental officers (Appendix 2). These officers meet every three months. They keep the certified management systems up to date. They promote our environmental policy locally and conduct awareness raising initiatives.

Everyone involved in environmental roles is given technical training. Managers and newly-hired employees are made aware of environmental issues.

✓ Employee participation

Through internal messaging, our Eco Charter reminds all employees what they can do on a daily basis to reconcile quality of life at work and reducing consumption. This awareness-raising tool encourages employees to make energy-saving suggestions.

Our laboratory

The French State has entrusted us with the environmental monitoring of Paris region airports. Monitoring is performed by our accredited laboratory Cofrac. Since 2014, the laboratory's new website, [Labo.fr](#), provides access to noise, atmospheric pollutants and water quality measurements in real time.

✓ Air measurements

We monitor ambient air quality at the Paris airports through our network of fixed and temporary measuring stations. The laboratory compiles inventories of emissions from aircraft, road traffic generated by the airports and our thermal power plants. It conducts studies on the interior air quality of the terminals, car parks and technical buildings.

✓ Water measurements

We monitor the quality of water discharged into the natural environment and ensure that we comply with the decrees on the authorisation of water discharge. We also monitor water tables.

✓ Noise measurements

The laboratory takes 24/7 noise measurements of aircraft in and around the Parisian airports. We provide the authorities (notably the DGAC) with the sound measurements and analyses that they require in order to make decisions on controlling airborne noise.

Promoting our good practices

✓ Environmental Partner Clubs

The Environmental Partner Clubs were created in 2003 for the companies based at our three airports in the Paris region. The clubs provide a forum for discussion and the sharing of good practices. They organise events and participate with us in both national and European joint initiatives. Around 100 companies have joined [the Environmental Partner Clubs](#).

✓ Joint initiatives

- European Sustainable Development Week.
- European Mobility Week.
- European Week for Waste Reduction.
- Twice-yearly thematic information via the Environmental Partner Clubs.

Promotion of the Eco Charter to employees.

INITIATIVES

A new performance monitoring tool

In 2016, we completed work on an IT tool to manage the Company's environmental, energy and CSR performance. This tool is called "Orphée" and will be our single source of data. It will enable alerts to be set up and enable action plans to be linked to the indicators. By generating thematic, precise dashboards and helping us to design scenarios to reduce our consumption and our impacts, Orphée will improve the way we manage our environmental and energy performance.

2016 environmental training plan

- 1 - Managers and the environment.
- 2 - Energy control.
- 3 - Waste management.
- 4 - Air.
- 5 - Classified facilities for environmental protection.
- 6 - Contaminated soil.
- 7 - Water management.
- 8 - Building sites and the environment.

A community of .eco-employees.

65 employees have signed up online to our Eco Charter since it was launched in 2015. The most motivated attended two half-day training sessions to create a community of .eco-employees., who promote best environmental practice within the company. They set themselves five priorities: collect coffee pods for recycling, encourage the use of ashtrays, an information campaign on SAM FM (tool for processing declared incidents), use of energy-efficient central units and double-sided printing on payslips.

Joint initiatives

✓ European Sustainable Development Week 2016

From 30 May to 4 June 2016, we were involved in European Sustainable Development Week (ESDW). Organised in partnership with Air France, ESDW 2016 was an opportunity for employees of both groups to attend a full morning of talks on social and environmental responsibility in the presence of Yann Arthus-Bertrand. .Green Visits. were held at the three airports. They included a .Fluids. workshop at the Orly West terminal, a visit to Air France's Hélios industrial site at Paris-Charles de Gaulle, and a visit to the Nomad, a hotel where the cost of a room is notably determined by occupants' water and electricity use.

The high point of this week was the awarding of the CSR trophies, in partnership with the French environment and energy management agency (Ademe) and Air France. Since 2009, these accolades have been awarded in recognition of the good work done by airport companies and Groupe ADP operational units. This year, six projects submitted by Groupe ADP, airport companies and members of the Environmental Partner Clubs won awards. These projects include a rest area at Paris-Orly combined with a collaborative vegetable garden. At the end, the Blue Planet trophies were awarded. This year, four classes from the Jules Ferry school in Issy-les-Moulineaux received awards for their work in increasing awareness of energy-saving issues.

PERFORMANCE**2016 Environment indicators****Non-financial rating
for the environment category**

See page in Appendix 20.

In 2016, based on an identical scope, the non-financial ratings agency Ethifinance scored the Aéroports de Paris SA environmental performance 88/100, a three-point rise compared to the 2014 rating (85/100). The scores for each area for Aéroports de Paris SA and each of the subsidiaries have all improved, illustrating the broad range of commitments made across all themes. The scores also reflect the group's successful implementation of the measures it committed to.

See Transparency, from page 20.

ENERGY



15%
of renewable energies in
our internal consumption*

a 7%
increase in energy
efficiency**

a 65 %
decrease in CO₂ emissions
per passenger***

* in 2020 ** in 2020 compared with 2015 *** in 2020 compared with 2009

CHALLENGES

Our 2020 targets

2016 is the first year of implementation of our new energy policy. Its purpose is to improve our energy performance by 1.5% per year, on average, over the 2016-2020 period and to raise the proportion of renewable energies in our final consumption to 15% by 2020.

To achieve this, we are reducing our energy consumption (electricity, heat and cooling), notably by improving the energy efficiency of our buildings and increasing the proportion of renewable energies in our energy mix. Although traffic volumes are rising, we will thus reduce CO₂ emissions per passenger by 65% between 2009 and 2020. This target was raised from 50% to 65% in December 2016.

An energy management system

Our energy management system (Système de management de l'énergie - SMÉ) was certified ISO 50001 compliant in June 2015. We are the first European airport management group of this size (97.2 million passengers in 2016) to obtain this certification.

It acknowledges our commitment to improving our energy performance and reducing our carbon footprint. The certification is recognition for 30 months of ongoing efforts to develop it and set it up. The SMÉ enriches our integrated management systems and environmental management systems (IMS/EMS).

In rolling out this approach, we identified areas of significant energy usage in our facilities, i.e. the most energy-intensive processes. Our initiative examines the energy performance of these processes and the equipment used to provide the desired service. An energy manager is in charge of steering the energy management system in each of our three main airports in the greater Paris region and within our Real Estate Division, and a SMÉ officer from the company manages the overall robustness and effectiveness of the system.

Energy efficiency

✓ Our energy progress plan

This plan is organised in terms of three priorities (Appendix 15).

- 1 -** Making our facilities more robust with energy management.
- 2 -** Optimising operations (operations and maintenance) in terms of energy.
- 3 -** Improving buildings and equipment

✓ Smart and energy-efficient lighting, a priority

Accounting for 25% of our energy consumption, lighting is a major priority in improving our energy efficiency. We have started gradually replacing our lighting systems with energy-efficient systems combined with smart lighting management. Our aim is to provide the right amount of light when and where needed while using the latest environmentally friendly technologies. We are focusing on the use of LED lights (very low consumption) in the new facilities and for all renovations. Furthermore, by rolling out these systems, we are making the atmosphere consistent across all our spaces for the comfort of our customers.

Renewable energies

In 2016, our renewable energy production met more than 14.5% of internal cumulative energy requirements across our three airports. Our aim by 2020 is to increase the proportion of renewables in our energy mix to 15% despite the growth of our activities and despite supplying energy to a growing number of companies at our airports.

✓ Solar, geothermal and biomass energy

A number of renewable energy production systems are now operational at our airports in the greater Paris region. They use solar, geothermal and biomass energy. This approach was supplemented in 2015 by the inauguration at Paris-Le-Bourget of an original system combining photovoltaics on roofing and heat pumps.

✓ Green electricity

In addition, to reduce our carbon footprint, our supplier undertook to deliver a certain proportion of electricity in French renewable energy. Between 2014 and 2016,

this rate rose from 30% to 60% at Paris-Charles de Gaulle and Paris-Orly. Since 2016, all of the electricity used by Paris-Le Bourget came from renewable sources. To guarantee the renewable provenance of electricity, our supplier issues us with green certificates of renewable-source-generated electricity certified by an expert third party.

Sustainable planning and construction

✓ The sustainable airport city

The development, construction and refurbishment of buildings on our own account or on behalf of companies operating within our airports is an important part of our real estate activity. We are also investing in the development of the "airport city", a concept which identifies the type of urban development that a large airport generates on its site, such as Roissypole or the future Cœur d'Orly business district. We also contribute to the development of eco-districts and abide by eco-building rules.

✓ Certified eco-building quality

In all our real estate projects, we promote compliance with France's High Environmental Quality (haute qualité environnementale – HQE) and/or Low Energy Buildings (bâtiment basse consommation – BBC) guidelines.

We will have all future buildings certified to HQE™ (French certification) or BREEAM® (British certification with international reach) standard or to that of any other relevant label. We will systematically look into the option of having our airport projects certified. We will encourage our partners and customers to build in line with these principles.

Between 2016 and 2020, new terminal and investment projects worth over €60 million will undergo a commissioning process, during which the building's energy performance will be checked. The international pier of the south terminal at Paris-Orly is the first building, designed and constructed by Groupe ADP, to have commissioning performed on its technical facilities and construction quality to ensure actual energy performance.

INITIATIVES

New organisation

The new organisation of our Engineering and Planning Division clarifies the responsibilities of the three entities responsible for the feasibility and the programmes, the appointed project management and the general management of works.

Energy targets in our building programmes

The building programmes for large infrastructures are now outlined in an "Energy and environment" chapter. There is a specific summary sheet for this programme which is easy to read and clearly sets out the main sustainable development targets.

Energy criterion in our purchasing

In 2016, we introduced an energy efficiency criterion into our responsible purchasing policy.

Raising everyone's awareness of energy management

Energy management is a key part of our environmental policy, so it must be at the heart of the daily practices of Groupe ADP employees. In June 2016, we included an energy management module in the training course for the company's employees. Co-led by an external trainer, an energy expert from the Sustainable Development and Environment Division and the energy manager from each airport, this training day was intended to anchor energy issues in the concerns of non-specialist professionals: buyers, project managers, architects, operational managers, etc. In 2016, we trained around forty people. Our aim is to train all target populations by 2020.

The international pier: a sustainable airport building

Opened in May 2016, the international pier of the South Terminal at Paris-Orly is used for long haul flights. This 12,000 sqm airport infrastructure has high performance and innovative energy solutions: insulation on the outside, glass surfaces which minimise the entry of sunlight, a floor which combines energy efficiency and comfort and climate control units which refresh the atmosphere by moving the air at a low speed. This system regulates the temperature in the first two metres above the floor, reducing the need for air conditioning. In the disembarkation walkway, reversible radiant panels provide gentle heat or coolness, as required.

These systems are regulated in each area as required. Air processing stations supply the units and the radiant panels work via free cooling as soon as possible, thus saving 3,000 hours of air conditioning per year. This equipment is connected to the heating and iced water network at the Orly airport and can be connected to the geothermal power plant.

Technical premises, which use a lot of air conditioning, are linked to a free-chilling loop: a cooling system which works via water circulation, which uses a small amount

of energy. Thanks to the large windows on the south-east façade, the need for artificial lighting is limited. The average lighting autonomy is 70% between the hours of 8 am and 6 pm in public indoor areas. Lighting is regulated by Dali technology, which modulates artificial lighting depending on the intensity of natural light. Using 16% less energy than the 2012 thermal regulations, the international pier's CO₂ emissions are half those of the average terminal. After the boarding lounge of Terminal 2E (Hall M), it is the second building designed by Groupe ADP to be NF Batiments Tertiaires (service buildings) and HQE® Excellent certified.

Smart and energy-efficient lighting

✓ LED lighting

We are implementing light-emitting-diode (LED) systems with a life cycle 5 to 10 times longer than fluorescent tubes; they also consume about 50% less energy. As these systems are electronic, they can be easily managed and configured. We can vary lighting according to how areas are used. We expect to improve energy consumption by about 50% and significantly reduce maintenance costs.

✓ On runways

We are gradually replacing the traditional lights used on runways with LED lighting.

- At Paris-Le Bourget, we have installed LEDs on 12 kilometres of runways and aircraft taxiways, improving our energy efficiency by 8 points.
- At Paris-Charles de Gaulle, we are gradually replacing runway and taxiway lights with LED systems.
- At Paris-Orly, we have replaced the traditional signalling lights on runway 4 with LEDs. Plans are in place to renovate the other runways.

✓ For the aircraft stand areas

In November 2016, the sodium lighting masts in the Québec aircraft stand area at Paris-Charles de Gaulle were replaced with LED systems. These very efficient sources improve users' visual comfort (pilots, ground staff) generating an internal electricity consumption 30% below that of the previous lights. They have an asymmetrical optical arrangement and focus light on the parking areas, significantly reducing light pollution. They will be gradually rolled out in the other parking areas.

✓ In car parks and terminals

We are gradually installing LED lighting in all car parks at our platforms and in the terminals. The P2 and P3 car parks, and hall 3 at Paris-Orly, have been fitted with LEDs. At Paris-Charles de Gaulle, lighting in the PEF car park is being replaced. Trials are also ongoing in different areas of Terminal 2E.

✓ Smart lighting

At Paris-Charles de Gaulle, machines modulate the intensity of lighting in halls L and M of terminal 2G according to operational requirements. A presence detection system lights up pedestrian walkways linking gates L and M with gate K at terminal 2E only when the walkways are used. Similar systems have been installed on the walkways in hall L.

Our renewable energy production

15.9% of the energy consumed in 2014 was renewable and [produced on site](#).

In 2016, due to large-scale work on the biomass boilers, this figure dropped temporarily to 14.5%. However, it is worth noting the performance of the geothermal power plant at Paris-Orly, which increased its energy production by 5% between 2015 and 2016.

1 – Solar

✓ Paris-Charles de Gaulle

Solar plant: close to the Environment and Sustainable Development Centre, this plant, which has 792 solar panels, has produced 157MWh on average per year since the summer of 2013. It provides the equivalent of the Centre's electricity consumption with no greenhouse gas emissions. This avoids emissions of over 7 tonnes of CO₂ a year.

Autonomous wind and solar-powered lighting at the staff car park for the Environment and Sustainable Development Centre.

✓ Paris-Le Bourget

Thermo-dynamic water heater for the firehouse.

Geothermal power plant connected to a **photovoltaic** power plant (see 2 – Geothermal power, below).

2 – Geothermal power

✓ Paris-Orly

Since 2011, the geothermal plant at Paris-Orly has heated a section of the platform. The pipework captures hot water (74 °C) from the Dogger aquifer⁽¹⁾ located under the Paris-Orly platform. The fluid is directed to exchangers where it heats up the heating network. It is then reinjected back into the aquifer via an injection well. The 10 MWth geothermal plant uses the calories from the natural hot water located 1,800 metres below the platform. It can produce up to 40,000MWh annually. Eventually, it will provide 100% of the power needed to heat the terminals. It will avoid the emission of 9,000 tonnes of CO₂. The power plant received support from the Ademe. Total investment amounted to €12.7 million (including €3 million in subsidies from the Ademe and the greater Paris region).

(1) Glossary.

✓ Paris-Le Bourget

In 2015, we designed, built and implemented a system at Paris-Le Bourget that pairs solar and geothermal energy. This system reduces the amount of natural gas needed to heat the airport. A geothermal plant recovers heat (in winter) and cold (in summer) from the ground using two 140kW heat pumps. These two heat pumps are supplied with electricity by 600 sqm of photovoltaic panels installed on the roofs of parking shelters. This system provides heating and air conditioning to an office building and a warehouse with a total surface area of 13,000 sqm. Having begun operation in late 2015, this solar geothermal plant will avoid the emission of 120 tonnes of CO₂ per year.

3 – Biomass

In autumn 2012 we commissioned a [biomass](#) power plant at the site of the electrical thermal-cooling plant at Paris-Charles de Gaulle. With combined power of 7MWth, its two boilers consume on average 80 tonnes of wood pellets sourced from forests in the greater Paris region. Since 2014, the boiler has provided about 25% of the heat required by the platform. It has replaced a gas heating system and avoids the emission of 18,000 tonnes of CO₂ per year from fossil fuels when operating at cruising speed. The CO₂ generated by burning wood does not contribute to the greenhouse effect: discharged into the atmosphere, it is absorbed by growing trees. The operation is considered carbon-neutral over the lifespan of the tree. The plant was designed under a partnership with the French National Forests Office. Total investment amounted to €8.65 million, €3 million of which in funding from the Ademe heat fund. We created a management position to oversee the supply of wood.

Metering at all levels

In 2016, we began a programme to improve energy metering at Paris-Orly and Paris-Charles de Gaulle. By precisely measuring our usage, we can have a complete and consistent overview of energy management, making it easier for us to manage energy use more closely. Our aim is to fit all new and existing buildings at the two airports with metering and remote reading systems by 2020. These programmes are the result of feedback gathered during the construction and commissioning of Hall M at Paris-Charles de Gaulle and of the international pier at Paris-Orly.

This policy will be strengthened by the systematic roll-out of proximity indicators to monitor usage on a daily basis, enabling us to react swiftly in the event of deviations. It is being piloted in terminal 1 at Paris-Charles de Gaulle. This test helped reduce the energy demand of this terminal by 6% from 2015 to 2016 (data corrected for climate change and structural modifications to the buildings). After the positive results of this

experiment, we now intend to roll out this system at our three airport platforms.

We are also introducing software which enables employees to manage the energy usage of their installations.

Secure supply

Supply of electricity and air conditioning for grounded aircraft, recharging of electric vehicles: at Paris-Charles de Gaulle an increasing number of users are likely to be consuming large volumes of electricity at the same time. To secure the platform's supply, we are reinforcing the electricity transmission network. In partnership with Réseau Transport d'Électricité (RTE), we are building two underground lines of 225,000 volts between the Sausset substation located to the south of the airport and our two thermal-cooling plants (CTFE and CTFE bis). From 2017, these two facilities will enable the transfer of 100 MW in both directions. The estimated cost is €40 million.

Heat/refrigeration pump

The air conditioning in hall M is provided by four heat/refrigeration pumps. This system simultaneously produces heat and cold using electricity. Its thermodynamic yield has generated energy savings compared to a conventional regulation system. In 2016, heat/refrigeration pumps provided 3,209 MWh in heat and 2,310 MWh of cold. They consumed 736 MWh electricity. This meant we avoided over 780 tonnes of CO₂ emissions.

Reducing IT consumption

Supply of electricity and air conditioning for grounded aircraft, recharging of electric vehicles: at Paris-Charles de Gaulle an increasing number of users are likely to be consuming large volumes of electricity at the same time. To secure the platform's supply, we are reinforcing the electricity transmission network. In partnership with Réseau Transport d'Électricité (RTE), we are building two underground lines of 225,000 volts between the Sausset substation located to the south of the airport and our two thermal-cooling plants (CTFE and CTFE bis). From 2017, these two facilities will enable the transfer of 100 MW in both directions. The estimated cost is €40 million.

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High environmental quality of buildings

✓ In our airports

- **At Paris-Charles de Gaulle**, our future registered office, with a surface area of 12,000 sqm, has been designed to obtain HQE™ "excellent" and BREEAM® "very good" labels. Three buildings are HQE™-certified at this airport: **2011 – The Works Committee building**, the first services building with full HQE certification™ built by Aéroports de Paris.

- **2012 – GB3 freight station**. The GB2 station was used to establish the HQE® framework for the logistics sector.

- **2013 – Hall M**, terminal 2E boarding lounge, HQE™-certified service buildings, a first for an airport.

- **At Paris-Orly**

- **2016 – The international pier** at the south terminal of Paris-Orly has been certified NF service buildings - HQE™ Excellent.

- **2017 – The new VIP pavilion** will be the first building at Paris-Orly to receive double HQE™ and BREEAM certification®.

- **2018 – The link building** between Orly South and Orly West was designed according to HQE specifications.

✓ In the Airport City

- **At Roissypole**

- **2012 – The Altaï office building**, built in 2012, has been awarded the double label HQE™ and BBC-Effinergie®; a joint investment by Aéroports de Paris and the Schiphol Group. Annual consumption: 65kWh/sqm.

- **Aérovillage at Paris-Charles de Gaulle**

- **2013 – The Aérovillage shopping centre**, opened in 2013 by Unibail-Rodamco, received BREEAM® certification. It is heated by very low-energy geothermal power above shallow groundwater using 174 heat pumps. Aéroports de Paris is a planner.

- **Cœur d'Orly business district**

- **2013 – Launch of the construction of the first building of the Cœur d'Orly business district**. All buildings will be HQE™-certified. Roofs will be green, high insulation façades will be treated according to orientation. The first one, the Askia building, built in 2015, received dual certification in 2016: HQE™ service building and BREEAM® (Very Good).

✓ Improving operational performance

In 2015 we began to think about implementing an operational certification similar to HQE Exploitation™ or BREEAM® In Use. Two studies are currently being

finalised to assess the potential of the Altaï and Continental Square complexes.

PERFORMANCE

Non-financial rating for the Environment category 2016

The non-financial rating of our environmental performance requested in 2016 was carried out by Ethifinance. The Aéroports de Paris SA score for the environment rose by 3 points, from 85/100 in 2014 to 88/100 in 2016.

See Transparency, from page 20.

Sustainable energy investment

The third Economic Regulation Agreement entered into between the French government and Groupe ADP covering the period between 2016 and 2020 provides for the earmarking of €44 million for sustainable development projects. This is an increase of almost 13% compared with the environmental investment amount set out in the previous Economic Regulation Agreement for 2011-2015. More than half of this €44 million will be spent on energy.

Good results from renewable energy

Geothermal energy at Paris-Orly airport, biomass and the solar farm at Paris-Charles de Gaulle airport mean that the equivalent of 15% of our internal energy consumption is provided by renewable energies. This proactive development, combined with the 8.7% gain in our energy efficiency between 2009 and 2015, led to a 34.3% reduction in CO₂ emissions across the three airport platforms.

2016 Environment indicators

See Appendix 20.

2.0% drop in our energy consumption

In 2016, our energy consumption per square metre fell by 2.0%. There were several reasons behind this good performance:

- improved energy efficiency of our buildings;
- usage management;
- implementation of more efficient systems (smart LED

lighting system, high-performance motors, etc.);

- involvement at all levels thanks to increased employee awareness.

At the end of 2016, production of renewable energy stood at 14.5% of the energy consumed by Aéroports de Paris SA. The target is 15% by 2020.

AIR, EMISSIONS, CLIMATE

-63.0%
CO₂ emissions per
passenger in 2016*

ACA level 3
across our three Paris
airports**

-2,000 tonnes of
CO₂ equivalent/year
with CDGVAL

* compared with 2009

** since 2015

ENJEUX

Our climate commitment

In 2015, our airport at Paris-Le Bourget hosted the 40,000 participants of the 21st United Nations Climate Change Conference, known as " [COP21](#) ". This climate conference resulted in the Paris Agreement being concluded, which dictates that the international community has to stabilise global warming at 2°C, even 1.5°C, by the end of the century. This involves stopping net greenhouse gas emissions.

Hosting this great event was of major symbolic importance for our company. We are committed to the fight against climate change and reducing our carbon footprint is one of the cornerstones of our environmental policy. On the basis of the message conveyed by the Intergovernmental Panel on Climate Change (IPCC), we are convinced that we can and must act to help stabilise global warming at non-hazardous levels, which is the main objective of the United Nations Framework Convention on Climate Change. With this in mind, we are committed to making our operations carbon neutral by 2030.

In response to the obligations set by the decree of 10 May 2016, pursuant to the energy transition law for green growth, in 2016 we sent our plan to cut greenhouse gas and atmospheric pollutant emissions by 2020 and 2025 to the French environment and energy management agency (Ademe).

Surpassing our targets

We had greatly surpassed our CO₂ emissions reduction targets set for 2015 with a fall of 34.3% in our CO₂ emissions in 2015 compared with 2009. The 2015 target was -25%.

Joint manifesto by stakeholders from the air industry

We have set new and ambitious targets for the 2016-2020 period, in line with new French guidelines: reduce our CO₂ emissions per passenger by half between 2009 and 2020, while increasing traffic (target raised to 65% at the end of 2016), improve energy efficiency by 1.5% per year, cover 15% of our final internal energy consumption using renewable energies.

These targets were published in June 2015 as part of the [le manifeste collectif](#) which we signed with Air France-KLM and the French Aerospace Industries Association (Gifas). In the manifesto we reiterate our shared desire to maintain and strengthen our involvement in the long-term fight against climate disturbance. However, at the end of 2016, we decided to raise our GHG emissions reduction target from 50% to 65%.

✓ We have committed to three points in particular:

- 1** – decrease our CO₂ emissions per passenger by 65% over five years, while increasing traffic;
- 2** – improve energy performance by 1.5% per year over the 2016-2020 period, representing a reduction of approximately 15% over five years;
- 3** – set the renewable energies share in our airports' final consumption at 15%.

The Airport Carbon Accreditation

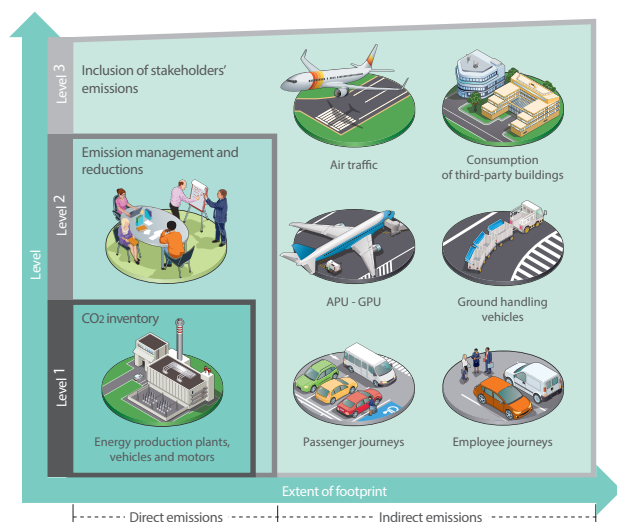
Since 2009 we have been following the [l'Airport Carbon Accreditation](#), programme set up by ACI-Europe, the European branch of the World Airport Association. The Airport Carbon Accreditation (ACA) assesses and recognises the efforts made by airports to reduce their greenhouse gas emissions.

✓ Four performance levels

The performances presented have been verified by an independent third party.

The ACA comprises four accreditation levels:

- 1** – emissions mapping (scope 1);
- 2** – cutting emissions (scope 2);
- 3** – Optimisation (scope 3);
- 3+** – Carbon neutrality (for scopes 1 and 2).



Our accreditation

✓ Paris-Charles de Gaulle and Paris-Orly

Levels 1 and 2 in 2010 and 2011.

Level 3 in 2012, 2013, 2014, 2015 and 2016.

✓ Paris-Le Bourget

Levels 1 and 2 in 2013 and 2014.

Level 3 in 2015 and 2016.

Our climate solutions

✓ Reducing our impact (scopes 1 and 2)

To reduce our internal emissions, we take action on the three main sources: our thermal power plants, our electricity and heat consumption and our service vehicles.

Examples include:

- The activation of geothermal plants at Paris-Orly, and of biomass and photovoltaic plants at Paris-Charles de Gaulle, has
- reduced our carbon emissions by 27,000 tonnes per year.
- The refurbishment or construction of low-energy buildings has reduced emissions resulting from our heat and electricity consumption by nearly 4,000 tonnes a year.
- By replacing our service vehicles with electric or low-emission cars, we have reduced the carbon impact of our fleet by 10% between 2009 and 2015.

✓ Reducing the impacts of the air industry (scope 3)

In partnership with the airlines, Eurocontrol (European Organisation for the safety of air navigation) and the French civil aviation authority (DGAC), we are applying the Airport Collaborative Decision Making (Airport-CDM) approach, as a result of which we are optimising the traffic flow of aircraft on the ground. We are committed to the single European Sky mechanism which aims to improve air traffic flow and reduce aircraft fuel consumption by 10% per flight by 2020. We are installing 400 Hz power points to provide electrical power to aircraft through power sockets. This equipment is a non-polluting alternative to thermal power sources (APU, GPU)⁽¹⁾.

(1) Glossary.

✓ Reduce the impacts of airport activity (excluding aircraft) (scope 3)

We are optimising the travel and mobility of our employees and employees of the companies based at our airports. We promote shared transport and play a role in increasing it. We encourage the use of active travel methods such as walking and cycling. We will offset the greenhouse gas emissions of our registered office, at Paris-Charles de Gaulle, by investing in low-carbon projects.

✓ Including the carbon cost in our projects

In 2017, we will begin to include the cost of greenhouse gas emissions in quotes for projects. By internalising the cost of GHG emissions, we are anticipating the economic consequences of hardening climate policies. It is also preparation for de-carbonising our operations.

Adaptation to climate change

We have participated in the study on [adapting the aviation industry to a changing climate](#). This study follows another study by Eurocontrol which was published in November 2014. It was led by the French civil aviation technical service (Stac), in order to assess French airports' exposure to heat waves, rising sea levels, extreme weather and changes in wind conditions. After the work was completed, Stac created a matrix to assess airports' climate exposure, which we used in our risk mapping.

Controlled mobility

✓ Corporate travel plan (PDE)

Almost 90% of our airport employees commute to work by car. In 2005, we began to implement a corporate travel plan (plan de déplacements entreprise - [PDE](#)) to reduce the environmental footprint of commuting to work and business travel. Over the years, an increasing number of solutions have been offered to employees to optimise their travel. Our new 2016-2018 action plan was adopted in January 2016. The

PDE also links the Group's subsidiaries with some of these initiatives.

✓ The R'Pro'Mobilité association supports our PDIEs

We have also implemented inter-company travel plans (PDIE) with companies based at the airports. Joint initiatives taken within this framework help to improve airport services. Our inter-company travel plans (PDIE) were implemented at Paris-Charles de Gaulle in 2011, at Paris-Orly in 2012 and at Paris-Le Bourget in 2013.

In 2014, to implement the Paris-Charles de Gaulle PDIE, we formed the R'Pro'Mobilité association, which now consists of nine companies: Aéroville, Air France, CIF Keolis, FedEx Express, La Poste, Aéroports de Paris S.A and, since 2016, Bolloré Logistics and our two subsidiaries, Hub One and HUB SAFE. These companies, which alone employ over 50% of the airport workforce, have committed to promoting green mobility. In March 2016, the Paris-Le Bourget PDIE was also set up, as the "[Bourget Pro'Mobilité](#)" association. This association created, at the end of September 2016, an electric shuttle service between the RER B station at Le Bourget and the airport.

✓ Our "Sustainable Mobility" intranet site

We launched our .Sustainable Mobility. website during the European Mobility and Road Safety Week in September 2015. The website provides an overview of all of the solutions offered to employees to reduce their mobility requirements or limit the carbon footprint of their commute to work and their business travel.

✓ Carpooling and active methods

We became a partner of [IDVROOM](#), a specialist in commuting carpooling services, and launched the .Parisian Airport Carpooling. community. This community of .carpoolers. offers employees working at Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget the opportunity to contact other employees working for different companies based at these airports.

[OuiHop](#)[®], an innovative instant carpooling app for individuals[®], has also been offered to employees. It provides real-time matches of motorists and pedestrians taking the same journey. The app eliminates the usual carpooling constraints such as organisation, planning, etc. We also promote active travel methods such as walking and cycling. We have mapped soft transportation routes at Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget, which we take into account in our development projects.

✓ Video conferencing and Skype

Our employees have been using video conferencing for several years. We upgraded this solution in 2015 by installing Skype for Business on employees' computers.

This tool facilitates remote communication and enables employees to travel less.

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✓ CDGVAL

Since 2007, 10 million people use the CDGVAL automatic shuttle service every year. This service connects the terminals of Paris-Charles de Gaulle, the RER B and the TGV station: it avoids the emission of 750 tonnes of diesel per year, as well as the emission of 15 tonnes of nitrogen dioxide (NO₂) and 2,000 tonnes of CO₂.

Airports which are more accessible to public transport

✓ The metro is coming to Paris-Orly

The arrival of metro lines 14 and 18 at Paris-Orly has been brought forward from 2027 to 2024. Line 14 will be extended to the South, from Olympiades station to the airport. Line 18 will go from the Versailles-Chantiers station to Paris-Orly, via Massy. Users will be able to reach Paris city centre in 17 minutes, with trains every two minutes during busy periods. The construction of Paris-Orly underground station will begin in 2018.

✓ CDG Express

The law of 29 December 2016 authorises the French government to entrust to a project company, a joint company between SNCF Réseau and Aéroports de Paris, the design, construction, financing and maintenance of the [CDG Express](#). This fast train will connect Paris-Charles de Gaulle with the French capital in around twenty minutes. Works are expected to start in 2018. The rail link is scheduled to begin operating in 2023. It will carry 7 to 8 million passengers per year from 2030. This project represents a total investment valued at €1.7 billion, and meets one of the State's 2013 pledges made during announcements on the extension and modernisation of Paris's transport links under the .Nouveau Grand Paris. initiative. As part of the fight against climate change, the CDG Express will provide a low CO₂ emitting link.

Air quality monitoring

✓ Measuring air pollutants

Our Cofrac-accredited [laboratory](#) monitors ambient air quality in the Paris airports using its network of fixed and temporary measuring stations. We notably measure the nitrogen dioxide (NO₂) and nitrogen monoxide (NO) rates, and the particle (PM 2.5) and ozone (O₃) levels in the air. We publish the measurement results in real time on our laboratory website.

✓ Our involvement in public policy

We are involved in the review of the atmosphere protection plans (PPA) and the regional air quality plans (PRQA) for the Île-de-France region. In March 2016, we signed the collective air transport industry commitment, which is the continuation of the industry agreement of 2008. We are involved in drawing up the third atmospheric protection plan for the Île-de-France region.

INITIATIVES

PPA: collective industry commitment

In 2016, we signed the collective air transport industry commitment. This commitment includes initiatives to limit airport emissions: reduce the aircraft running time, increasing use of fixed or mobile methods to replace auxiliary power units (APU)⁽¹⁾, making the internal fleet of road vehicles and runway vehicles more environmentally friendly, reinforce the corporate travel plan (PDE) and the inter-company travel plan (PDIE), improve public transport information for passengers".

(1) Glossary.

Commitment with Paris Action Climat

In October 2015 we signed the Paris [Action Climat partnership agreement charter](#). In it we reiterate our climate-related targets. We also committed to leading initiatives relating to our buildings, activities, waste production, consumption patterns, transportation and renewable energy.

Reduced CO₂ emissions for aircraft on the ground

During ground handling, aircraft need electricity to operate their air conditioning units and restart their engines. There are three aircraft supply technologies: the on-board auxiliary power unit (APU)⁽¹⁾, ground power unit (GPU)⁽¹⁾ or a 400 Hz power socket on the ground. The 400Hz power sockets are the only locally non-polluting devices. At Paris-Charles de Gaulle, the CO₂ emissions from APUs represented up to 5% of the airport's emissions in 2016. This is why we are continuing to roll out 400 Hz power sockets and are strongly urging airlines to use them: all Paris-Orly and Paris-Charles de Gaulle contact stations are equipped with these power sockets. For air conditioning, we have installed aircraft air conditioning supply systems at all contact stations in Hall M.

(1) Glossary.

New action plan for our corporate travel plan (PDE)

The new 2016-2018 action plan for our PDE strengthens the existing systems. It proposes new initiatives to optimise work organisation, develop electro-mobility and active modes of transport, and raise employee awareness of sustainable mobility: collaborative tools, transit offices at each site, electric charging terminals, multi-modal access plans. It renews the car-pooling solutions. It also provides for the negotiation of an agreement on remote working. We mapped the soft transport options (walking, cycling, scooters) at Paris-Orly and Paris-Charles de Gaulle. We are going to complete the map of those at Paris-Le Bourget. We will then be in a position to identify the extensions necessary to avoid disruption to cycle and pedestrian paths. The new PDE will present an opportunity to test self-driving electric vehicles.

.ÉcoDéfi Roissy. challenge

We wanted to make employees of Groupe ADP and the companies operating within Paris-Charles de Gaulle aware of the options available to them to avoid using their personal vehicles for commuting or business travel. Public transport, video conferencing, car-sharing and soft transport options (walking, cycling) are some ways of limiting mobility requirements, as well as CO₂ emissions, and of reducing the risks linked to road travel. Between 30 May and 16 September 2016, we organised the ÉcoDéfi Roissy, intended for the 42,000 employees working at Paris-Charles de Gaulle. Led by the R'Pro'Mobilité association, this competition encouraged employees to use means of transportation other than cars. Each change in behaviour was rewarded with combinable points. There were over 50 winners; prizes included bicycles, scooters, cinema tickets, "Safety" packs and subscriptions to the Autolib' car-sharing system.

Survól study on air quality

The Île-de-France regional health and environment plan (PRSE) will study the impact of air traffic around Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget. As part of the [Survól study](#) conducted by the regional prefecture, we were involved in air quality modelling around our airports. This important task was performed by Airparif, the Paris region network for air quality monitoring.

PERFORMANCE

2016 Environment indicators

See page 20.

Airport Carbon Accreditation (ACA)

✓ Review of CO₂ emissions at airports in the greater Paris region due to operations

Internal Aéroports de Paris emissions for Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget fell 33% in 2015 compared with the average over 2012, 2013 and 2014. These positive results are due to a fall in the fossil fuel consumption of our thermal power plants and to the operation of our renewable energy production plants.

See ACA review – Appendix 16.

Reducing the impacts of the air industry

At Paris-Charles de Gaulle, the average aircraft taxiing time has fallen by 10% compared with 2007, following the implementation of Airport Collaborative Decision Making (Airport CDM).

Electric or low CO₂ emission vehicles

At the end of 2016, we had 173 electric or low CO₂ emission service vehicles. A network of 255 recharging terminals was rolled out between 2014 and 2016. 34 recharging terminals were made available to passengers at Paris-Charles de Gaulle and Paris-Orly.

Air quality information: from the laboratory

Indicators on changes to air pollutant emissions (excluding CO₂) are available on the [laboratory's website](#).

WATER



1.3 million m³
of drinking water
consumed in 2016

70,000 m³/year
of drinking water saved
in Paris-Orly

8.2%
decrease in drinking
water consumed per
passenger*

* in 2016 compared with 2014

CHALLENGES

Reducing consumption

✓ Target and review

We have set ourselves the target of reducing our internal drinking water consumption by 5% per passenger between 2014 and 2020. We have set up a number of systems in order to achieve this goal. Across all our terminals, water consumption is monitored by supervision and the water is automatically cut off if an unusually large amount of water is drawn. Metering helps us to quickly identify leaks and act fast. We collect and recycle rainwater for various uses. We have also rolled out water-saving equipment in our airports' toilet facilities.

✓ A new policy with new targets

As part of our .Water. master plans we plan to promote the infiltration of rainwater. This initiative will enable us to limit flood risks in the event of extreme weather conditions.

Managing the water cycle

At our airports, we manage the entire water cycle from the drinking water supply to the treatment of runoff water. We are responsible for this management both for our own activities and for those of our partners.

✓ Waste water and rainwater

Collected waste water is discharged into regional networks which route it to treatment stations in the Paris region. We use .Water. master plans to control the management of this process.

Offsetting - Paris-Charles de Gaulle and Paris-Orly together comprise 1,500 hectares of sealed surface area. We are committed to limiting and offsetting new sealed areas during airport planning work by creating storage basins with a capacity of 500 m³ per hectare.

Monitoring - We have implemented a monitoring procedure for discharged waste water and rainwater from various activities and industries within the airport area. We also monitor aquifers.

Treatment - Paris-Charles de Gaulle and Paris-Orly have rainwater treatment systems (known as STEPs). These systems meet the requirements for discharging water into the natural environment as set out by the prefectural decree specific to each airport. At Paris-Orly we have put in place wetland filtration planted with reeds to assist the decontamination of winter runoff water. At Paris-Charles de Gaulle we have opened a test plant treatment site (phyto-purification) as well as implementing the separation of runoff water during the winter period.

Soil

In 2014 we implemented soil pollution prevention and risk management procedures which we planned to update in 2017. Our laboratory monitors soil quality. It therefore checks whether our sites' environmental statuses are compatible with their use and/or with development projects, in order to treat any identified pollution where required.

INITIATIVES

Saving drinking water

✓ Recycling rainwater

In the interest of using our natural resources sparingly, we have set up rainwater recycling systems in several buildings within our terminals. We reuse over 70,000 m³ of runoff water per year: it supplies our air-cooling towers at Paris-Orly and the toilet facilities in the A/C link building at Paris-Charles de Gaulle. Our Orly West terminal toilets have been fitted with water-saving flushes, which should reduce the terminal's drinking water consumption by 12% per year. At Paris-Charles de Gaulle, we are looking into the option of collecting rainwater from the T3 terminal and fire station roof. This water could be used to test fire hoses.

Managing runoff water

✓ Wetland filtration at Paris-Orly

In the winter, the airport's [runoff water](#) is full of aircraft and runway de-icing products. This water is sent to a buffer basin, where it undergoes bacteriological and oxygenation treatment before being discharged into

the natural environment. The Paris-Orly buffer basin has a capacity of 13,000 m³. Since 2013, the final stage of decontamination is completed in 6,500 sqm of wetland filtration planted with reeds. It is the largest wetland filtration marsh in a French airport. 20% of this €4 million investment came from subsidies from the Seine-Normandie water agency.

✓ Ségrégation des eaux

At Paris-Charles de Gaulle, we have signed an agreement with the Paris urban area waste water treatment authority ((Syndicat interdépartemental pour l'agglomération parisienne - SIAAP), which enables us to send our most concentrated effluents to one of its treatment plants. We have therefore implemented a system to separate these effluents, which are held in buffer basins before being routed to the SIAAP facility. This water is saturated with winter products, and therefore provides the SIAAP facility with the carbon and nitrogen that it needs to decontaminate urban waste water as well as our waste water. We have also built a new 6.5 km pipe between the Renardières basin and the Seine-Saint-Denis departmental council network. This pipe delivers water saturated with melted ice water for treatment by the departmental authorities.

In December 2016, we also completed the connection of the B2 holding basin at Paris-Charles de Gaulle to the waste water network. This optimises the operation of the rainwater treatment station of the Marne basin and meets rainwater discharge threshold requirements.

✓ Land decontamination

With a large number of micro-organisms, soil has a natural ability to decrease the pollution in waste or industrial water. Therefore, we are treating glycol water by irrigating a 2,000 sqm pilot site at the Paris-Charles de Gaulle platform.

According to the 2016 report, under the control of the Aéroports de Paris laboratory, this experiment shows that decontamination rates of close to 98% are possible.

✓ Preserving the resource

By preventing water from percolating into the soil, the waterproofing of airport infrastructures reduces the natural replenishment of aquifers. In 2016, we began a feasibility study to re-inject part of the 2 million cubic metres of rainwater that we manage, each year, at Paris-Charles de Gaulle.

PERFORMANCE

2016 Environment indicators

See Appendix 20.

Saving drinking water

✓ Re-using rainwater

We collect and recycle 72,600 m³ of rainwater for all three Paris region airports, reducing our drinking water consumption per passenger by around 5% per year, which represents a saving of approximately €150,000 per year.

✓ Water-saving equipment

The fitting of water-saving toilet flushes at the Orly West terminal reduced the terminal's annual drinking water consumption by 12% between 2013 and 2014.

WASTE



45%
of non-hazardous waste
recycled*

70%
of building waste
recycled*

**Bio-waste collection
offered to all of our
customers ***

* in 2020

CHALLENGES

Our responsibility

As the owner and operator of our airport hubs, we manage the waste produced by our operations as well as that of our partners.

Non-hazardous waste: we manage the collection of non-hazardous waste and define the rules for sorting it and the placement of containers. We also provide instructions on how to transport non-hazardous waste.

Hazardous waste: we provide joint management of hazardous waste to our partners. Hazardous waste is either recycled or processed in accordance with the regulations which apply to each waste type.

Our waste recycling targets

Our environmental policy for the 2016-2020 period aims to:

- achieve 45% recycling of non-hazardous internal waste materials;
- achieve 70% recycling of building waste with re-use of demolition materials;
- develop the bio-waste network.

Our policy complies with the provisions of the Grenelle 1 and 2 laws and the law on energy transition for green growth (LTECV) enacted in August 2015. We encourage our partners to adopt best practices for waste reduction at source and the recycling of waste materials.

Selective recycling

We have set up selective recycling in terminals, at our offices and at Paris-Charles de Gaulle terminals 1 and 2. Recycling bins are available to passengers in all of our terminals. All of our offices have collection boxes for paper, printer cartridges and cups. In some terminals we have created the role of waste management assistant, to help waste producers to sort it properly.

Circular economy

We promote the circular economy. We organise regular collections of second-hand uniforms. Together with the Plaine de France EPA, we also ordered a study into the feasibility of setting up a circular economy in the Grand Roissy region. Conducted across six business segments by students at the Paris Sciences Po University, this study believes that it would be possible to set up a closed system for building and construction waste, bio-waste and textiles.

INITIATIVES

European Week for Waste Reduction

For the fourth consecutive year, Groupe ADP teams were involved in the European Week for Waste Reduction, from 19 to 23 November 2016. This event raised awareness among all of the company's staff, the airport community and schools surrounding the airports.

In conjunction with the Athis-Mons recycling plant and the Environment and Sustainable Development Centre (MEDD) at Paris-Orly, the offices began a collection of unwanted office supplies. Almost 200 boxes were handed out to the pupils of schools neighbouring Paris-Orly. Around 10,000 sheets of paper were also collected by the offices for recycling. This took place in the context of the relocation of several Paris-Orly teams to new offices.

Employees of the MEDDs at Paris-Orly and Paris-Charles de Gaulle were able to donate toys and CDs in good condition to be used as Christmas presents collected by the Rejoué association. In 2016, 823 kilos of toys and cultural products found new homes.

Fun awareness-raising workshops on waste re-purposing were held for schoolchildren. Both MEDDs received children from local schools to teach them how to make Christmas decorations and perpetual calendars with cardboard tubes and egg boxes collected by Group employees.

Recycling of materials

✓ Paper

Paprec is responsible for selective waste recycling at Paris-Charles de Gaulle and Paris-Orly. Its contract covers the recycling of paper used by our company. We have signed up to Eco-folio, the environmental body which the French government has made responsible for improving paper recycling rates.

✓ A meal in your motor

Since 2014, we have been collecting used oil from the four company restaurants at Paris-Orly. This waste is converted into biofuels. We have experimented with recycling food waste from our employee restaurants at Orly South and at Parc Central. In 2016, 114 tonnes of waste were transported to the Bionerval methanisation plant near to Paris-Orly, generating nearly 28,500 m³ of recoverable biogas. The digestates (methanisation residues) are given away free of charge to farmers to be used as fertiliser. Food waste collections must be extended to companies in the Orly West terminal.

The circular economy on the runway

In the summer of 2016, we used aggregate surfaces to renovate runway 4 at Paris-Orly and runway 2 at Paris-Charles de Gaulle. This involves using recycled products from the demolition of runways. Up to 30% of demolition waste was recycled on-site. This reduced the use of new raw materials and limited emissions from trucks.

Good sorting habits

Since 2013, our waste management assistants, hired from an organisation that assists the long-term unemployed to find work, help waste producers at terminals 1 and 2E at Paris-Charles de Gaulle to properly sort waste. With their help, the waste recycling rate increased by five points in just a few months.

PERFORMANCE

2016 Environment indicators

See Appendix 20.

BIODIVERSITY



50%
decrease in the use of
pesticides in 2020*

22
beehives

7
species of bat
at Paris-Orly

* compared with 2008

CHALLENGES

Three areas for action

The protection of biodiversity forms an integral part of the company's strategy, and is based on three axes:

- improving internal knowledge;
- restoring or preserving habitats and notable species;
- strengthening communication and interaction.

Our programmes

In 2014 we conducted a biodiversity assessment of the regions in which our three main airports are based. In 2015, Paris-Orly became involved in the work of the [Hop'Biodiversité association](#). Paris-Charles de Gaulle joined it in 2016. We are integrating the results of this work in our development policy and in our projects. Our planning guides already contain specific recommendations. In 2016, we launched a "development, landscape and biodiversity" master plan.

Pesticides and alternative practices

As part of the Ministry of Agriculture's eco-friendly plant programme, Écophyto, to reduce the use of pesticides, in 2010, we signed a framework agreement on the professional use of pesticides in non-agricultural areas. This agreement committed us to respecting alternative practices to maintain green spaces, and to halve our use of pesticides between 2008 and 2015. We have already reduced our pesticide use by over 50% since 2008.

INITIATIVES

Green waste

We have large grass areas and produce vast quantities of green waste which we recycle (in 2015 approximately 700 tonnes of green waste was recycled). At Paris-Charles de Gaulle and Paris-Orly, grass cuttings are composted and then re-used in our green spaces. In summertime, farmers from the greater Paris region collect up to 350 tonnes of hay

free of charge from the grass strips surrounding the restricted area.

Smart weed management

Since 2012, we have been using a weeding system at Paris-Orly which uses an infra-red laser to identify weeds on aircraft taxiways, and only applies the weed killer to the areas in which it is needed. The system also uses GPS positioning to memorise (within one metre) the sections which have already been treated. This has provided an 85% increase in the amount of healthy vegetation saved. A new spreading rail has also provided time savings of close to 60%.

Green grazing

At Paris-Charles de Gaulle, nine Solognote sheep graze in 4,000 sqm of enclosed green space, located between the runways and terminal 2F.

Hop'Biodiversité

The association Hop'Biodiversité was founded in the spring of 2015 and studies the biodiversity of aeronautical grasslands. Working in restricted areas, scientists and volunteers selected from our employees have created an inventory of ordinary biodiversity, as well as unusual species of plants, insects, amphibians, birds and mammals living at Paris-Orly airport. This scientific and participatory process has been recognised by the ministry responsible for ecology as an integral part of the national biodiversity strategy. The programme jointly led by Hop'Biodiversité and Aéroports de Paris was commended by Barbara Pompili, secretary of state for biodiversity, during a visit to Paris-Orly in September 2016.

Tree inventory

In 2012 we created an inventory of our trees at Paris-Charles de Gaulle. The airport boasts a total of 800,000 trees and bushes, including some unusual species such as Lebanon cedars which are over 250 years old, a ginkgo biloba which may be as much as a thousand years old, and a sequoia with yew leaves, one of the largest trees in the world!

A special flower

The (Damasonium alisma) starfruit is an extremely rare flower which is on the International Union for the Conservation of Nature's European red list. One of its main homes in the Paris region, the Plateau de Saclay, was threatened by a site opening. Under an agreement signed with the Paris-Saclay public institution and in collaboration with the Ecosphère consultancy firm, we have rebuilt the small ponds in which the starfruits flourish on the land of the Toussus-le-Noble airfield. Several hundred cubic metres of land were amply planted with the flower's seeds. By the summer of 2013 the star-fruit flowers had adapted to their new wet habitat, confirming the success of this special project.

Our gardens

A team from Paris-Orly's Environment and Sustainable Development Centre has designed a biodiversity garden, which is open to all. At the Environment and Sustainable Development Centre at Paris-Charles de Gaulle, six gardens work in harmony to maintain biodiversity: the French garden, the Japanese garden, the Land Art garden, the grassland area, the orchard and the kitchen garden.

Our bees

We keep beehives at our three main Paris region airports, and at the general aviation airport in Toussus-le-Noble. We have a total of 22 producing honey which has been declared safe for consumption. We have also signed an agreement with the French national beekeepers union to raise awareness among the general public about bee protection.

Alternative practices

Since 2010, we have applied alternative practices to maintain our green spaces in non-agricultural areas.

PERFORMANCE

2016 Environment indicators

See Appendix 20.

Alternative practices

We reduced our pesticide consumption by over 50% between 2008 and 2016.

COMMUNITY INVOLVEMENT

Each year, we invest €2.2 million in our partnerships with local authorities, socio-economic stakeholders of the areas surrounding the airports, associations, elected representatives and State representatives. Active involvement in developing our regions provides the impetus for our economic and social cooperation policy. It is also the 8th commitment of our Connect 2020 strategic plan.

1

POLICY

2

SOCIAL COOPERATION AND EMPLOYMENT

3

QUALITY OF LIFE

4

REGIONS

5

DIALOGUE

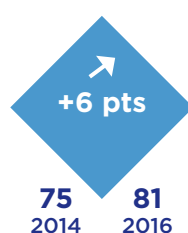
6

SOUNDPROOFING

7

SOLIDARITY

◆ 2016 NON-FINANCIAL RATING REQUESTED



2016 COMMUNITY INVOLVEMENT ROADMAP

Progress objectives for 2016-2020

Progress

Main achievements in 2016

Encourage training, employment and integration

<ul style="list-style-type: none"> Promote guidance, access to employment and training ✓✓✓ 	<ul style="list-style-type: none"> Hub Skills programme: an integrated solution for jobs, professional guidance, training and support for companies. "Envoi Pro" scheme: placements in a foreign professional environment (in England, Ireland and Spain) for 80 young jobseekers (18-25 years). Careers guidance scheme: placements for 187 students from 3 "collèges" (11-14 year olds) and 3 "lycées" (15-17) in companies in the Grand Roissy-Le Bourget region (11 visits/6 partner companies). "Un uniforme pas uniforme": information for jobseekers on airport jobs, including a catwalk show for professionals in uniform, together with workshops and interviews.
<ul style="list-style-type: none"> Support employment opportunities by promoting skills. ✓✓✓✓ 	<ul style="list-style-type: none"> Support for second chance schools (Paris-Orly) – continuation of initiatives undertaken. Seine-Saint-Denis Equality Charter, signed for a yearly action plan for employment, integration and a social and solidarity economy.
<ul style="list-style-type: none"> Promoting the return to work and integration ✓✓✓✓ 	<ul style="list-style-type: none"> Integration clauses in our contracts of €10 million and more. First Stade (social and solidarity economy), partner of Place de la Loc' and 6Themis in 2016. €837 thousand in purchases from the adapted and sheltered employment sector in 2016.

Making life easier for employees working on the platforms

<ul style="list-style-type: none"> Mobility. ✓✓✓✓ 	<ul style="list-style-type: none"> Papa Charlie, Planèt'AIrport body for social vehicle rental: founding member of Essonne MobilitéS in 2016. 10 bus routes (Filéo) for transportation on-demand 24/7 365 days per year (since 1998).
<ul style="list-style-type: none"> Childcare for employees working staggered timetables. ✓✓✓✓ 	<ul style="list-style-type: none"> Two inter-company nurseries.
<ul style="list-style-type: none"> Housing. ✓✓✓✓ 	<ul style="list-style-type: none"> Accommodation rental through Comité Habitat (Planèt'AIrport) for more than 15 years: 307 employees housed in 2016. Emergency accommodation support since 2015. Two residences for young employees (Paris-Charles de Gaulle since 2008; Athis-Mons/Paris-Orly under construction).

Progress objectives for 2016-2020

Progress

Main achievements in 2016

Regional development

<ul style="list-style-type: none"> Organise and promote the airport town to attract international companies. 	✓✓✓	<ul style="list-style-type: none"> Involvement in building the economic employment and training area (bassin économique emploi formation – Beef) for Grand Roissy-Le Bourget. Ongoing action for the Hubstart Paris Région® alliance, a regional promotion tool: 44 initiatives completed.
<ul style="list-style-type: none"> Developing the local economy. 	✓✓✓	<ul style="list-style-type: none"> Ongoing action for the Hubstart Paris Région® alliance. In 2016, the decision was made to merge Hubstart Paris Région® and the Roissy CDG public interest group for employment in 2017. Meeting companies from Grand Roissy- Le Bourget: 108 SMEs and 24 buyers. Speed meeting for industrial sub-contracting. Grand Roissy-Le Bourget Plato network. Orly International entrepreneurship meetings. Premium d'Orly Paris® meetings. €10 thousand in grants to support entrepreneurship (Adife). 3rd Mobile jobs and entrepreneurship unit. Dedicated Innovation page for start-ups on our website.

Dialogue with local residents and elected representatives

<ul style="list-style-type: none"> Elected representatives. 	✓✓✓	<ul style="list-style-type: none"> 58 partnership charters. Airport company visits.
<ul style="list-style-type: none"> Local residents. 	✓✓✓	<ul style="list-style-type: none"> Regular information on Paris-Orly redevelopments (2015-2018) and Paris-Orly and Paris-Charles de Gaulle runway work. Two football tournaments for young people (Paris Aéroports Cup) at Paris-Charles de Gaulle and Paris-Orly. Several exhibitions.

Noise

<ul style="list-style-type: none"> Managing the funds generated by the tax on noise pollution from aircraft (TNSA) to help with soundproofing. 	✓✓✓✓	<ul style="list-style-type: none"> Continuing with programmes under way.
<ul style="list-style-type: none"> Involvement in environmental advisory committees. 		<ul style="list-style-type: none"> Contributing to the reduction of aircraft noise through a multidisciplinary working group. Continuing with programmes under way.
<ul style="list-style-type: none"> Monitoring of sound levels by our laboratory. 	✓✓✓	<ul style="list-style-type: none"> Continuing with programmes under way. Information available to the public via the website of our laboratory.

Solidarity

<ul style="list-style-type: none"> Financial or organisational support for local social initiatives. 	✓✓✓✓	<ul style="list-style-type: none"> Actions by Groupe ADP Foundation – see the Foundation website. In 2016, the Foundation awarded €965 thousand in aid.
<ul style="list-style-type: none"> Commitment of Groupe ADP employees. 	✓✓✓	<ul style="list-style-type: none"> 166 employees involved in the Foundation's activities. Over 50 mentors of our coaching and mentoring scheme for school students, or to support socially-oriented associations. Plans are in place to implement paid leave for voluntary work in 2017.

✓ Started ✓✓ In progress ✓✓✓ Advanced ✓✓✓✓ Achieved

POLICY AND COMMITMENTS



€2.2 million
for our community
involvement actions

120,000
people work at our 3
airports in the Paris
region*

1 million passengers
generate **1,400 direct**
jobs.**

* 2014

** 2011 Bipe survey

CHALLENGES

Our commitments

Among the priorities of our development strategy, which promotes competitiveness in air transport and the attractiveness of our country, is to share growth with the regions where we operate.

To meet some of this objective, we invest €2.2 million each year in our partnerships with local and regional authorities, socio-economic players in the areas surrounding the airports, associations and State representatives (see our roadmap on pages 81 and 82).

In 2016, when our third "Economic Regulation Agreement" (contrat de régulation économique - CRE) was set up, Aéroports de Paris also became Groupe ADP and Augustin de Romanet, Chairman and CEO of Groupe ADP, signed approximately 20 brand commitments, 6 of which cover these surrounding regions.

✓ Commitment 11

Making life easier for those working on the platforms (see page 94).

✓ Commitment 12

Developing the local economy (see page 96).

✓ Commitment 13

Protecting the surroundings of local residents (see page 105).

✓ Commitment 14

Encouraging training, employment and social integration (see page 87).

✓ Commitment 15

Promoting the regions to attract international companies (see page 96).

✓ Commitment 16

Strengthening our worldwide leadership in social and environmental responsibility (see page 7).

Our responsibility

In 2015, Groupe ADP became the European leader in respect of social responsibility amongst the five largest European airport managers (LHR - London, Fraport - Frankfurt, Aena - Madrid, Schiphol Group - Amsterdam, and ourselves).

Our business activities and those of the airport stakeholders as a whole directly shape the local economic development and living environment in our host communities.

Our three main platforms generate more than 8% of paid employment in the Paris region. More than 120,000 people work for nearly 1,000 companies located in the airport hubs. Over 340,000 direct, indirect, induced or catalytic jobs⁽¹⁾ are generated by our activities (2011 figures).

(1) Glossary.

Our policy

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

Our economic and social cooperation policy is structured around three main objectives.

1 - Supporting employment policies to provide opportunities to the local residents of the regions in which our three airports are located.

2 - The economic development and promotion of the regions of Grand Roissy-Le Bourget and Grand Orly at regional, national and international level.

3 - A reciprocal relationship based on trust with local elected officials, associations and local residents.

Our organisation

✓ Environment & Sustainability Division

Our economic and social cooperation policy is led by the Environment & Sustainability Division (ESD).

Its work is rolled out through local authority delegations – one for Paris-Orly and the other for Paris-Charles de Gaulle and Paris-Le Bourget. The primary role of these teams is to ensure that our stakeholders agree with the development of airport activity, and to work with them to construct shared interests and outcomes.

In January 2016, Groupe ADP strengthened and professionalised its actions to promote its base regions of Paris-Charles de Gaulle and Paris-Le Bourget, by dividing the regional team into two separate entities:

- an economic development and employment team, to realise the strong development potential in Grand Roissy-Le Bourget;
- a regional and environmental relations team, to better meet local residents' expectations in the light of the future growth of both airports.

We have also set up approximately ten divisions to work alongside the Environment & Sustainability Division in order to realise our commitments.

→ See Appendix 17.

✓ Partnerships

We mainly act through partnership programmes to boost access to employment for local residents, to support local businesses, and to support regional development.

Building with the regions

We contribute to the collective construction of regional attractiveness and dynamism within dedicated organisations and alliances, such as [Hubstart Paris Région®](#) and Orly International. Our partners include local and regional authorities, the French State, development agencies, chambers of commerce and industry (CCI), competitiveness clusters, public planning agencies and companies.

We contribute, within our various skill sets, to regional development projects. We are highly committed to improving access to our airports in the framework of the Grand Paris (Greater Paris) project.

→ See Regions, page 96.

Une ONG au cœur de nos actions sociales

One of the linchpins in these partnerships is NGO [Planèt'AIrport](#) which brings together initiatives for employment, vocational training, social integration, integration by economic activity, mobility and housing.

Since 2015, the NGO has had a special advisory role with the United Nations Economic and Social Council. Since 2014 it has also been approved as an interest group by the French National Assembly and Senate, and is able to support projects which qualify for public funding.

Since 2015, the Planèt'AIrport Charter has supported any new partnership with organisations, companies and other towns wishing to use its services. This Charter allows partners to take a clear stand on their reciprocal socially responsible commitments.

With the support of Groupe ADP, which is actively involved in its initiatives, Planèt'AIrport brings together six autonomous not-for-profit bodies: Planèt'AIrport, Adife (regional endowment fund), Papa Charlie, First Stade, Teach'AIr, AERO Compétences and Comité Habitat. It has 30 voluntary staff members, which include 15 permanent employees.

→ See Social cooperation, page 87.

Relaying city policies

We support and relay public policies, notably by signing up to conventions proposed by the State. As regards employment, we signed the Plan Espoir Banlieues (in 2008), the National Commitment for the Employment of Young People from Local Neighbourhoods, followed by the [French Ministry of Urban Affairs Companies and Neighbourhoods Charter](#) (in 2013, for three years). In 2016, Groupe ADP extended its commitment to the Ministry of Urban Affairs until the end of 2017. We are members of the permanent committee for this charter.

We contribute to achieving the Charter's objectives by entering into implementing agreements with the departmental governments and forging partnerships with regional companies. Our divisions, subsidiaries and NGO Planèt'AIrport are all involved in achieving the objectives and programmes set out by the charters. The economic and social initiatives run by our regional teams are also geared towards the needs of local neighbourhoods and companies affected by State policies.

Business, employment and training observatories

The business, employment and training observatories are available to decision-makers and those involved in the areas surrounding the airports. Through their work, companies, local councils and employment assistance bodies have good visibility regarding changes in the employment at airports in the Paris region.

✓ Two main tasks

1 - Carrying out an annual employment survey in companies and public services working on the three airport platforms (see Initiatives section below).

2 - Leading and publishing prospective studies of future employment trends in the main airport business sectors (see Initiatives section below).

INITIATIVES

The regional delegations measure their efficiency

The two regional teams at Paris-Charles de Gaulle airport have become professionalised over the past two years (2015 and 2016). They use detailed role descriptions, and rely on indicators and dashboards to measure the efficiency of their initiatives and to lead and monitor them.

The economic development and employment team has also helped to set up indicators and initiative assessments in the bodies it is involved in: Hubstart Paris Région®, the Roissy CDG public interest group for employment, the Les Globe Trotteurs nursery and the on-demand transport network Filéo. It has strengthened internal communication with Groupe ADP employees through the Group intranet portal.

Seine-Saint-Denis Equality Charter

In November 2016, Aéroports de Paris signed the Seine-Saint-Denis Equality Charter. This component of our membership of the Companies and Neighbourhoods Charter formalises an existing partnership with the department of Seine-Saint-Denis. In the agreement, we undertake to develop a joint yearly action plan with the department for jobs, integration, the social and solidarity economy and economic development. The Charter was negotiated by the regional development and employment team of our Environment & Sustainability Division and our Human Resources Division. Our active involvement in the "Employment challenges in Seine-Saint-Denis" forum marked our first 2016 initiative in this area.

Economic and social impact study

Groupe ADP launched a call for tenders to conduct an economic and social impact study of Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget airports. The purpose of this study is to update the information provided in 2011 in the impact study conducted by BIPE (Bureau d'information et de prévisions économiques - industrial and economic research organisation) on this topic. It will be based on new assessment criteria.

Business, employment and training observatories

Survey of direct jobs in our airports in 2015

	Total	Companies
Paris-Charles de Gaulle	89,600	589
Paris-Orly	27,500	247
Paris-Le Bourget	3,360	81

✓ Studies

1 - [The socio-economic impact](#) of Paris-Orly, Paris-Charles de Gaulle and Paris-Le Bourget airports

2 - [Recruitment procedures](#) at Paris-Charles de Gaulle airport companies

3 - [Airport employment and activity](#) in Europe

4 - [Professional integration of young people](#) living near the Paris airports

PERFORMANCE

2016 non-financial rating for community involvement

Non-financial rating agency Ethifinance awarded Aéroports de Paris SA a rating of 81/100 (excellent) for community involvement, up 6 points on the previous 2014 rating. Ethifinance placed a particular emphasis on the quality of dialogue with local communities and how their interests are taken into account, together with efforts to limit disruption from airport activity. See Transparency, from page 20.

2016 indicators for community involvement

See Appendix 20.

Companies and Neighbourhoods Charter

The Companies and Neighbourhoods Charter has been at the source of four implementing agreements entered into with the four departments in which our airports are located:

- **2015:** departments of Essonne, Seine-et-Marne and Seine-Saint-Denis;
- **2016:**
 - signing of the Seine-Saint-Denis Equality Charter by the Chairman of the departmental council for Seine-Saint-Denis and the Chairman and Chief Executive Officer of Groupe ADP;
 - signing of the implementing agreement with the Val-d'Oise prefecture.

SOCIAL COOPERATION

4,961
Planèt'AIRport
beneficiaries in 2016

4,888
appointments in 19 years
thanks to Papa Charlie

593
visitors to the 2016 mobile
jobs and entrepreneurship
unit

CHALLENGES

For the past 20 years, we have been investing in employment programmes tailored to the requirements of the airport industry (Groupe ADP commitments in 2016: 12 and 14).

City policies

✓ Companies and Neighbourhoods Charter

A signatory of the [French Ministry of Urban Affairs Companies and Neighbourhoods Charter](#) since 2013, we renewed this commitment with the Ministry for 2016 and 2017.

We are now rolling out the charter on a regional level, in accordance with State guidelines. All our employment initiatives now target the urban areas covered by city policies.

We have supported our work through:

- the services provided by the Planèt'AIRport brand;
- the initiatives of our partnership and regional teams covered by the Environment & Sustainability Division;
- links with our Human Resources Division, our Purchasing Division, our Paris-Charles de Gaulle and Paris-Orly airport divisions and our HUB SAFE specialist security subsidiary.

✓ Future recruitment

As part of future recruitment with the national 'Emplois d'avenir' label, our Human Resources Division is committed to favouring Planèt'AIRport interns as of 2013.

Planèt'AIRport, a social and solidarity brand

A complete programme of general interest, social responsibility and social and solidarity economy initiatives is being rolled out under the [Planèt'AIRport](#) brand (see Appendix 17), including:

- vocational training courses (Planèt'AIRport training, AÉRO Compétences, Teach'AIR);
- schemes for integration by economic activity (First Stade);
- mobility assistance schemes (Papa Charlie);
- housing assistance schemes (Comité Habitat);
- a regional endowment fund (Adife).

This programme also offers companies employment-related services.

✓ AÉRO Compétences

We are partners in the regional community grouping [AÉRO Compétences](#). Since 2011, this grouping has rolled out a qualifying programme funded by the Paris region. Training is adapted to meet the needs of airport companies. Training courses are free of charge and last between four months and one year. Jobseekers have the status of paid interns. Since 2014, we have had 600 sqm of equipped premises at Paris-Charles de Gaulle and Paris-Orly.

✓ Job-specific training at a regional level

In 2016, Planèt'AIRport won airport work packages for the Paris region "Job-based training" contract, launched as part of the "500,000 extra training courses" government plan. The courses specifically cover airport jobs (e.g. airport security officer, hospitality officer, ramp attendant and receptionist).

✓ Adife: Regional endowment fund

[The regional endowment fund, Adife^{\(1\)}](#), a Planèt'AIRport structure, provides on-demand funding for training projects to support employment. Local associations from east Val-d'Oise provide assistance to the fund. Planèt'AIRport also supports these projects (see Initiatives, page 89). This programme forms a part of the Companies and Neighbourhoods Charter and of the [Diversity Charter](#).

(1) Glossary.

Job discovery seminars

Our [airport job discovery](#) seminars are held by our regional teams in our Environment and Sustainable Development Centres. They are open to jobseekers who are interested in working in our sector.

The purpose of these sessions is to present airport jobs and the training required for these jobs. Companies, public sector services and training bodies provide information to visitors and impart their experiences. The meetings are complemented by practical workshops. The Paris-Charles de Gaulle seminars are held twice a year for three and a half days, and the Paris-Orly seminars three times a year for two days.

"Job meetings"

We organise "Job meetings" and recruitment forums in and around the Paris-Charles de Gaulle and Paris-Orly airports, in partnership with employment stakeholders in the Grand Roissy-Le Bourget and Orly regions (see Initiatives, page 89).

School students from priority areas of the city

Since 1997, the [Papa Charlie](#) association has been running a low cost car rental service for jobseekers and new employees in the Paris region. On average, over 200 people use this rental service every year to travel to work. Papa Charlie also offers community carpooling and access to micro loans to buy vehicles. The association has a fleet of 120 recent low-CO₂ emission vehicles.

Papa Charlie is recognised as good practice by the UN's Global Compact. It has been approved by the EU, the State, the local authorities and joint organisations. It is also subsidised by companies which include Groupe ADP and FedEx. In 2016, FedEx, a director of Papa Charlie, donated US\$50,000 to the association.

School students from priority areas of the city

Since 2009, we have supported priority education networks (Éclair, RAR, RRS, REP+) set up for pupils and students of primary and secondary schools in the priority areas of the city or communities impacted by our airports. As a general rule, our primary and secondary school initiatives are reserved for these priority students.

✓ "Careers guidance" scheme

In 2016 we rolled out our new careers guidance scheme, which aims to guide students towards a career in the priority sectors of the Grand Roissy-Le Bourget region. The business sectors targeted are hotel and catering, freight and logistics, hospitality and retail, and aeronautical.

Teaching staff from the primary and secondary schools in question select 15 motivated students, who were given company placements and put in contact with professionals. The purpose of the scheme is to facilitate links between education and the business world, as well as providing teaching staff with a practical and realistic basis for assessing jobs in the airport sector, and the types of skills required for these jobs. We also involve companies, at the very beginning of their recruitment processes.

In 2015-2016, the scheme helped 187 students from 6 primary and secondary schools.

✓ Work experience option for high school students

We organise visits for pupils who are finishing high school and who are taking up the work experience option, and for lower and higher secondary students, with the help of companies and secondary school teaching staff. The "My work placement – now boarding" scheme – provides a week-long work placement for two students from each secondary school.

✓ Second chance schools

We act as co-founders of Second chance schools. Around Paris-Charles de Gaulle we support the schools in Courneuve, Cergy-Pontoise, Argenteuil and Sarcelles. As of 2010, we signed an agreement with the Val-de-Marne Second chance school (with sites in Orly and Créteil). In 2016, a new agreement was signed with the Essonne Second chance school. The aim of these schools is the professional integration of young people who left the school system more than a year previously. We contribute to their initiatives by paying a share of the apprenticeship tax.

Integration by economic activity

✓ First Stade

A body for integration by economic activity, [First Stade](#) is a social and solidarity economy association. In addition to its traditional role of providing local courses, it offers low-cost vehicle rental to employees with financial difficulties. It makes e-commerce deliveries. In 2015 it also set up a recyclable waste collection business, which in the same year was awarded the Sustainable development label by Ademe, Air France and Aéroports de Paris. By providing these services, First Stade employees can get a feel for working life. First Stade recruits three employees every six months, all of whom find and keep a job once they leave the organisation.

First Stade receives an €84 thousand grant from Groupe ADP over three years, under the 2016-2018 agreement. Its governance comprises Papa Charlie, Aéroports de Paris SA and Savi, an association of companies from the Villiers-Sarcelles business park, in the urban free zone. It had 61 member companies in 2016 compared with 46 in 2015. It operates a fleet of 80 cars and utility vehicles for rental.

Sheltered sector

We support integration companies through responsible purchasing and our donations to the sheltered and protected employment sector.

Clauses d'insertion dans nos marchés

Since 2013, we have made provision for integration clauses in our contracts. Integration clauses are planned

for all our contracts worth more than €10 million and managed by our Purchasing Division as part of our responsible purchasing policy. This is notably the case for contracts for the extension of the east Pier and for the construction of the connecting building at [Paris-Orly](#).

→ See Initiatives opposite and Responsible purchasing, page 26.

Roissy CDG public interest group for employment

✓ Specific services

We have been partners of the Roissy CDG public interest group for employment since it was established. The public interest group implements and supports joint actions to offer local residents a range of educational services adapted to the jobs and needs of local companies. It delivers training in airport English which leads to a certification. The Roissy CDG public interest group for employment also carried out an employment impact study for major projects in Grand Roissy between now and 2030.

In 2017, the Roissy CDG public interest group for employment will merge with the regional development body Hubstart Paris Région®.

→ Voir Territoires, page 96.

✓ Hub Skills, investment programme for the future

In 2016, the Roissy CDG public interest group for employment unveiled "Hub Skills" in response to a call for projects by Dirreccte (Regional directorate for enterprise, competition, consumption, work and employment), forming part of [the investment programmes for the future \(PIA\)](#). It covers the two major projects launched in 2015 by the Roissy CDG public interest group for employment - an employment centre and an employment campus - as well as Planèt'AIRport's work-study training professionalisation project. The programme was approved in February 2017 by order of the Prime Minister.

→ See Initiatives, page 90.

✓ Governance of the Roissy CDG public interest group for employment

The governance of the Roissy CDG public interest group for employment now brings together five financing members: the State, the regional authorities, the Seine-Saint-Denis and Seine-et-Marne departmental councils and Aéroports de Paris. Its employment and training strategic orientation committee (Cosef) brings together stakeholders in Grand Roissy with expertise in this field.

INITIATIVES

Planèt'AIRport

✓ Corporate citizen awards

Groupe ADP received the *Trophée national de l'entreprise citoyenne* (National Corporate Citizen Award) prize in December 2016, in the large companies category, for its Planèt'AIRport programme. The contest was founded in 2007, and has been placed under the honorary patronage of the Senate, Arinc (an aeronautical company) and Cesar Consulting, which specialises in company management. It rewards companies for exemplary initiatives which serve the public interest.

✓ Regional training for airport jobs

As part of the "500,000 extra training courses" government plan Planèt'AIRport will train jobseekers in the roles of airport security officer, ramp attendant and receptionist. As at 31 December 2016, 163 candidates had been recruited. The training will be provided at Planèt'AIRport's premises at Paris-Charles de Gaulle and Paris-Orly, and on the premises of its partners Promhôte and Camas. These training courses will lead to qualifications or diplomas. The planned budget is close to €800 thousand.

✓ Training for workplace emergency workers

In 2016, Planèt'AIRport gained INRS(1) approval to deliver basic and refresher training for workplace emergency workers. This course will begin in 2017. It will form part of the "Managing workplace situations" short workshops programme organised as part of the Planèt'AIRport's [Teach'AIR](#) workshops. It will prioritise airport companies.

(1) Glossary.

✓ 2016 mobile recruitment and entrepreneurship unit

In March 2016, Groupe ADP, FedEx and WFS joined forces to organise the 2016 mobile recruitment and entrepreneurship unit based around Paris-Charles de Gaulle airport. Professionals from each partner company met with local jobseekers to present airport jobs, the vocational training required to access these jobs, and BGE PaRIF services to help start new companies.

The Mobile recruitment and entrepreneurship unit initiative is supported by the Ministry of Urban Affairs. The first two units were organised by Groupe ADP, Planèt'AIRport and BGE PaRIF in 2014 and 2015. In 2016, two airport companies joined the initiative for the first time.

✓ Supporting the "Internships for all" initiative for school students

In partnership with Papa Charlie, Planèt'AIRport is supporting the United Way (UWI) "Internships for all"

initiative, for high school students. This project is co-financed by Adife, and enables students living in the areas neighbouring the airports to experience life in the workplace.

✓ Improved access to information and services

Groupe ADP set aside €200 thousand of its corporate communications budget for Planèt'AIrport, which was therefore able to feature in a number of media outlets in 2016. Planèt'AIrport has also strengthened its communications tools. Its website has had a complete overhaul for easy access to services (training applications, vehicle hire, etc.). E-newsletters are now also sent out bi-monthly. Planèt'AIrport also has social media pages on Facebook and LinkedIn.

The regional endowment fund in 2016

✓ Integration support

In December 2016, Adife presented a catering service project for employees in the Sarcelles – Villiers-le-Bel business park to elected representatives from the Roissy Pays de France (Val-d'Oise) urban community. The catering part of the service will be provided by the integration body Baluchon, while First Stade will manage the transportation service.

✓ Job Dating

In November 2016, Adife organised a Job Dating event at the Planèt'AIrport campus at Paris-Charles de Gaulle. This event was aimed at young higher education graduate jobseekers, often from diverse backgrounds and living in priority areas of the city in east Val-d'Oise. Six partner companies (Otesa, Paradisia, Le Voyage Français, the 3S Group and our two subsidiaries Hub One and HUB SAFE) offered roles on a permanent basis to start immediately, as well as work-study contracts.

✓ Security officer training leading to qualification

In partnership with our subsidiary HUB SAFE, Adife and OPCA⁽¹⁾ have co-financed a training course leading to a qualification for a security officer role. OPCA has contributed 70% and Adife 30% of the funding for a total budget of €42,000.

(1) Glossary.

✓ Entrepreneurship grants

In partnership with the association Initiative95, in 2016 Adife awarded two grants totalling €10,000 to two company project leaders, for projects linked to Paris-Charles de Gaulle airport.

✓ Prépa'Aéro

As part of the renewed partnership signed in 2016 by Adife, Solidarité et Jalons pour le Travail (SJT),

Planèt'AIrport and Action Plurielle Formation (APF), Planèt'AIrport's Prépa'Aéro training was held again in 2016. This pre-qualification training was for jobseekers from priority areas in east Val-d'Oise only. It ran from 12 September to 16 December 2016. Five of the seven interns were accepted for training courses leading to qualifications.

Grand Roissy – Skills Hub

The Skills Hub project lead by the Roissy CDG public interest group for employment (see Challenges section) is based around:

- four major regional business sectors (air-airport services, business tourism, international commerce, cargo-logistics);
- five structuring subsidiaries (hotels-catering, commerce, sales, hospitality, tourism and airport services);
- three key skills (professional skills, languages, skills development).

It offers a comprehensive solution which includes:

- forward-looking management of regional jobs and skills (GPETC) conducted with our business observatory;
- guidance services via a jobs, business, employment and training centre in Grand Roissy-Le Bourget (CMEEF);
- training through an employment and qualifications campus (see "Employment centre and campus" below);
- recruitment support from companies.

The overall project cost is estimated at €6 million, 55% of which is funded by public-sector actors, and 45% by private stakeholders. Planèt'AIrport's work-study professionalisation project received 28% of the budget.

Employment centre and campus

Our focus on creating an employment centre and campus enabled us to contribute to a regional centre of excellence, and to the dynamic development of employment sectors

✓ Employment centre

The employment, jobs and training centre for Grand Roissy-Le Bourget, which was developed in 2014 and has been integrated into the Skills Hub project for the Roissy CDG public interest group for employment, is now known as the "Centre for employment, business, jobs and training" (CMEEF) for Grand Roissy-Le Bourget. A feasibility study for centre was completed in December 2016.

It will be a certified flagship and cooperative centre, which:

- offers residents, employers and stakeholders in Grand Roissy pooled guidance, jobs, employment and training services;
- offers regional stakeholders a shared resource centre for discussion and coordination;
- brings together public and private sector employment and training services (such as the Roissy CDG public interest group for employment, the CDG job centre (Pôle Emploi), temporary employment agencies, Aireemploi, Planèt'AIRport, etc.);
- offers support for companies (help with setting up a business, expanding the business, etc.).

✓ Employment campus

The remit of the employment and qualifications campus is to take on a number of projects which boost the Grand Roissy-Le Bourget region's international credentials. This project is led by the Paris region and the Ministry of National Education, under the auspices of the Roissy CDG public interest group for employment, and was certified by the Ministry in September 2016.

The campus will provide basic and vocational training in the region's top-class economic facilities, in four priority business sectors: air and airport services; tourism trade fairs and conferences; international commerce; cargo-logistics. These training courses will be tailored to meet the needs of the region and its companies. The employment [campus des métiers](#) are centres of excellence based around a specific business sector, which address a specific national or regional economic challenge.

Envol Pro

Envol Pro is an experimental European mobility scheme led by the Roissy CDG public interest group for employment, and authorised by Planet'AIRport as part of a consortium. It was launched in 2016, and is financed by the Erasmus agency on behalf of the European Commission. It offers 80 residents of the region the opportunity to receive language training, and a professional six-week to three-month internship in England, Ireland or Spain. Participants can also improve their professional credentials, learn about customer relations in a multicultural environment and learn a language of their choice. These are the skills which are required in order to access the priority sectors in Grand Roissy-Le Bourget.

Orly Paris® jobs meetings

The 2016 [Orly Paris®](#) jobs meetings were organised by Orly International, the regional development body which we helped to set up (see Regions, page 96), and were attended by 85 companies and 100 partner

organisations. They attracted 5,000 visitors from Essonne and Val-de-Marne; They conducted 537 pre-recruitment interviews, with 34% of candidates kept on and three immediate appointments. Both the visitors (87%) and the companies (89%) were happy with the quality of the services. The CVs submitted were better-suited to the needs of the attending companies than in 2015 (25% compared to 18%), and 7% of interviews led to prospective appointments (4% in 2015).

"Un uniforme pas uniforme : qui suis-je ?" show

In November 2016, we held our first fashion show, entitled: "Un uniforme pas uniforme": qui suis-je ? ("A non-uniform uniform: who am I?"). The show, which was developed with the association Pays du Roissy and several companies, public sector services and the regional army corps, aimed to provide jobseekers with information about jobs through costumes. After the show, there was an opportunity for discussion between the "modelling" employees and the audience, as well as hair and make-up workshops. We also learned how to tie a scarf and a cravat, and brushed up our knowledge of dress codes for situations such as recruitment interviews.

Priority education

✓ "Careers guidance" scheme

As part of our "Careers guidance" scheme, we took our young Paris-Charles de Gaulle visitors to meet Singapore Airlines to discover how airlines greet their customers, and to the Hyatt hotel to learn about hotels and catering. Children living in the 20 municipalities most impacted by airport noise were given priority. In Paris-Le Bourget, we took young people to Cessna, a European business aircraft manufacturer, to talk about engineering.

✓ Speaking airport English

We offered English information sessions on airport jobs to a dozen classes of high school students during the 2015-2016 academic year, in collaboration with the departmental council of Seine-et-Marne and the association Aireemploi Espace Orientation.

Integration

✓ First Stade partnership with Place de la Loc' and 6Themis

In partnership with [Place de la Loc'](#), a popular peer-to-peer rental website, First Stade will promote a low-cost vehicle rental platform to those living in the Paris region. The service will be available to all employees and local residents living in the areas in and around the Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget

airports. It is a solution which is accessible to all, and which develops the sharing economy and social relations.

In 2017, First Stade will work with the digital platform [6Themis](#), to trial a community booking platform for vehicles with drivers. The service will be offered in the priority areas of the city. The drivers will be integrated First Stade employees. Pricing will be determined in line with the social benefits of the journey (for example, for areas where there is little or no public transport). First Stade will only offer hybrid vehicles. These two services will complement [Papa Charlie](#).

Papa Charlie

✓ Papa Charlie, founding member of Essonne MobilitéS

Since September 2016, advisors from the new Essonne MobilitéS platform have been advising vulnerable people from the north-west and south of Essonne on the mobility solutions available to them (two wheels, four wheels and multimodal). The departmental Essonne MobilitéS platform was created in June 2016 at the initiative of Atout Pli and the south Essonne social economic grouping. It employs nine people. Linked with these specialist needs assessment bodies, Papa Charlie and can now offer a comprehensive mobility service.

✓ Papa Charlie is a partner of the job centre (Pôle Emploi) in Seine-Saint-Denis

In June 2016, the job centre and Papa Charlie signed a regional partnership agreement which offers vehicle rental to new employees in Seine-Saint-Denis for commuting. The maximum loan term is four months for employees on a permanent contract, and six months for employees on a temporary contract, or in a training placement or internship.

✓ Employment collective: training and mobility

In 2016, Papa Charlie and Planèt'AIrport joined forces with the regional economic working group OUIjob, together with companies such as SFR, Vinci and Accenture. The purpose of this collective is to identify the needs of these companies, and to develop specific solutions based on the services of Papa Charlie and Planèt'AIrport.

✓ Papa Charlie auction

In June 2016, Papa Charlie auctioned 29 vehicles with low CO₂ emissions. The proceeds of the auction were re-invested in the organisation.

PERFORMANCE

2016 non-financial rating for community involvement

See Transparency, from page 20.

2016 indicators for community involvement

See Appendix 20

Planèt'AIrport results

Planèt'AIrport beneficiaries in 2016, see Appendix 18

AÉRO Compétences review

Total 2016 budget: €1,987 thousand, see Appendix 18.

Mobile recruitment unit

The Mobile recruitment and entrepreneurship unit welcomed 593 visitors in 2016, including 485 with ideas for professional projects, training or a new business.

Return to work

Thanks to a strong partnership with Groupe ADP, and in particular with its subsidiary HUB SAFE, a specialist in airport security, 95% of Planèt'AIrport interns trained in this area have gone into the profession.

Job discovery seminars

✓ Paris-Charles de Gaulle

- 2 3.5-day seminars, including 3 workshops.
- 55 participants.
- around 15 speakers.

✓ Paris-Orly

- 5 1-day seminars.
- 200 participants.
- 35 speakers for 8 workshops.

Priority education

✓ Seven years of priority education

In the seven years that the priority education networks have been in place, we have helped thousands of students from Gonesse and Villiers-le-Bel (Val-d'Oise),

and from Villetaneuse and Pierrefitte-sur-Seine (Seine-Saint-Denis). In 2016, more than 300 pupils from the Villiers-le-Bel network took part in airport visits, jobs presentations, educational film screenings, disability awareness mornings or outings to partner museums (Bourget, Ecouen, Louvres or Meaux).

✓ **Careers guidance scheme**

- **5 schools** in Seine-et-Marne, Seine-Saint-Denis and Val-d'Oise.
- **11 company visits**
 - 2 "hotels and catering" tours.
 - 4 "hospitality and sales" tours.
 - 2 "aeronautical maintenance" tours.
 - 3 "cargo and logistics" tours.
- **213 participants**
 - 187 high school students .
 - 26 members of teaching staff.

✓ **My high school internship**

In 2016, the **"My high school internship – now boarding"** scheme took on 23 students from nearby schools.

Bilan First Stade

- 75 member companies in 2016 (71 in 2015).
- 3 employees recruited every 6 months.
- 100% of employees found a job when leaving the organisation.
- €84 thousand in subsidies awarded by Groupe ADP over three years.

Integration clauses for the East pier

In 2013, as part of the plan to extend the East pier of the South terminal at Paris-Orly, our South terminal economic and social cooperation unit made a proposal to our Purchasing Division to include social integration clauses in some of the contracts for the project. We therefore agreed to devote 5% of working hours to social integration.

In December 2016, at the end of the trial period, we had exceeded our target: 35,122 hours of work had been assigned to integration companies instead of the planned 25,000. The project covered 11 contracts. The employees on integration schemes are welfare beneficiaries, long-term jobseekers, workers with disabilities or young apprentices. The great majority live in the departments of Val-de-Marne and Essonne. The contract terms were between 1 and 16 months, and they span 13 trades: labourer, electrician's assistant, carpenter's assistant, plumber's assistant, administrative assistant, cleaner, assistant form-worker, machine operator, traffic operator, lift operator, site logistics worker, draughtsman, mason for external works.

QUALITY OF LIFE



The quality of life of those working on our platforms is commitment 11 of the 20 brand commitments made by Groupe ADP in 2016.

CHALLENGES

Our inter-company nurseries

Our airports have two inter-company nurseries, set up at our initiative. Les P'tits Loup'ings at Paris-Orly is a certified eco-nursery with 60 places. The Paris-Charles de Gaulle Maison de l'enfance, Globe-Trotteurs, offers 100 places. It has two facilities: l'Ombraïe, which is open during nights and weekends, and l'Envol, which is open during standard working hours. In 2016, the two associations which run the nursery merged in order to comply with new family allowances fund (caisses d'allocations familiales) rules, and to optimise their resources. This process was led by our regional economic development and employment team and by the Human Resources Division. Our partners are local authorities, the French civil aviation authority (DGAC), government services and participating airport companies.

Travel

✓ Bus routes

Since 1998, the [Filéo](#) network has supplemented standard public transport services for Paris-Charles de Gaulle employees. This on-demand transport service was created by the Paris region transport authority (Stif). It provides ten bus routes which operate 24/7. We are the only private company to invest financially in the operation of the bus routes, alongside the departmental councils of Seine-et-Marne and Val-d'Oise. In 2016, we opted to extend our partnership until the end of 2017. We will revise the terms of our investment for the 2018-2023 period.

✓ Papa Charlie and First Stade

Thanks to [Papa Charlie](#) (Planèt'AIrport mobility) and [First Stade](#) (Planèt'AIrport IAE), jobseekers, new employees and employees can rent low-cost vehicles to commute to the airports or within a 40 km radius of their home.

→ See [Social cooperation and employment](#), page 87.

Getting to Paris-Charles de Gaulle faster by car

In 2014, we funded a road development scheme beyond our platform for the first time. Passengers and employees accessing, or leaving, Paris-Charles de Gaulle airport from the east now have a new road link.

Social housing

✓ 62,000 units

The [Comité Habitat](#) (Planèt'AIrport Housing) created a social housing programme for employees working at our three airports as well as for participating local authorities. The social housing holding comprises 62,000 units. Comité Habitat offers housing services which range from emergency accommodation to help-to-buy schemes. In order to develop and be able to offer more services, Comité Habitat is forging partnerships with both private investors and housing professionals in the Paris region (socially-responsible companies, social landlords and local authorities).

✓ Social residences

Since 2008, a 213-unit social residence has been housing young Paris-Charles de Gaulle airport employees. The first brick of a 130-studio residence for young Paris-Orly employees was laid in 2016. It is located in Athis-Mons and is set to open in 2017. It is the result of a tripartite agreement between Comité Habitat, Résidences sociales de France (RSF) and Aéroports de Paris. Employees will be able to claim housing benefits.

✓ Emergency housing

In 2015, Comité Habitat opened an emergency accommodation support service for interns on Planèt'AIrport training courses, as well as employees working in the areas surrounding our airports. This service aims to keep these workers employable. For this reason, Comité Habitat signed agreements with organisations specialising in emergency housing. Thus, we are now able to find housing solutions within 48 hours.

INITIATIVES

Comité Habitat wins second prize at CSR awards

In 2016, Comité Habitat was rewarded for its emergency accommodation and social housing initiatives. It won second prize at the CSR awards, organised each year by Ademe, Aéroports de Paris and Air France during Sustainable Development Week.

The award was given on the basis of three environmental and social criteria:

- the reduction of CO2 emissions, due to a reduction in the distance between the employee's home and his/her workplace;
- the promotion of the circular economy approach among airport employees, encouraging them to rent rather than buy their properties: in partnership with Néosquat, Comité Habitat offers rental services for furniture and electrical items and appliances;
- housing which is eco-friendly and blends into the urban landscape. Comité Habitat is actively involved in promoting the HQE (high environmental quality) and BBC (low-energy buildings) schemes in Fontenay-sous-Bois (Val-de-Marne), Saclay (Essonne), Villepinte (Seine-Saint-Denis) and Etolles (Essonne).

Socially-inclusive and sustainable help-to-buy scheme

In 2016, we continued to develop the social lease/ownership loan (PSLA) through a partnership agreement with Logipostel, a cooperative developer based in Tremblay-en-France. Logipostel develops and sells affordable housing, and its range includes low-energy buildings (BBC).

PERFORMANCE

2016 non-financial rating for community involvement

See Transparency, from page 20.

2016 social housing

- 307 employees housed of which 188 were young people (+140% of employees housed compared to 2015).
- Comité Habitat processed 1,106 housing applications in 2016.
- Members up by 9%.
- Comité Habitat has housed a total of 1,908 people since it was created in 1995.

Nurseries

The Globe-Trotteurs nursery at Paris-Charles de Gaulle can accommodate an average of around 200 children a year and P'tits Loup'ings at Paris-Orly Environment can accommodate around 150 children a year. In 2016, Groupe ADP contributed €16.2 thousand in funding to P'tits Loup'ings, and €470 thousand to Globe-Trotteurs.

Filéo

In 2016, Groupe ADP made a financial contribution of €322 thousand to the Filéo on-demand bus network.

REGIONS



5.8%
of regional GDP*

340,000
jobs generated
by our activities*

€5
million invested
in start-ups

* 2011 BIPE survey data.

CHALLENGES

Commitment

✓ Regions of major economic importance

Our three main platforms – Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget – are identified as regions of major economic importance by the Île-de-France regional plan (Sdrif). They generate over €30 billion in added value, i.e. 5.8% of regional GDP (2011 data, BIPE⁽¹⁾). The economic clusters of Grand Roissy and Grand Orly are key locations for the implantation of French and international companies open to globalisation.

(1) Glossary.

✓ Building a sustainable airport together

Our commitment to sustainable development in these regions is based on collectively building their appeal and economic dynamism. We contribute to this by sitting on several governance bodies and by taking an active role in collective regional promotion initiatives. We are committed to the employment of people from these regions, and to relaying city policies, particularly in the context of the French Ministry of Urban Affairs' [Companies and Neighbourhoods Charter](#).

Grand Roissy-Le Bourget

✓ An international location

Grand Roissy-Le Bourget is undergoing an economic boom, and covers 289,400 jobs (2017 figures from the observatory steered by the Roissy CDG public interest group for employment, Hubstart Paris Région® and the Île-de-France Institute for Urban Planning and Development). The region benefits from the dynamism injected by Paris-Charles de Gaulle and Paris-Le Bourget and from structuring national-scale projects. We have a collective goal for Grand Roissy-Le Bourget of ensuring that it becomes an international airport location which is both sustainable and profitable for its residents.

In 2016, we undertook a great deal of work to achieve the strategic positioning of Grand Roissy-Le Bourget as an "aeronautical and international trade cluster".

(1) Glossary.

→ See Initiatives, page 98.

✓ Hubstart Paris Région®

Since 2009, we have been actively contributing to the initiatives of the [Hubstart Paris Région®](#) alliance. We are founding members of the alliance, which aims to boost the international reputation and appeal of the Grand Roissy-Le Bourget airport location. It unites around 30 public and private partners, and drives around 40 joint initiatives each year.

In less than ten years, Hubstart Paris Région® has developed a partnership network with major international airport locations around the world, particularly the United States and China. We exchange good practices and set benchmarks. Hubstart Paris Région® regularly hosts international business and investment teams looking to establish themselves in the area. It offers a range of free-of-charge and customisable services.

✓ Roissy CDG public interest group for companies

The main focus of the Roissy CDG public interest group for employment is to develop employment and training for the residents of Grand Roissy-Le Bourget. It also helps companies to find and recruit local candidates with the skills that they require. In 2015, this body, which we have been a partner of since it was founded in 1998, created a support platform for SMEs and SMIs in the region. The initiative is run in partnership with the centres for employment in eastern Val-d'Oise and Aulnay-sous-Bois (Seine-Saint-Denis).

The Roissy CDG public interest group for employment is leading two structuring initiatives for the region in terms of employment and economic development: the certification of the Grand Roissy-Le Bourget Employment campus, and the Skills Hub project.

→ To find out more about these projects: [Social cooperation and employment](#), page 87.

✓ Plans for a single tool for the region in 2017

In 2016, at the request of the Île-de-France regional council, the State, Groupe ADP and the other members of the two relevant bodies approved the decision to merge Hubstart Paris Région® with the Roissy CDG public interest group for employment. This merger is planned for 2017 and will include the creation of a new brand. The region will then have access to a single operational regional coordination and organisation tool for the Grand Roissy-Le Bourget economic employment and training area (Beef).

Pacte Orly Paris®

We have been involved in the governance of a regional agreement for [Orly Paris®](#) (Pôle d'Orly) since 2009. In 2015, we renewed our commitment for a third time.

✓ Commitments of Orly Paris®

Orly Paris has made a dual commitment to its 19 municipalities: to promote the development of a unit for the whole of the metropolitan area, and to improve access to employment for its residents. This target is organised in terms of three priorities:

- boosting Orly Paris®'s economic performance;
- boosting the appeal of the residents' employment service;
- improving access to jobs for local populations.

✓ Orly International

Orly Paris® is supported by Orly International, a structure that conducts regional marketing and employment support initiatives. In particular, Orly International organises [the "Job meetings"](#) and the Orly Paris® ["Entrepreneurship meetings"](#), finalises studies on sectors and sources of work in the region, and works with a number of specialist consultancy firms to support the strategic development of companies.

→ See [Initiatives](#), page 98.

✓ Partners of Pacte Orly Paris III and Orly International

The main partners of Pacte Orly Paris® are: the Paris region, the departmental councils of Essonne and Val-de-Marne, the State, the chambers of commerce, the Association for the Economic Development of Orly Rungis (ADOR), the development agencies, the inter-municipality associations and the regional management of the national job centre ("Pôle emploi"). Aéroports de Paris (Groupe ADP) is a member of ADOR, which brings together the main contracting entities in the region.

Orly International was set up by the Paris region, the departments of Essonne and Val-de-Marne and Aéroports de Paris.

Our methods to help SMEs and VSEs

The economic fabric local of our airports is mostly made up of SMEs and VSEs. We have about a dozen support packages for them, including the SME Pact, applying city policies and supporting innovation.

✓ SME Pact and start-ups

As a member of the [SME Pact](#) since 2012, we support innovative SMEs. Our [Innovation unit](#) identifies those that will be able to develop innovative solutions with us.

In 2015, we set up pages on innovation under the Group section on our website. Our Innovation unit provides, therein, all the information needed by start-ups on the opportunities and conditions for working with our group and on our partners. We have targeted three areas: the smart airport, new mobility and robotics. We have forged partnerships with over a dozen structures and organisations dedicated to supporting innovative SMEs and start-ups. We have drawn up a good practices charter that can be viewed online. In 2014, we invested €5 million over three years in the XANGE investment fund, which contributes to the development of start-ups.

✓ Working with associations

We support, as simple members or via subsidies, several community networks promoting economic initiative and company creation, such as the Entreprendre 91, 94 and 95 network and the Fidep 94 in Val-de-Marne. Since 2013, we have supported the VMAPI Cap'Jeunes initiative, a community association in Val-de-Marne, which provides advice and start-up funding to companies founded by young people aged under 26.

Subsidies for associations in 2016

- **€68.5 thousand** for Paris-Orly
- **€180 thousand** for Paris-Charles de Gaulle

✓ Plato networks and companies clubs

We are a financial partner and sponsor of the Plato networks. Major companies share their experience with SMEs and VSEs through volunteer chief executives or corporate officers, and support them for two years.

We are involved in a network of company managers based in the Orly region. This network, which is run and funded by CCI 94 (FSE), enables executives from major groups to share their experience with SME and VSE corporate officers. In 2016, the network brought together 15 SMEs/VSEs with 3 executives from major companies (Artelia, Sogaris and Groupe ADP).

We also helped to create the Orly companies club, which in 2016 included companies from the municipality as well as key companies for the airport such as Air France Industries.

✓ Company meetings and speed meetings

In 2016, the Grand Roissy-Le Bourget company meetings took the baton from the Grand Roissy business meetings (six editions). These meetings are organised jointly with the regional CCI (Seine-et-Marne, Seine-Saint-Denis and Val-d'Oise), and for the first time in 2016 with Paris Region Entreprises and Hubstart Paris Région®. They give SMEs and VSEs the opportunity to talk, and to meet buyers from the major contracting entities. We organise or participate in speed business meetings⁽¹⁾, such as those organised by Paris Region Business Connections and aimed at innovative SMEs. We co-organise speed meetings between craftsmen and professionals with the chamber of trades and craft industries of Val-Seine-et-Marne and Seine-Saint-Denis. The 2016 theme was industrial sub-contracting.

(1) Glossary.

ACTIONS

Building the new Grand Roissy-Le Bourget

In 2016, we supported the construction of the economic employment and training area (bassin économique emploi formation – Beef) for Grand Roissy-Le Bourget (GRLB). This area was designed by the Paris region in the context of the regional economic development, innovation and internationalisation plan (SRDEII). The region comprises:

- the urban area Roissy Pays de France (created following the merger of the Val de France urban area and the Roissy Porte de France urban area, together with 17 municipalities in Seine-et-Marne);
- the regional public agency Paris Terres d'Envol (T7) for the conurbation of Greater Paris.

Hubstart Paris Région®

✓ A seminar on sustainable airport locations

In September 2016, Hubstart Paris Région® held its 6th seminar on sustainable airport locations in Atlanta. The theme was: "Increasing the value of human resources: key factors for sustainable airport locations". This seminar, which in just a few years has become an acclaimed event in the international calendar, featured over 40 international experts and, for the first time, was supported by the Roissy CDG public interest group for employment. Business meetings were held concurrently with Atlanta-based companies.

Two new partnerships

In 2016, Hubstart Paris Région® signed a cooperation agreement with Beijing New Aerotropolis Holding, the company in charge of planning and developing the airport location for the future Beijing international airport. Both locations will promote one another, and

encourage foreign companies to set up there in order to drive the local economy. This is the third such agreement. The previous two agreements were entered into with Greater Atlanta (agreement renewed in 2016) and Shanghai-Pudong..

Grand Roissy region

✓ Grand Roissy-Le Bourget Plato network

We are partners of the 2016-2018 Grand Roissy-Le Bourget Plato network. The network comprises 3 groups, 10 manager coaches (including a voluntary senior manager from Groupe ADP), and approximately 50 SME managers. It replaces the 2013-2015 Grand Roissy economic Plato network. Groupe ADP has contributed €30 thousand.

✓ Grand Roissy-Le Bourget business meetings

For their 7th edition, the Grand Roissy-Le Bourget business meetings chose the theme of an introduction to "CCI Business – Grand Paris", a Greater Paris public and private investment platform. During five 20-minute group speed meeting sessions, 110 SMEs and VSEs had the opportunity to meet one another as well as 24 buyers from major contracting entities in the region.

Orly International

✓ Business meetings

In 2016, Orly International held the 3rd edition of the "Entrepreneurship meetings", attended by 300 visitors. Groupe ADP was in the Business area, together with two start-ups selected to present their opinions.

✓ Premium d'Orly Paris® meetings

In 2016, France-Americas and Groupe ADP held the first edition of the Premium d'Orly Paris® meetings. The event provided information about business opportunities in the region, including a business tour to the main Orly Paris® flagship business areas, and a conference attended by decision-makers.

✓ Web marketing

Orly International organised a web marketing campaign⁽¹⁾ based on the pooling of products and information from economic development agencies.

(1) Glossary.

PERFORMANCE

2016 non-financial rating

See Transparency, from page 20.

2016 indicators for community involvement

Voir annexe 20.

2016 Grand Roissy-Le Bourget business meetings

- Approximately 110 SMEs.
- 24 buyers from major regional contracting entities.
- Five 20-minute group speed meeting sessions.
- SME satisfaction rate: 97 % in 2016.

2016 Hubstart Paris Région® review

Groupe ADP share of the financing of Hubstart Paris-Région®: €140 thousand

✓ Initiatives

[Hubstart Paris Région®](#) conducts 44 initiatives per year.

32 initiatives in 2016 were intended to boost the image and reputation of the Grand Roissy-Le Bourget airport location:

- appearances at 7 international conferences in France and abroad to promote the approach (over 750 participants);
- hosting of 13 foreign delegations at the Hubstart Center (nearly 250 visitors);
- 10 topical or personalised business tours (nearly 200 participants);
- 6th international seminar on sustainable airport locations in Atlanta (39 international experts, 15 airport locations).

7 promotion and prospecting initiatives were conducted:

- promotion and prospecting at three professional trade fairs (Mipim and Simi for corporate real estate); Ebace for the business aviation market;
- 4 thematic events dedicated to companies;
- support of more than 15 local companies during international events (Ebace in Geneva).
- Provision of collective tools
- Grand Roissy-Le Bourget: key figures.
- Promotional and information brochures and sales pitches, primarily for foreign companies.

✓ European Urban and Regional Planning Awards

In 2016, Grand Roissy-Le Bourget received a European Urban and Regional Planning Award to reward the work performed collectively in the framework of the international seminar on sustainable airport locations. The prize is awarded every two years by the [European Council of Town Planners](#) (ECTP-CEU).

Only International 2016

✓ 2016 "Job meetings" review

- 85 participating companies (65 in 2015) of which 54 on stands and 31 in job meetings.
- More than 100 partner organisations.
- 350 people acting as visitor guides.
- 15 people staffing the Espace Boussole (compass area), which delivered 500 quick assessments to advise on personal priorities within the trade fair).
- 56 thematic events (20 conferences, 36 workshops), 1,000 beneficiaries.
- 210 positions offered at the job meetings (185 in 2015).
- 1,250 available positions on the display boards (800 in 2015).
- Visitor satisfaction: 86.5 (7.5-point increase since 2012).

✓ 2016 "Entrepreneurship meetings" review

- 300 participating visitors (up 17% on 2015).
- 71% of visitors recommended by the job centre (Pôle emploi).
- Average of 10 participants per workshop.
- 93% visitor satisfaction (88% in 2015).
- 97% partner satisfaction (91% in 2015).

DIALOGUE



15,000
visits by local residents
every year*

19
partnership charters
with communities

3,169
participants in Paris-Orly
guided tours

* to each Environment and Sustainable Development Centre.

CHALLENGES

Building trust

Consulting with local residents close to our airports is registered in our set of operating duties. We have chosen to go further, by building a relationship of trust with the local authorities, associations and residents.

Our regional airport teams are leading initiatives which favour local residents and their elected representatives. Our main communication channels are the Environment and Sustainable Development Centres (MEDD) at Paris-Charles de Gaulle and Paris-Orly. The Paris-Orly MEDD has the "Tourism and disability" label. This label certifies the quality of hospitality and access to facilities by persons with disabilities.

We are also involved in the environmental advisory committees (CCE), the working group on noise and the advisory committees to assist local residents (CCAR).

→ See [Soundproofing](#), page 105.

With elected representatives

Dialogue and discussion with elected representatives are organised around visits to our platforms and the companies operating on them. We sign up to economic, environmental and social partnership charters with local communities. We work with local authorities to establish information forums, and school, cultural and sporting associations.

The Environment and Sustainable Development Centres also get involved in local and regional measures related to environmental and employment issues that directly involve our airports. Regular information is provided on our planning projects until their completion.

In 2016, we set out an action plan which aims to tighten links with the 20 communities in the areas surrounding Paris-Charles de Gaulle which are most exposed to the effects of noise.

For local residents

The Environment and Sustainable Development Centres design and host educational seminars, focusing on airport jobs and employment forums or conferences. The centres come into contact with local residents through the organisation of around a dozen exhibitions a year and events focused on themes such as the airport, the environment, the culture, social aspects and citizenship. Events aimed at young people are held on a regular basis, such as the presentation of professional airport sectors, raising environmental awareness and harvesting honey from our hives.

Circular economy and responsible purchasing

Environment and Sustainable Development Centres: responsible purchasers. These Centres enter into agreements with organisations in the protected employment sector for catering or cleaning services. They also relay charitable projects in the circular economy.

Information tools for local residents

✓ [Entrevoisins.org](#)

Led by our "Information for local residents" unit, the www.entrevoisins.org website is aimed at local residents, elected representatives, companies and the general public. It publishes the findings from our laboratory on air quality and noise. It has tab headings on the aviation section, current events at the three airports and our programmes focused on economic and social cooperation. It offers "job discovery" sheets, which come with testimonial videos. A newsletter is produced and circulated once a month.

✓ [Letters and documentation](#)

The unit publishes the newsletters (around 30 in 2016) and the invitations to Environment and Sustainable Development Centre events. It manages the "Knowledge of the relationship with local residents" file, which lists contacts and information on local authorities located in the areas affected by the Paris region airports. Protecting sensitive data was a particular focus area in 2016.

INITIATIVES

A new regional team in 2016

In January 2016, we implemented a new division of the Paris-Charles de Gaulle and Paris-Le Bourget regional team tasks, into economic and social tasks (see Policy and commitments, page 83), and regional relations tasks. The new regional and environmental relations team has mainly been entrusted with the tasks of reviving relations with the elected representatives, which have been transformed by changes to the institutional landscape and of tightening links with local residents, particularly in terms of managing noise pollution. (See Soundproofing, page 105.)

Relocation of the Paris-Charles de Gaulle Environment and Sustainable Development Centre

In 2017, the Environment and Sustainable Development Centre will join the new Groupe ADP registered office at Paris-Charles de Gaulle. With this in mind, in 2016 the teams led a reflection on the scenography and the development of multimedia tools.

The Paris-Orly Environment and Sustainable Development Centre celebrates its 20th anniversary

The Paris-Orly Environment and Sustainable Development Centre was formed 20 years ago, in January 1996. It invited local resident partners and all Groupe ADP teams which work with it on a daily basis to celebrate this anniversary. The head of Paris-Orly airport recalled the most recent plans to bring local residents and the airport closer together to transform the region. The Secretary General of Groupe ADP talked about the eventful process of setting up this space for exchange and meetings. The Environment and Sustainable Development Centre has welcomed 300,000 people over its 20 years. The delegate for the Environment and Regional Relations referred to the Centre's visionary message in 1996, a period when the concepts of environmental protection and sustainable development were not fully-integrated into company strategies.

Jeunes et publics scolaires

✓ The fight against racism: debates and exhibitions in the Environment and Sustainable Development Centres (MEDD)

As signatories of [the charter for action to defend equality and fight racism](#), we decided to give considerable coverage to this societal issue in March 2016 during the French national anti-racism week. Both Environment and Sustainable Development Centres

(MEDD) invited several hundred local school children to attend debates and events including a talk by SOS Racisme.

We hosted the "Passport for fraternity" exhibition, where the youngsters were able to see 22 portraits of French personalities from diverse backgrounds, by photographer and artist Bettina Rheims. Each photo included a caption, which the children were encouraged to discuss. Our aim was to identify the prejudices and linguistic clichés which lead to racist words and behaviours.

✓ Our teams present their professions in classrooms

To overcome the difficulties caused by increased airport security following the 2016 attacks, the Environment and Sustainable Development Centres decided to reverse roles and visit their audiences: our teams gave presentations about the airport and its jobs and activities to classes that were unable to travel due to regulations. This initiative will be repeated in 2017.

✓ Paris-Orly book prize

In our third "book prize" event, seven books were presented to a panel of 9-12 year olds from the communities neighbouring Paris-Orly: 49 classes took part. Writer and children's author Séverine Vidal won the prize for "La drôle d'évasion". Over the year, meetings were organised between children and authors to help them choose a book to defend at the competition.

Our aim is to fight illiteracy and school failure, which is now a national crisis, by fostering the pleasure of reading. This year, the event was organised in partnership with the network of media libraries of Portes de l'Essonne, Groupe ADP Foundation et Relay@adp. Throughout the summer of 2016, the winning book was on sale at Relay outlets at the Paris-Orly airport.

Youth football

✓ The Paris Aéroport Cup

In June 2016, **Paris-Orly** held the second football clubs tournament (U11 and U13 categories) for Grand Orly communities. The match was held at a sports complex forming part of the Paris football training centre in Orly. Nearly 350 players from 17 towns took part in the hope of lifting the Paris Aéroport Cup, designed by Essonne-based artist Guillaume Roche. The tournament was sponsored by Bayern Munich player Mehdi Benatia, with the support of Groupe ADP Foundation. The Cup winners for the U11 category were the Paris football training centre, while the community of Valenton topped the U13 category.

Paris-Charles de Gaulle held its first Paris Aéroport Cup football tournament. It brought together 16 U11 teams from clubs of the Grand Roissy-Le Bourget region which played on the Maurice Bacquet Stadium

pitch in Goussainville (Val-d'Oise). Nearly 200 children took part. The town of Sarcelles won the cup. The tournament was sponsored by French international Moussa Sissoko, with the support of Groupe ADP Foundation. A range of entertainment was on offer for the children, including a demonstration of blind football, where the blind and partially-sighted play football using sound balls and goals.

✓ Young female footballers

Following the success of the first mixed football tournament in 2015, we repeated the event in April 2016 with young male and female footballers aged 12-15, in partnership with the association Foot d'Elles. Around 40 teenagers attended the contest at the Nelson Mandela gymnasium in Villiers-le-Bel, near Paris-Charles de Gaulle. The players were part of the U16 female teams of Domont, Garges-lès-Gonesse, Sarcelles and Villiers-le-Bel in Val-d'Oise, and of Sartrouville in Yvelines. The teenagers became journalists at the event, and produced photography and written reports on the topic of equality in sport. The Villiers-le-Bel team claimed victory on the pitch, while Dormont came first in the journalism competition for the photography report of its aspiring journalists.

Children Municipal Councils

Under our partnership charters with local communities near Paris-Orly airport, we are forming Children Municipal Councils (CME) and Young Peoples' Municipal Councils (CMJ). We support these young elected representatives' initiatives on citizenship and environmental protection. In 2016, we invited the Children Municipal Councils (CME) and Young Peoples' Municipal Councils CMJ to coordinate the "Lunettes nomades" (travelling glasses) project within their communities, with our help and in partnership with the Aviation sans frontières (ASF) association based at our platform. Lunettes nomades is a project which collects prescription glasses and sunglasses for disadvantaged communities in Madagascar. The project will continue until the spring of 2017.

The Paris-Orly Environment and Sustainable Development Centre held the annual inter-CME meeting for young elected representatives from Ablon-sur-Seine (Val-de-Marne), Athis-Mons and Chilly-Mazarin in Essonne. The meeting included a workshop led by the Rejoué association, which re-distributes recycled toys.

Guided tours

Over the summer of 2016, we organised ten guided tours which had a very positive impact on calming dialogue with local residents on the subject of the six-week works being performed on Paris-Orly's runway 4. We plan to hold these visits one Sunday per quarter to support work in progress and forthcoming work at Paris-Orly.

Paris-Orly conferences and meetings

✓ Cultural Fridays

One Friday per month for the past three years, the Environment and Sustainable Development Centre provides organises meetings for the general public on general cultural topics. In 2016, the two conferences, entitled: "Georgia du sud, joyau de l'océan austral" (South Georgia, jewel of the Southern Ocean) and "Lumière, messagère des étoiles" (Light, messenger of the stars) were paired with photography exhibitions on loan from regional associations.

✓ Creative Thursdays

These Thursday meetings are led by local associations. Once a month, local residents are able to try out creative arts for fun.

European Heritage Days

In September 2016, both Environment and Sustainable Development Centres took local residents on a trip to the heart of our platforms, as part of the European Heritage Days.

✓ Paris-Charles de Gaulle

At Paris-Charles de Gaulle, a "passenger trail" led from the cargo area to the terminals. Visitors met dog teams, fire fighters, police officers and customs officers and learnt about safety and security jobs. An airport vehicle exhibition displayed various mobile fire fighting vehicles. The youngest visitors were able to take part in a drawing workshop called "Imagine the airport of the future".

✓ Paris-Orly

Paris-Orly held two open days offering a journey from the exhibition of aircraft paintings in the American Chapel, to the red wall and terraces of Orly South, via the Orly West astrolabe and building 615, which houses Groupe ADP's historical heritage collections. Visitors were also able to see the runway and meet ramp attendants, bomb-disposal experts from the dog unit and other partners. The exhibition

"Paris-Orly, l'invitation au voyage" (Paris-Orly: an invitation to travel) focused in particular on the airlines based at Paris-Orly.

✓ Paris-Le Bourget

The Air and Space Museum ran aircraft catering workshops and took its visitors to see its new features: the 1939-1940 Hall, the Normandy-Niemen area, the Hall de la Cocarde, and even jet aircraft dating from 1946 and 1956.

✓ The heliport and airfields

The French Helicopter Union organised information sessions on the use of helicopters at the

Issy-les-Moulineaux heliport, as well as platform visits, meetings with pilots and mechanics, and thematic biodiversity activities. The Toussus-le-Noble airfield has offered visitors the opportunity to see its aircraft exhibition, as well as offering first flights, the opportunity to pilot a flight simulator and a demonstration of the Airbus Group's E-Fan, France's first electric aircraft. Meanwhile, the Persan-Beaumont airfield also offered an introduction to airplanes, autogyros, ultra-light aircraft, ultra-light trikes, parascending and simulators. The local Red Cross branch gave talks about lifesaving..

Exhibitions

✓ Archéopistes at Paris-Charles de Gaulle

The Paris-Charles de Gaulle Environment and Sustainable Development Centre set up the Archéopistes exhibition in partnership with Archéa (archaeology museum in Pays de France). The exhibition was opened in October 2015 and ran to February 2016. It covered 20 years of survey excavations carried out during airport development works. From the objects found on our runways, it retraced the life of Pays de France from ancient times to the present. Nearly 50 people attended the archaeologists' conference held by the National Archaeological Research Institute. Nearly 300 primary school pupils from local communities attended educational and recreational workshops. Groupe ADP handed some of its collections to Archéa, and is the owner of half of the updated heritage.

✓ 100% recycled outfits at Paris-Orly

For the launch of the Week for Waste Reduction, we held the "Creative recovery" exhibition, comprising seven signature outfits by creator Nousch Ruellan, made using recycled materials, including: L'Ours, Miss Air, Miss O, Miss Monde, L'Infante, La Cancan, La Degas. These characters were designed in 2015 especially for the end-of-year celebration parades in our terminals, following COP21. The parades were organised by the La Bouée collective.

✓ Cargo

At the Paris-Charles de Gaulle Environment and Sustainable Development Centre, visitors had the opportunity to discover the world of air cargo in a series of portraits of staff photographed at their workplaces day and night.

✓ Paysages de lisières

The "*Promenade aéroportuaire, un paysage de lisières à conquérir*" (Airport tour, a landscape of boundaries to be conquered) exhibition was open to the public for the whole of the summer of 2016 at the Paris-Orly Environment and Sustainable Development Centre. It was created by the Architectural, Town Planning and Environmental Councils of the Essonne region (CAUE). The visitor experienced the tour by becoming the

leader of this journey to the heart of the varied landscapes and development projects in the nine communities bordering Paris-Orly.

Employment and Training

✓ 2016 disability and para-sports forum

The 6th disability and para-sports forum took place in November 2016, with the morning devoted to employment at the Paris-Orly Environment and Sustainable Development Centre, and the afternoon to sports activities at the Athis-Mons Carpentier gymnasium (event partner). This forum was held as part of European Disability Employment Week. Its purpose was to help disabled persons to make contact with potential employers and training bodies, while raising disability awareness. It also provided a great opportunity to forge closer links between Paris-Orly and the communities.

✓ Work-study training programme and seasonal contracts forum

In 2016 we held the 8th work-study training and seasonal contracts forum at the Paris-Orly Environment and Sustainable Development Centre. 1,600 job offers were presented, including 100-150 work-study training contracts offered by Groupe ADP. Indeed, under our 2016-2018 "GPEC, training, generations contract" agreement we planned to set aside a minimum of 3% of our workforce for work-study training programmes, and to ensure that the programmes provide 15% of our external recruitment. In accordance with the new formula introduced in 2015, students of the Orly School for second chance and students of the Évry jobs faculty participated in the forum, helping organisers to greet visitors.

✓ Seniors morning

The seniors morning event, held for the third time at the Paris-Orly Environment and Sustainable Development Centre and devoted to those over 45, enables jobseekers or those seeking a career change to meet companies and training bodies. Job offers, workshops and personalised advice are provided. The seniors morning is organised in partnership with Pôle emploi and Plie Nord Essonne. In 2016, specialist self-employment bodies took part in the event for the first time.

✓ For employment professionals

In Autumn 2016, we held three conferences aimed at employment and training professionals with representatives of Mission emploi and Pôle emploi.

Circular economy

In 2016 we renewed our agreement with the association Rejoué for its fourth annual toy collection. The aim of this operation is to raise awareness of waste reduction among local residents. The collected toys are reconditioned as

part of a social inclusion workshop and sold on by the association at between 50% and 70% of their original price. As well as this collection of 1.2 tonnes of toys in the two Environment and Sustainable Development Centres, the workshops led by Rejoué encouraged young local residents to create objects by re-using toys or recycled materials.

Protected sector

The Environment and Sustainable Development Centres regularly call on establishments in the protected worker sector (Esat⁽¹⁾) to maintain green spaces and catering, and more specifically the Vivre autrement Esat (Saint-Denis - 93) and the Baluchon Esat (Romainville - 93).

(1) Glossary.

PERFORMANCE

2016 non-financial rating for community involvement

See Transparency, from page 20.

2016 indicators for community involvement

See Appendix 20.

Dialogue with elected representatives

- 39 partnership charters for Paris-Charles de Gaulle airport;
- 19 partnership charters for Paris-Orly airport.

Paris-Charles de Gaulle exhibition

✓ Archéopistes

- nearly 900 visitors;
- conference: 45 people;
- ten educational workshops: 230 school students and staff;
- open visits: 676 people.

✓ Cargo

- 600 visitors

Cultural Fridays and Creative Thursdays

Conférences : Conferences: 798 participants in 2016 (682 in 2015).

Workshops: 125 participants in 2016 (143 in 2015).

Paris-Orly forums

Work-study training programmes and seasonal contracts 520 visitors, 1,600 job offers.

Disability jobs and sports 548 visitors, 22 exhibitors.

Paris-Charles de Gaulle forums

✓ Seniors morning

Visitor numbers: up 20 % on 2015 (500 visitors in 2016 compared with 400 visitors in 2015)

Visitor satisfaction rate: up 20% on 2015 (48% in 2015).

Exhibitor satisfaction rate: 96% (92% 2015); 24 exhibitors.

Number of visits to entrevoisins.org in 2016

In 2016, Entrevoisins.org received a total of 129,000 visits by 102,000 users, with 285,000 page views, i.e. an average of 11,000 logins per month. The newsletter is sent to 7,000 subscribers, 1,000 of which registered through the website.

SOUNDPROOFING



CHALLENGES

Principle

In France, the management and control of airborne noise falls within the remit of the French civil aviation authority (DGAC), i.e. the French government. As an airport operator, we are responsible for managing a soundproofing system for areas close to our Paris region airports.

A special 15-strong unit in our group implements and coordinates this scheme. Our laboratory provides the authorities with measurements and noise analysis that they need in their decision-making process.

Limiting noise pollution

In order to reduce noise for local residents, a curfew has been in place at Paris-Orly airport from 11.30 pm to 6.00 am since 1968. Moreover, in 1994, the number of aircraft movements that could be allotted to the Paris-Orly airport was limited to 250,000 per year.

At Paris-Charles de Gaulle airport, a limitation of night traffic and a total weighted measured noise index (IGMP) were established by regulation in 2003.

Differentiated landing charges on the basis of an aircraft's noise category and the tax on air noise pollution (TNSA) also help to limit noise in that they encourage the use of less noisy aircraft and penalise night flights. The tax on air noise pollution (TNSA) is levied by the French civil aviation authority (DGAC). Revenue from this tax is returned to Groupe ADP to fund sound insulation systems for local residents.

Work assistance scheme

[Work assistance is allocated](#), following a favourable opinion by the consultation commission for assistance to local residents (CCAR), to housing or service buildings located on the noise pollution map (PGS) for the three main Île-de-France airports.

✓ Financing

A share of the tax on air noise pollution (TNSA), which airlines pay for each take-off, is allocated to us. It funds sound assessments and soundproofing work. Since 2010, funding may be payable in advance. In 2016, the tax raised €42.5 million. The amount spent on sound assessments and soundproofing work stood at €39.97 million, and €33.59 million was paid to local residents to fund assessments and work.

✓ Quality

We offer a project management assistance service to ensure quality work to local residents at the best price. A "companies quality" system and a training programme for participants are part of these services. At the end of the project, the work is checked. We also gather the opinions of local residents on the quality of the service.

Information and dialogue

✓ Environment and Sustainable Development Centres (MEDD)

Local residents can find further information at our Environment and Sustainable Development Centres using the Vitrail tool. We developed this software, which shows air traffic in Île-de-France and the associated noise measurements in near real time (30-minute delay). It provides basic information on planes flying overhead on their way from or to Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget. Data can be accessed for up to 60 days.

On Mondays and Wednesdays air traffic controllers are based at the Environment and Sustainable Development Centres.

✓ The laboratory

Our [laboratory](#) provides aircraft noise sound reports on its website. Web users can use the site to access information on air and water quality and noise.

✓ Environmental advisory committees

The [environmental advisory committees \(CCE\)](#) are the preferred means of consultation with local residents of the airports. The CCEs were set up by the Law of 11 July 1985, and must be consulted for any important issue relating to airport operations in areas affected by noise pollution.

They prepare an environmental quality charter and monitor its implementation. They may also call on the [Airport Pollution Control Authority \(ACNUSA\)](#) for any issues related to compliance with the charter, and for any study or assessment requests.

They are chaired and convened by the Prefect, and comprise three equal groups: representatives of the aeronautical professions, representatives of the relevant local authorities and representatives from local residents or environmental protection associations.

✓ Handling of information requests and complaints

Most [information requests](#) relate to unusual overhead flights or work on runways. We process information requests and complaints from local residents which do not fall under DSNA's field of expertise, the State air navigation service provider. Local residents can view air trajectories at all Environment and Sustainable Development Centres, and can obtain individual responses from skilled representatives.

INITIATIVES

Managing noise pollution

✓ Night flights

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

✓ Groupe de travail

In 2014, the Île-de-France region Prefect set up a working group to study improvements in noise pollution reduction measures. It forms part of the Paris-Charles de Gaulle environmental advisory committees (CCE). Our regional and environmental relations team represents us in the working group.

In 2016, the working group held two monitoring committee meetings and two environmental advisory committees. The main consequences of this work was to speed up the implementation of the available technical solutions:

- since 15 September 2016, the continuous descent approach for aircraft has been implemented at Paris-Charles de Gaulle between midnight and 5:30am;
- modifications to aircraft aerodynamics to halve the noise level has already been applied to half of the major airlines' aircraft, and should be completed by the end of 2017.

For further details on noise, visit entrevoisins.org

Noise: process complaints within three hours

Aéroports de Paris SA has developed software in collaboration with the French Air Navigation Services Directorate (DNSA) which receives and processes complaints from local residents on aircraft noise within three hours. The detailed [complaint form](#) available to the complainant at entrevoisins.org is linked to the software, enabling the airport to very quickly identify the aircraft in question and to provide the complainant with specific information (altitude, speed, trajectory), together with an explanation.

Local residents also have the option of meeting a French civil aviation authority (DGAC) representative at the Environment and Sustainable Development Centre to discuss new techniques to reduce aircraft noise. The system is also able to identify any offences.

Paris-Orly works

We have held a number of meetings for elected representatives, associations and municipalities affected by the runway 4 works, as well as a meeting with elected representatives from the Cœur d'Essonne urban area. We have also organised site visits. The Airport Manager has taken part in all of these meetings.

Environmental advisory committees in 2015

Paris-Charles de Gaulle: two

Paris-Orly: one

Paris-Le Bourget: one

PERFORMANCE

2016 indicators for community involvement

See Appendix 20.

2015 review of help with soundproofing

The 2015 review can be viewed on our [website](#).

SOLIDARITY



Our solidarity initiatives are linked to the 14 brand commitments made by Groupe ADP in 2016: "Encourage training, employment and integration".

CHALLENGES

Our corporate foundation

[Groupe ADP Foundation](#) is a corporate foundation which serves the regions surrounding our Ile-de-France airports as well as other regions outside France.

Specialist fields of intervention and principles

We have structured our specialist fields of intervention according to four main support areas:

1 - local initiatives with the voluntary sector close to our airports. The project presented to the foundation should relate to a general interest topic linked to education and the prevention of school drop-out rates;

2 - tackling illiteracy - This national interest topic is also the underlying theme of Groupe ADP Foundation's CSR commitment;

3 - international - We are extending our target scope beyond our borders, into countries in which Groupe ADP is established;

4 - employee involvement - We encourage employees to get involved in and to stay informed of the projects supported by the foundation. We see this as one of the driving forces of Groupe ADP's human resources policy. We continue to encourage skills sponsorship amongst our employees, as well as the voluntary projects which our employees have been involved in for a number of years.

For each of these areas, we support three-year partnerships which respond fully to the needs of the relevant region in France or in the countries where we manage airports.

Responsible purchasing

We have made major commitments to community causes through our responsible purchasing policy using sheltered sector companies (see Responsible purchasing page 26) and through our progress plans for the employment of people with disabilities or reduced mobility. We also lead a number of integration opportunities, both for maintenance work and, on a wider scale, at Paris-Orly airport.

In our subsidiaries

✓ Hub One

Hub One, a supplier of information and communication technology services in professional environments, has increased its purchases in the sheltered sector, signed up to a micro-donation system and, for a number of years, has encouraged its employees to take paid leave for voluntary work. It is a partner of the Nos quartiers ont des talents (NQT) and Planète Urgence associations.

✓ HUB SAFE

Our subsidiary HUB SAFE specialises in airport safety jobs, and as a recruiter plays a major role in integration. It has formed many partnerships with training bodies to support jobseekers.

✓ ADP Ingénierie

ADP Ingénierie is an aeronautical engineering firm which promotes skills sponsorship. It worked closely with Groupe ADP Foundation in 2016.

✓ ADP Management

In 2016, ADP Management, an airport management specialist, notably abroad, decided to create foundations in countries where it has concessions, providing relays for Groupe ADP Foundation.

INITIATIVES

Employee involvement

✓ Mentors

In 2016, our employees took an increasing role as mentors and coaches in the projects which we support. Together with the Human Resources Division, we have set up a number of schemes to foster these roles. The mentors scheme, launched at the end of 2015, has already received around 50 applications. Employees who sign up are given a half-day per month from their working time to devote to an association supported by Groupe ADP Foundation.

✓ With the Institut Télémaque

As part of our partnership with Institut Télémaque, in 2016 we encouraged our employees to volunteer their free time to support a student seeking success in his/her studies despite difficult social circumstances. More than 20 employees applied. These initiatives are conducted in partnership with the student's parents

and school. Institut Télémaque is a charity which aims to provide equal opportunities in education.

✓ With the Alliance pour l'éducation

We are a member of the [l'Alliance pour l'éducation](#), which allows companies and corporate foundations to share resources to more effectively reduce academic failure. More than 40 Groupe ADP employees have become mentors – for 1.5 days a week, during their working hours – for 12-18 year old high school students facing the possibility of academic failure. They monitor and encourage these young people for three years. The objective is to help them choose a path which enables them to feel comfortable and secure.

Tackling illiteracy

✓ Le Coup de Pouce Clé

We are now going into our second year of supporting Le Coup de Pouce Clé ("a crucial helping hand"), a government-funded project to tackle illiteracy, which is run by the charity ["Coup de Pouce"](#). The scheme aims to prevent early academic failure and the social exclusion which goes with it, and covers children as soon as they start learning to read. The purpose of the Foundation's donation of €78,000 per year is to open 96 Coup de Pouce clubs over three years, both in the Île-de-France region and in the overseas territories. The charity won Groupe ADP employees' prize of €2,000 at the first Prix de la Fondation event in 2015.

✓ Young prisoners

We have entered into an agreement with the charity [Lire pour en sortir](#) which works with prisoners to reintegrate them into society. The reintegration through reading programme enables detainees to obtain a reduced sentence. The project that we are supporting aims to help young prisoners.

Local initiatives

✓ La Tête et les Jambes

In 2016, the Paris-Charles de Gaulle Environment and Sustainable Development Centre hosted the sporting and cultural event La Tête et les Jambes. The event was organised by Groupe ADP Foundation in partnership with the Association for the Organisation of Sporting Events (Association pour l'Organisation de manifestations sportives – Aspom).

✓ Le Rugby Club de Massy

We are providing help to the "training centre" section of the [Rugby club Massy Essonne](#). Every season it provides a sport and study programme to around 40 young people from the region.

International

✓ Biblionef

The NGO [Biblionef](#) is recognised by Unesco, Unicef and the Council of Europe, and distributes books all over the world which have been recovered before being pulled by publishers. In 2015, Groupe ADP Foundation established a three-year partnership worth €80,000 per year with the charity to develop projects in the countries in which the Group is active, including Morocco, Mauritius and Madagascar

✓ Luciol'envol

We funded the "Alphabus" mobile library for the charity [Luciol'envol](#) which distributes books provided by Biblionef in Togo to promote literacy and schooling for girls.

Groupe ADP Foundation prizes

The second Groupe ADP Foundation prizes event was held in November 2016. These prizes reward associations which support the foundation in the areas surrounding our airports, and highlight the personal commitment of our employees to associative projects.

The **"prix des salariés"** (employee's prize) was awarded to the Apprentis d'Auteuil for the "Educational and academic internship attached to a school" project. This foundation received €2,000 to purchase tablets for the internship.

The **"Coup de cœur"** prizes, totalling €9,000, were awarded by members of Groupe ADP Board of Directors to:

- the Essonne association Solidarités nouvelles pour le logement, which helps to house vulnerable people;
- the association [Handi'Chiens](#) which helps people with reduced mobility to gain access to an assistance dog free-of-charge;
- the association [Apaerk](#) which supports potential parents applying to adopt a child.

Skills sponsorship and volunteering

Alongside Groupe ADP Foundation, our employees also participate as volunteers in the Plato networks to advise and assist SMEs. They are often individual NGO members. Since 2012, we have been organising in-kind sponsorship, which involves collecting and distributing Groupe ADP property to integration associations: furniture, computers, farming equipment and fire emergency vehicles.

Auction

When Groupe ADP registered office moved to Paris-Charles de Gaulle, the artworks on the walls of the former headquarters (Boulevard Raspail in Paris) were auctioned off. The proceeds were donated to Groupe ADP Foundation, which in turn passed them on to the winners of its *Coup de cœur* prizes.

In our subsidiaries

✓ HUB SAFE

In 2016, the company forged closer links with associations supporting disadvantaged communities such as Institut Télémaque, in collaboration with Groupe ADP Foundation. It worked with the Foundation to plan skills sponsorship initiatives.

✓ HUB One

In 2016, Hub One launched a green and social initiative. Its employees can buy baskets of locally-grown organic produce from the Potager City association. For each basket, the company donates four baskets to the Emmaüs Solidarité association. Hub One also gave its employees the opportunity to make micro-donations to a charity of their choice by rounding their salaries down to the nearest euro: Le rire médecin (health), Vague d'espoir (disability) or La Fondation d'Auteuil (vulnerable young people). Hub One matches these donations on a one-for-one basis.

PERFORMANCE

2016 non-financial rating for community involvement

See Transparency, from page 20.

2016 indicators for community involvement

See Appendix 20.

CUSTOMERS B2B AND B2C

By reiterating our desire to improve quality of service, our goal of achieving excellence and our role as an integrator of airport services, we have consistently been able to strengthen our links and work closely with airlines. We are already committed to bringing about a digital revolution in passenger well-being services and in airline competition, and the transformation of our airports into "smart airports" is set to be completed by 2020.

1

OUR COMMITMENTS

2

B2C PASSENGERS

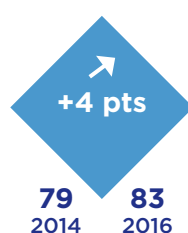
3

B2B COMPANIES

4

B2B COMPANIES AND PLATFORM PARTNERS

◆ 2016 NON-FINANCIAL RATING



2016 CUSTOMERS ROADMAP

Progress objectives for 2016-2020

Progress

Main achievements in 2016

Commitments for 2016-2020

- | Progress objectives for 2016-2020 | Progress | Main achievements in 2016 |
|--------------------------------------------------------|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
| • Develop the Connect 2020 strategic plan. | ✓✓✓✓ | • <i>Connecting Clients</i> programme validated in 2016 |
| • Make service commitments to passengers and airlines. | ✓✓✓✓ | • Paris Aéroports brand commitments – <i>Paris vous aime</i> (Paris loves you) – with travellers (Five commitments) and airlines (Five commitments) |

Passengers

- | | | |
|----------------------------------------------------------------------------------------------------------------------------------------|------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| • More destinations from and to Paris. | ✓✓✓✓ | <ul style="list-style-type: none"> • 100% of target met • 38 routes opened up in 2016. |
| • A very high level of services thanks to the dissemination of a culture of operational excellence, shared with the airport community. | ✓✓✓ | <ul style="list-style-type: none"> • Dissemination of customer service culture internally and with our partner companies since 2008. • Continuation of our collaborations and programmes to raise awareness among our partners. • Quality operational committees. • Awareness-raising sessions and discussions held throughout the year at our Université du Service. |
| • The Paris experience available at the airport. | ✓✓✓ | <ul style="list-style-type: none"> • A diverse range of new services and shops. • Paris Worldwide. • Lounge Instant Paris and new hotel offering. • 387 new shops, including new restaurants. • Roll-out of cultural spaces. |
| • Customised passenger relations thanks to digital communication tools. | ✓✓✓✓ | <ul style="list-style-type: none"> • My Paris Aéroport. • Smart check-in. • Automatic baggage check-in in 2016. |

Airlines

- | | | |
|---------------------------------|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| • Improving flight punctuality. | ✓✓✓ | <ul style="list-style-type: none"> • <i>Airport Collaborative Decision Making</i> – certification obtained and maintained at Paris-Charles de Gaulle since 2010 and obtained at Paris-Orly in 2016. • <i>Countdown for airlines</i>. |
| • Improving customer circuits. | ✓✓✓ | <ul style="list-style-type: none"> • Automatic baggage check-in and drop-off, automated controls. • + Four areas of improvement in baggage delivery time. • 90 smart terminals and 12 transport information pillars in 2016. • Waiting time display in baggage claim area. • Security checkpoints. |
| • Optimising connections. | ✓✓✓ | <ul style="list-style-type: none"> • Simplifying pathways and improving orientation tools. |
| • Customising reception. | ✓✓✓ | <ul style="list-style-type: none"> • Gilets bleus (Blue jackets). • Passengers with disabilities or reduced mobility: new support offering and new services. • Welcome Chinese Program certification since 2015. • Airport Helpers®. |

Progress objectives for 2016-2020

Progress

Main achievements in 2016

- Supporting their development.

✓✓✓

- €3 billion invested over five years in refurbishment and increased capacity at our terminals.
- Creation of connectivity observatory.
- Participation at IATA trade show.
- Ambitious programme to support Cargo activity.

Airport companies

- Improve the satisfaction of companies.

✓✓✓

- Continuing with programmes under way.
- Multi-level programme to refurbish and secure sites.
- Section in [website](#) reserved for companies.

- Quality standards

✓✓✓

- Continuing with programmes under way.
- Improving the energy performance of buildings.
- Improve quality of life.

✓ Started ✓✓ In progress ✓✓✓ Advanced ✓✓✓✓ Achieved

OUR COMMITMENTS



91.2%
of customers satisfied on
arrival in 2016*

Paris-Charles de Gaulle up
15 places at the Skytrax
World Airport Awards.

+14%
rise in passenger traffic
between 2010 and 2016

* Enquête annuelle BVA

CHALLENGES

Our new identity and an ambitious outlook

2016 is the first year of implementation of our third Economic Regulation Agreement with the State for 2016 -2020 and of our strategic plan Connect 2020. It is also the first year of our new identity as Groupe ADP, of the launch of our traveller brand Parisairport and of the slogan Paris vous aime (Paris loves you).

At a time of profound changes, we have reiterated our desire to improve the quality of services offered to our customers, our goal of achieving excellence and our identity as an integrator of services and solutions in the aviation sector.

The Economic Regulation Agreement commits us to offering high-value added quality of service to our two types of customer: passengers and airlines. In this regard, 15 indicators measure our performance level.

With [Paris vous aime](#) we have made 20 brand commitments with our stakeholders, which expressly link our corporate strategy to corporate social responsibility. Ten of these commitments relate to our passenger and airline customers.

To measure our overall quality of service, we have opted to use the Airport Service Quality classification of the Airports Council International (ASQ- ACI). This classification is based on measuring the satisfaction of passengers transiting through airports that are ACI members. Airports are given between 1 and 5 points. We have been in the Top 10 of this ranking since 2015, and are now aiming to achieve a grade of 4/5 by 2020, which will place us in the Top 5.

Our programme to improve performance

✓ Connecting Clients

To intensify our endeavours in serving our two types of customers, passengers and airlines

– and earn their favour, we have set out major objectives for the Connect 2020 strategic plan in our [Connecting Clients programme](#).

This programme is a range of core provisions on which our basic contract with airlines and passengers is based. It relates to the fundamental points we guarantee: punctuality, information, reduced waiting time, easy orientation, easy-access commodities, and a courteous welcome. It forms the basis of the four key concepts of our brand commitment.

→ See Appendix 19.

Our performance drivers

Our third Economic Regulation Agreement has ambitious targets in terms of quality of service, the purpose of which is to appreciably increase satisfaction among passengers, airlines, our service providers and State services.

To honour these commitments, we have identified three areas of improvement based on customer experience.

Driver 1: Infrastructure and services

We prioritise the renovation of the oldest terminals in order to provide a considerable increase in quality and to standardise the atmosphere of all of our terminals.

Driver 2: Effective information and keeping waiting times under control

These challenges are crucial to both customers and airlines, and together with our partners we consistently strive to make improvements for passenger departures and arrivals.

Driver 3: Customer relations and reception

Our Université du Service helps airport staff who are in contact with passengers to tailor our welcome to them, and to develop customer relations.

Our fundamentals

✓ Dialogue with our stakeholders

In order to achieve our goal, we need to ensure a sustained dialogue with our BtoB customers (the airlines) and BtoC customers (the passengers). With this in mind, we have developed many information and consultation tools to take account of our stakeholders' expectations.

→ See Appendix 4.

✓ A services framework

Our progress plans are based on compliance with the quality standards supported by our customer framework known as P'RéféréCiel. The purpose of this tool is to provide the best possible services to customers. It was developed by our functional and operational teams in conjunction with the airlines and their service providers and partners.

Concrete and pragmatic, P'RéféréCiel is built on customer expectations, on our good practices and on those of the best European airports. It describes the level of service and quality that passengers can expect in our airports – in arrivals, departures or in transit.

The framework is regularly updated in order to maintain the highest standards, and to take account of the progress made in our sector. Its content can be accessed by all employees on the intranet and via a tablet. It serves as the basis for all new development projects, whether a new service offering or an infrastructure upgrade.

Joint involvement

For our ambitions to be successful over the long term and strengthen our position as an integrator of services, we are focusing on joint involvement, making us now an integrator of solutions.

We are strengthening the exchange of best practices through cooperation. We are steering collaborative projects bringing together all stakeholders involved in our airports on topics where Groupe ADP cannot act alone: airlines, ground handling staff, security or cleaning providers, reception agents, shops, State services, etc. This is the case for two projects coming directly from our Connecting Clients programme, entitled "Punctuality" and "Hospitality".

→ See Initiatives, page 115..

✓ With airlines

We have notably introduced:

- a joint decision-making tool, Airport Collaborative Decision Making (Airport CDM),
- currently used airside and which we intend to extend to terminals;
- the Quality operational committee, which bring

together the airlines, the ground-handling companies and Groupe ADP. In 2016, these committees went from meeting on a quarterly basis to meeting on a monthly basis in certain operational units.

✓ With airlines and our airport partners

We have developed collaborative methods on the ground that bring together our teams, those of airlines, their ground handling staff and State services. Participants analyse malfunctions on-site and test solutions which will serve as standards for all involved. More specifically, we discuss passenger flow, punctuality, hospitality, assistance to passengers with disabilities or reduced mobility⁽¹⁾ and baggage delivery.

(1) Glossary.

→ See Initiatives, page 127.

✓ With our service providers

In contracts with our partners and concession holders working on our platforms, we have included quality of service and environmental criteria and regularly check that these are met. We conduct awareness-raising campaigns on the quality of service provided by companies, in contact with passengers, such as shops and taxi companies.

→ See Initiatives, page 115.

Innovation

We have launched [three major innovation programmes](#): the Smart Airport, new mobility and robotics. We conduct around 15 trials a year. We have created an ecosystem for incubators and partners with Welcome City Lab for tourism, Impulse Labs for engineering and energy, Starbust for aviation and drones and Nec Mergitur for security. This policy is accompanied by capacity investments: we have subscribed to the X-Ange Capital 2 investment fund and are making direct equity investments in start-ups. We have dedicated places to accelerate innovation: the "Shaker" in our new registered office at Paris-Charles de Gaulle is a technology showroom and incubator for innovative projects; the "Espaces business" hosts start-ups wanting to present their solutions to passengers.

Our organisation

Our Customer Division pools all the expertise and skills we make available to airlines, passengers and companies using our platforms. Our head of customer service sits on the Executive Committee. There is a head of quality who works with our airport partners for each of the three main Île-de-France airports.

Our Université du Service

Our employees are trained in welcome services and customer relations with the support of our Université du Service (UDS). The UDS also encourages all airport parties from the customer service chain to work together to share good practices. It offers training programmes which include real-life situations. It organises conferences, meetings and forums.

Since 2016, it has steered new programmes which aim to prioritise hospitality in the 2016-2020 strategic plan, in the Company's practices and in the airport community. The Université du Service participates in working groups such as the one set up by the association Esprit de Service France.

An online training module, designed with the Communications Division and the Human Resources Division and aimed at facilitating the adoption of the new brand Paris Aéroport, is made available to Groupe ADP employees since April 2016.

Our tools

✓ Our performance indicators

We have implemented a set of indicators to monitor our performance.

Seven "quality standard" indicators are linked to the availability of equipment for airlines, to cleanliness in the terminals and to the quality of our guidance systems. **Three** indicators "of excellence" relate to passenger satisfaction. These ten indicators have a financial impact for Groupe ADP under the Economic Regulation Contract.

In addition, we have defined **five** indicators, some of which are still in the planning stage: waiting times at screening inspection and border police checkpoints, availability of baggage belts, satisfaction with city transport links, availability of baggage equipment.

These **15** indicators are listed in our managers' roadmap and affect the variable component of their compensation. Employee incentive bonuses are also partially linked to the overall satisfaction rate of departing passengers.

✓ Our satisfaction surveys

We measure customer satisfaction through a range of systems including:

- overall satisfaction surveys of departing passengers, satisfaction as regards connecting flights and overall satisfaction on arrival; since July 2015, the first two indicators use the data from the ASQ-ACI survey: the third is taken from a survey conducted by BVA;

- airline annual satisfaction surveys;
- satisfaction surveys for the companies which lease our platforms;
- various French or international benchmarking systems.

We have also deployed special equipment locally such as voting pads for passengers in some Paris-Orly terminals.

INITIATIVES

New identity, new offering

In 2016, Groupe ADP presented all its B2B and B2C services for its Paris Aéroport brand at the ITFTM Top Résa travel trade show. The latest innovations in passenger service were a major feature: responsive website design (adaptable to PC, tablets or smart-phone), application My Airport upgraded to My Paris Aéroport, Paris guide application, Paris Worldwide, smart terminals for information and directions, indoor geolocation, a "valet parking" trial and "digital reading space".

✓ A film on the 3rd Economic Regulation Agreement

A film was produced and widely disseminated to explain our new customer strategy and the challenges of the third Economic Regulation Agreement to our employees. We extended the information provided via our in-house magazine Connexions and via our intranet portal. Through seminars and workshops, our Université du Service also helped our employees and partners to learn about these new challenges.

Attitude Clients

As part of our Connecting Clients, acceleration programme, we launched two flagship projects involving all air transport stakeholders, called "Punctuality" and "Hospitality". In the autumn of 2016, we opened a seminar to jointly define our future programme "Attitude Clients", part of the roadmap for the "Hospitality" project. Over three days, participants worked on service values – professional, human and aesthetic – that will constitute the relational signature of the Paris Aéroport brand. Once validated, this programme will be presented to all Groupe ADP employees and its key partners. It is led by our Université du Service with support from our Human Resources Division and an expert consultancy firm. A two-year training plan, drawn up by the Human Resources Division, will take effect from 2017.

Customer vision

In 2016, we rolled out a collaborative mapping tool called "Customer vision" at Terminal E in Paris-Charles de Gaulle. The aim is to identify, through passengers' eyes, the things that obstruct their journey, to quickly remedy these situations and to perform daily monitoring. The method involved linking the photo and location to the place in which action was required based on the mapping. This identification triggers an action plan which can be implemented quickly. Monitoring can be done on a daily basis by all operational staff as they move around the terminal. This mapping has proven effective in helping define the right indicators and maintain quality in line with our passenger service quality framework, P'RéfèreCiel.

Université du Service

✓ Five years of the "Welcome and customer relations" framework

Since 2011, the Université du Service has motivated and raised awareness among employees and managers of good reception practices. A customer relations specialist to lead the process and train agents is crucial to maintaining good practices at our operational units. This continual level of motivation enables us to achieve considerable progress, which is reflected in a consistent increase in our customer satisfaction rates year on year. The fruit of collective discussions, our "Welcome and customer relations" framework, which is simple and easy to use, aims to stay close to reality on the ground.

✓ Conference on the Paris Aéroports brand

In June 2016, the Université du Service hosted two conferences on "Customer strategy and traveller commitments" – one for Paris-Orly, the other for Paris-Charles de Gaulle. Organised by the Customer Division for all Groupe ADP employees, this conference presented the roll-out of the traveller commitment programme for the Paris Aéroports brand. In this context, the Customer Division outlined the My Paris Aéroport loyalty programme and the concept of the Smart Airport upgrading our service and sales offerings. The conference welcomed 108 participants.

✓ Taxis: "Welcoming our customers together"

In September 2016 we repeated the "Welcoming our customers together" days aimed at taxi drivers, initially launched in 2014. This year, 410 drivers attended. The message delivered by these days is that our partners, just like our employees, need to increase the opportunities to welcome foreign customers. These days are led by the car parks and access roads division and by our Université du Service in partnership with the regional tourist committee. A practical guide was published specifically for them in 2015.

Preparing the 2016 summer season at Paris-Charles de Gaulle

For the first time we organised a forum to bring together our stakeholders and our teams in order to prepare for the 2016 summer season at terminal A of Paris-Charles de Gaulle. The aim: to ensure operational excellence during the 2016 summer season when traffic was very high and during Euro 2016. Those involved – airlines, ground handling staff, State services, service providers and our teams – visited the information kiosks corresponding to key circulation challenges: departures, passenger handling, circulation through controls, robustness of facilities, arrivals, passenger service.

Workshops for our commercial agents

Throughout 2016 the Université du Service hosted roughly ten workshops aimed at our commercial agents on the theme of "Customer strategy and values". These workshops aimed to develop the axes and challenges of our strategy up to 2020 and to explain our corporate values to commercial agents.

e-learning "service commitments"

In April 2016, we launched an online training programme (e-learning) to help roll out the brand and traveller commitments. Aimed at all Groupe ADP employees, this module entails a 30-minute educational course. It gives participants keys to help them better understand the challenges associated with the brand change. Each participant can explore how these commitments are already being implemented using examples of recent initiatives. The module raises awareness among employees of the fact that they are brand ambassadors. Participants receive a certificate after completing the training.

Focus flight

In 2016, we rolled out the Focus Flight initiative in terminal E at Paris-Charles de Gaulle; the initiative was originally launched in 2014 in terminal A. The goal is to analyse, as a group, the strong and weak points of a process from the customer's viewpoint, and to make quick improvements through joint reflection. Together, we monitor the stages of a flight check-in, boarding, arrivals and transit. For this 2016 campaign in terminal E, two Focus Flights were carried out, one with Delta Airlines on the check-in process and the second with Middle East Airlines on the boarding process.

Lean management

To simplify passenger flows, we are implementing the lean management method⁽¹⁾ as part of our collaborative

approach. Inspired by the method developed in the automotive sector, the principle is notably to prepare initiatives on a daily basis by bringing together all stakeholders involved and to benefit from immediate feedback. Since 2013, this method has helped us achieve results on the ground and in close collaboration with our stakeholders – airlines and service providers – in terms of our quality of service commitments.

(1) Glossary.

→ See Passengers, page 119.

PERFORMANCE

2016 non-financial rating for Customers

In 2016, Ethifinance awarded Groupe ADP an "Excellent" non-financial rating of 83/100 in customer-purchasing, up 4 points on the previous rating in 2014. The rating of Aéroports de Paris SA in this same area was also up 4 points in terms of excellence, rising from 80/100 in 2014 to 84/100 in 2016. Excellence in the Customer ranking alone was also up 4 points, from 79/100 in 2014 to 83/100 (full 2016 non-financial rating on pages 20 et seq.).

2016 Customers indicators

See Appendix 20.

Change in satisfaction rates in 2016

Groupe ADP has improved its passenger flow on arrival. Although waiting times for police checks have risen substantially, the target to improve satisfaction upon departure has been exceeded.

✓ Passengers

Overall satisfaction upon departure (ASQ/ACI rating from 1 to 5)

- **3.76/5 with a target of 3.69.**

This rating reflects the increase in Wi-Fi quality, restaurant quality and ease of connections.

Overall satisfaction upon arrival (BVA survey)

- **91.2% of passengers satisfied in 2015 (88.8% in 2015).**

This increase in overall satisfaction is due to improvements in waiting times in baggage claim areas, in the quality of toilet facilities and the general cleanliness of terminals.

✓ Airlines

2016: 86% of airlines report being satisfied with their contacts and relations with Groupe ADP (source: BVA).

2015: approximately 8 airlines out of 10 report being satisfied with their contacts and relations with Groupe

ADP (source – BVA).

2014: 82% (source – BVA).

2013: 75% (source – BVA).

✓ Companies

2016: 153 interviews conducted (new format).

2015: 30 interviews conducted (new format).

2014: 84% (183 companies surveyed).

2013: 81 %.

Focus Flights

Since 2014, Paris-Charles de Gaulle has undertaken 19 Focus Flights with around a dozen airlines, their ground-handling staff, State services, our cleaning service providers, etc.

Université du Service

✓ 2016 review

The Université du Service welcomed over 22,000 visitors in 2016 (>7,512 in 2015, 3,000 in 2014) and received an average satisfaction rate of 100% in 2016 from participants in events relating to customer culture (99.9% in 2015, 99% in 2014).

✓ Service forum

- Terminal 2E at Paris-Charles de Gaulle.
- 128 participants.
- Topic: raise awareness among our agents (terminals E, F and G) of departing passenger expectations and informing them about our goals to move up in the international ratings.

✓ Summer season forum

- Terminal A at Paris-Charles de Gaulle.
- 100 participants, of which 56 airline employees, their handling companies and our partners as part of our scheme Réussir ensemble (Succeed together).
- Topic: preparing the summer season, marked by very high traffic and by Euro 2016.

✓ "Customer strategy and values" workshop

- Terminal E at Paris-Charles de Gaulle.
- 8 workshops in 2016.
- 88 commercial agents took part.

Conference "Process-driven approach"

As part of Orly 2020 (the project to transform Paris-Orly airport – see Appendix 21) and the link between the two terminals, our employees will change organisation. The conference on the process-driven approach aimed to show them how they would work in this new context to further develop collaborative processes internally and show them the benefits of doing this in terms of performance. External business observers took part to share their own experience of the process-driven approach.

e-learning "Service commitments"

- Online training launched in April 2016.
- 1,418 certificates were issued in late June, 55 of which to employees of our four main subsidiaries (ADP Ingénierie, ADP Management, Hub One and HUB SAFE).

Awards

✓ Best customer service of the year

For the fifth year in a row, we were selected as "Best customer service of the year" in 2016-2017 in the airport category by Viséo Conseil.

✓ Skytrax World Airport Awards

In 2016, Paris-Charles de Gaulle airport rose from 48th place in the Top 100 to the 33rd place worldwide in the Skytrax World Airport Awards global ranking. Our group has risen 57 places since 2011, when it was in 89th place. Paris-Charles de Gaulle is positioned in the Top 10 of all six categories. See Distinctions and labels, page 134.

PASSENGERS



97.2
million passengers
in 2016

1
welcome charter for
restaurants

1st
airside hotel
at Paris-Charles de Gaulle

CHALLENGES

Five brand commitments

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

In 2016, we formalised [five brand commitments](#) for all our passengers.

- 1** – Giving you back control over your time: passenger flows are more efficient, simpler and more autonomous.
- 2** – Recognising you: the quality of hospitality gives travellers the sense of being expected.
- 3** – Instilling confidence: the priority focus is on security.
- 4** – Pampering you: a guaranteed commercial offering and high-level and varied restaurants.
- 5** – Delighting you: amazing and pleasurable events designed around travellers.

✓ Five priority targets

To build specific services that are fully adapted to our passengers' expectations, we have identified five priority targets.

- 1** – families;
- 2** – frequent flyers;
- 3** – price-sensitive passengers ;
- 4** – big spenders;
- 5** – connecting passengers.

✓ Customer vision

We have for many years verified that these commitments are met on the ground and that our services framework is being applied by organising systematic "quality" visits. Every two weeks, we verify that each area of the airport is operating properly by looking at things through our customers' eyes. At Paris-Charles de Gaulle, these visits form an integral part of our certified integrated management system.

Le Smart Airport

We aim to roll out digital technologies to facilitate communication and automation in a new airport model: the Smart Airport. Smartphones display all the practical and leisure information relating to their trip and to the airport. Our infrastructures will become communicative to help passengers find their way around, indicate routes, give real-time information on flights, check-in waiting times or baggage claim areas, events under way at the airport, the location of shops and their offers, transport options from the airport and cultural and tourism events in Paris.

Efficient traffic flow when getting around

Making flows more efficient is a major requirement for passengers, who wish to take advantage of the time they spend in our airports.

✓ Check-in

Efficient traffic flow is primarily related to the optimisation of formalities. We are continuing to roll out inter-company check-in terminals. We have rolled out automated baggage drop-off areas (DBA). We have also significantly improved the legibility of check-in counters thanks to collaborative work, using lean management methods (see page 119), conducted by our operational units, airlines and their handling companies.

✓ Contrôles

In 2016, we undertook to ensure that [security checks](#) did not exceed 10 minutes in 90% of cases and to provide communication on waiting times in real time. We are implementing varied solutions with a view to achieving this. Extended and pooled police inspection and security areas accelerate flows, while welcome staff help passengers to prepare. Our single security check points for Schengen passengers in transit have removed the need for a second security check between two planes. Europeans pass through identity checks in 30 seconds thanks to the Parafe biometric recognition system.

✓ Flow management

In 2015, we developed a flow management tool, developed with a start-up. This tool, which was trialled at Paris-Orly and Paris-Charles de Gaulle, gives us an

overall view of passenger flows. It has helped to improve the quality of our services in terms of punctuality and efficient traffic flow.

✓ **Baggage delivery and monitoring**

Since 2015, we have run campaigns to improve the baggage delivery process: improving our baggage sorting capabilities, setting up high-quality preventative maintenance, analysing aircraft unloading procedures and developing collective solutions with airlines and their handling companies. Since 2016, we have tested a tool to monitor baggage handling for connecting flights in real time for all baggage sorters at Paris-Charles de Gaulle.

✓ **City transport links**

Groupe ADP has joined forces with Kéolis to strengthen connectivity between airports and Paris by launching the "Bus direct" service. We regularly organise meetings with the management of RER line B (SNCF and RATP) to generate feedback and to intensify reception initiatives on this line.

→ See Initiatives, page 122.

Orientation and information

Our information and [guidance systems](#) are fundamental components for efficient circuit flow. We are continually improving the service that we offer, making increasing use of smart digital systems. We have deployed touchscreen information and guidance terminals, screens in baggage reclaim areas and information pillars in the "Transport info" area. Passengers have access to mobile services such as the My Paris Aéroport app for smartphones. Each year, new functions are added to this application, which was created in 2009 and reconfigured in 2016 when we launched our brand. Aimed at guiding passengers around our airports using indoor geolocation, giving them information on their flights, and presenting our commercial offerings, a loyalty programme was added this year which had 110,000 members by December 2016. These services are available in 11 languages and are updated in real time. In parallel, our Guidance unit has overseen a dynamic planning policy to improve the readability of interior spaces since 2014.

→ See Initiatives, page 122.

Welcome

✓ **Framework and trained agents**

In 2014 we finalised our good practices framework in order to provide passengers with a high-quality welcome. A charter reflecting this is in place for security agents at screening check points. We conduct campaigns with all our partners to raise the awareness of their staff.

Since 2013, passengers and those accompanying them or waiting for them can also call upon the Airport Helpers®, who are familiar with the passenger itinerary. Around 3,000 Airport Helpers®, who are employees working in our airports, including our own staff, volunteered for these information roles in 2016. They wear a badge which reads "Happy to help you".

✓ **Catering to non-European passengers**

Our Université du Service has for several years organised "cultural approach" forums for our non-European passengers, designed in tandem with airlines. It regularly makes our teams and those of our partners aware of foreign cultural norms. We are also developing a number services for overseas, non-European passengers.

In 2015 we gained the Welcome Chinese Program label, which provides Chinese tourists with targeted standard, culturally-adapted services. We have installed Mandarin signs along all passenger circuits on arrival and departure in the international area.

Airport safety and security

✓ **Explosives**

Since 1 September 2015 we have been applying the European regulations of March 2014 on the detection of explosives in on-board [luggage](#) and on passengers. By January 2014, we had already implemented inspections of liquids, aerosols and gels (LAGs) transported by passengers, pursuant to the European regulations of March 2013.

Information on the importance of LAGs has already been developed for passengers by way of displays throughout passenger routes, reminders at information counters and check-in terminals, and through TV screens and Groupe ADP business website parisaeroport.fr. We also informed our partners – airlines and shops – as well as a number of passenger associations.

✓ **Security test centre**

To anticipate and support technological and regulatory changes in the area of security, we will be opening a dedicated site for assessing new systems. It will be used to carry out tests both to improve passenger experiences and to maintain the efficacy levels of our security procedures. It will be possible to test systems prior to certification without hindering the operation of our terminals.

✓ **Airport security**

Airports which host over 10,000 passengers per year must hold an airport safety certificate which complies with national regulations, and which is issued by the French civil aviation authority's Safety Division (DSAC). In 2018, European regulations will replace national ones, and airports will need to be certified in accordance with these new provisions by the end of December 2017. The

conversion files for Paris-Charles de Gaulle and Paris-Orly were sent to the DSAC in October 2015. The Paris-Le Bourget file was submitted in March 2016. The new regulations include responsibility for airport management.

✓ Confidentiality of passenger data

In collaboration with the French Ministry for Foreign Affairs, Groupe ADP created an [internal portal](#) where passengers can declare data relating to their trips abroad free of charge and easily. This portal was designed in collaboration with the French Data Protection Commission (Cnil) to guarantee the security and confidentiality of personal data.

Pampering, delighting

✓ Cleanliness

Our good cleaning practices are based on a framework and on quality standards linked to a performance assessment tool, shared by our service providers and our own teams. Since 2011 we have modernised and extended the toilet blocks in our terminals.

→ See Initiatives, page 122.

Catering

✓ Welcome charter

Our catering offer is based on a progress plan and welcome charter finalised in 2013.

✓ Cultural workshop

We have implemented awareness-raising workshops for bars and restaurants. These workshops mainly focus on foreign passengers, their habits and food preferences. Since 2015, all restaurants offer a special menu for terminals with Chinese customers.

Resting

We are making our spaces easier to navigate and more comfortable, fitting better lighting and making spaces more peaceful.

We are continuing our strategy to upgrade and increase the seats available. In 2016, we signed a new seating contract for the next five years. This contract includes nine types of seats instead of five, including alcoves, benches, paired seating and a wide range of individual seats. In 2016 we completed the roll-out of water coolers, which are now available in all our terminals.

In late 2016, we opened up the [Instant Paris](#) space in the international area of terminal E at Paris-Charles de Gaulle. This space includes a service area and an 80-bedroom airside hotel for long layover passengers.

We are also promoting the development of the range of hotels offered on our airport sites.

→ See Initiatives, page 122.

Entertainment or work

With multimedia spaces with games for children and adults, as well as sport corners, our boarding areas have a range of services. Our passengers have access to charging points for computers, smartphones, and games consoles as well as free and unlimited Wi-Fi access. We opened new VIP business lounges at Paris-Charles de Gaulle and Paris-Orly.

Culture at the heart of our airports

Surprising, delighting: our Museum Space, open to passengers at Paris-Charles de Gaulle, has celebrated its fourth birthday and continues to be a success. Paris-Orly continues to hold its Jazz Thursdays every week.

In 2016, we experimented with photography exhibitions in the access tunnels to two satellites of Paris-Charles de Gaulle. This positive experience will be rolled out to all tunnels and will be progressively extended to passageways, corridors and even gateways. We also developed the [Paris Worldwide](#) app, which can be downloaded from our website, and which showcases the tourism and cultural offering of our capital city. We also relay major sports events in our terminals.

Passengers with disabilities or reduced mobility

We welcome and provide assistance to passengers with a disability or reduced mobility from the time they [arrive at the airport until they reach their seat on the plane](#) and vice versa. Equipment and areas have been adapted to all types of disabilities throughout the passenger circuit.

Since 2016, we have a new support offering: customised assistance, collective mobility, loan of equipment to improve autonomy and specific services for certain types of disability. The outlines of this offering were defined in consultation with airlines and disability associations.

We have also set up new indicators and an information system to steer this activity. On the regulatory front, scheduled accessibility plans (Ad'ap) formalised by Groupe ADP were approved by the Paris police department in December 2015. These plans constitute a commitment by the company to improve the accessibility of its public facilities to passengers with disabilities or reduced mobility.

Passenger rights

✓ Comprehensive information

There is a page on our business website dedicated to informing passengers of their rights.

✓ Handling complaints

We have also implemented a process to handle complaints from passengers, those waiting for them and travelling companions. Our Customer Division receives and acknowledges receipt of complaints relating to passenger journeys involving Paris-Charles de Gaulle and Paris-Orly airports. Complaints are received by e-mail (via the website), forms provided to customers at the terminals, letters and the social networks on which we are active.

INITIATIVES

Passengers with disabilities or reduced mobility – comfort, independence, support

In 2016, we improved our service offering to passengers with disabilities or reduced mobility. The agents of four partners providing assistance to passengers with disabilities or reduced mobility now wear the same uniform, making them immediately identifiable to passengers. To make it easier for passengers with disabilities or reduced mobility on boarding or disembarking, we have acquired vehicles with an elevator system to raise the truck platform up to the aircraft door.

Since the second quarter of 2016, we have made wheelchairs available to passengers with disabilities or reduced mobility, who can now move around without assistance, particularly in very large facilities and for complex circuits. We are continuing our experiments with collective mobility equipment, including buggies with drivers and more ergonomic check-in counters.

Welcome

✓ Reception training

Around a dozen workshops were held at terminal E at Paris-Charles de Gaulle in 2016 focusing on the four values of Groupe ADP: confidence, commitment, boldness and openness. Organised by the Reception, Information and Notification unit at the terminal, these were supported by the Customer Division and were aimed at commercial agents. These provided an opportunity to reflect on how these values are interpreted in our Connecting Clients programme and to restate the major projects involving the third Economic Regulation Agreement.

✓ Winners of best welcome

In 2015, we signed a partnership agreement with the Paris-Île-de-France regional tourist board and trade fair manager Viparis, to organise "Welcoming business customers".

✓ Welcoming business customers

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Check-in and security

✓ Smart Check-In

In collaboration with operatives at our airports, airlines and their handling companies, we have optimised passenger check-in processes and reconfigured these areas. We have improved traveller flows and waiting times by reorganising the mobile barrier system⁽¹⁾, modifying signage and creating baggage storage areas. These systems both improve the customer experience and optimise resources and use of space. An educational film showcasing the approach has been distributed to participants.

(1) Glossary.

✓ New security checkpoints

As part of a trial in the "Security Vision" programme of the French Civil Aviation Authority (DGAC), two new security checkpoints were installed in the AC junction at Paris-Charles de Gaulle. This is a new concept which includes automated lines, centralised image processing (in multiplex) and the use of new equipment (body scanners and shoe analyser for example). The aim here is to significantly improve security performance, process flows and quality of service. This model has been extensively trialled in terminal 2E. The trial ended in late 2016.

✓ Security: new technology to detect explosives

In 2015 we invested some €10 million in the purchase and installation of 243 explosive detection devices, which have been certified by the Civil Aviation Technical Service and are based on the latest technology. This equipment has been rolled out to all screening inspection points at Paris-Charles de Gaulle and Paris-Orly. They are located next to the frisking and search areas and do not slow down flows at security.

Le Smart Airport

✓ Loyalty

Launched in 2009, our smartphone application [My Airport](#), was renamed when we changed our brand identity. New functions are added each year to this

application to guide passengers around our airports, access flight information and present our commercial offerings. It now has a loyalty programme open to all. MyPass is a welcome offer (free parking at weekends, broadband Wi-Fi, collecting points in shops, etc.). MyPremium a second-level offering, comprises ongoing discounts, more point accumulation and invitations to cultural events. The main target is frequent French flyers. Like My Airport, My Paris Aéroport is available in 11 languages. It had 110,000 members in 2016.

Confort

✓ Babyrooms

We have opened a baby room in the new East Pier at Paris-Orly. This 43-sqm nursery welcomes families with children under the age of three. It has four individual rest alcoves and a kitchenette for preparing baby meals. There is a display screen to give parents flight information in real time.

✓ Instant Paris

In 2016, we opened the [Instant Paris](#) space in the international area of terminal E at Paris-Charles de Gaulle. This airside space has 4,500 sqm of services for long layover passengers in an elegant and comfortable atmosphere. It includes 80 hotel rooms (Yotel), a restaurant area, a dining room with connected screens, a library, lounge areas and a games room. Instant Paris represents an investment of €17 million.

✓ A developing hotel offering

Creators of sustainable airport cities, we are developing the hotel offering within our platforms. By late 2016, Roissypole had nine hotels or hotel complexes with capacity of 2,800 rooms, including in particular the Pullman, CitizenM and Ibis Styles hotels. Three new hotels and a total of 900 rooms will be commissioned by 2019. Groupe ADP is an investor in the Ininside by Melia hotel. The hotel capacity of Paris-Charles de Gaulle will therefore double between 2009 and 2019. At Paris-Orly, three hotels will be commissioned in the business district Cœur d'Orly by end-2017.

Catering

We continued to develop our restaurant offering in 2016. The joint venture Epigo, which we set up in 2015 with Select Service Partner, a British specialist in transport catering facilities, has found its place in Paris-Charles de Gaulle terminals. Epigo operates 36 fast food outlets, several of which were opened in 2016. In parallel, we continued our policy of upgrading our table service offering by opening the Cup restaurant at Paris-Orly, with chef Gilles Choukroun. At Paris-Charles de Gaulle, the restaurant I love Paris by Guy Martin won the "best airport restaurant" at the Food & Beverage Awards.

Culture - leisure

✓ Relaying sports events

In 2016, travellers of all nationalities were able to follow the major sports events of the year on giant screens in our terminals. These included Roland-Garros, Euro 2016, the Tour de France and the Summer Olympics..

✓ Exhibitions and music videos

Our terminals now use all available surfaces to display culture: at Paris-Charles de Gaulle these include Welcome Story by Jean-Charles de Castelbajac on the facade of terminal 1 and the Yanidel photography exhibition in the access tunnels to two satellites in the same terminal; at Paris-Orly, the work of illustrator Jean Jullien is exhibited in the new international pier. All our access tunnels now have an exhibition. We rebroadcast music videos throughout 2016.

Accessibility

✓ Le Bus direct Paris Aéroport

Air France coaches, run by Kéolis, became [Le Bus direct](#) in 2016. Decked out in the colours of the Paris Aéroport brand, they serve Paris-Charles de Gaulle and Paris-Orly. The network comprises 4 lines included in the master plan for the Ile-de-France region (Sdrif). The service is accessible to all travellers, regardless of the airline used. These additional stops were created to better respond to passenger demand and offer improved links between airports, railway stations and central Paris.

✓ Paris-Orly shuttles

As part of the construction of the Paris-Orly airport link building, we have set up shuttles to link the South terminal to the new outlying boarding lounge. The majority of the drivers are Airport Helpers®, who are airport employees who volunteer to provide assistance to passengers in terms of advice and guidance.

Departures and arrivals information

✓ New-generation "Transport" information

In 2016 we continued to roll out information screens in baggage reclaim areas in the arrivals areas of some terminals. The screens allow travellers to view the status of their baggage, find out about means of transportation available out of the airport, and to watch a tourism-related film. In the public areas at Paris-Orly and Paris-Charles de Gaulle, we are testing pillar prototypes in the "transport info" area: on the interactive screens, passengers can select their mode of transport, locate it and print their route.

✓ Multilingual welcome agents on the RER B line

Since July 2015, as part of the Welcome programme of the Stif⁽¹⁾ and the SNCF, around ten multilingual welcome agents have been working in Paris-Nord and Aéroport Charles de Gaulle stations on RER B line 1

and 2. Their role is to provide information to foreign travellers and guide them towards direct trains, as well as helping them to use ticket machines and protecting them from any impoliteness. These teams work seven days a week, from 7 am to 10 pm.

(1) Glossary.

✓ Gilets bleus (Blue jackets)

Since 2015, as part of a partnership between the Paris police department, taxi drivers and Aéroports de Paris, 200 drivers have volunteered to escort passengers on arrival, and can be identified by their blue jackets. This measure helps prevent illegal taxis and also reduces waiting times for volunteer drivers at base camp.

Car parks

✓ Motorcycle helmet drop-off terminals

In the motorcycle parking areas in some car parks at Paris-Charles de Gaulle and Paris-Orly, we have installed areas where motorcyclists can deposit their helmets to reduce the weight of their baggage. This service is secure and free.

✓ Valet service

At Paris-Orly we are trialling a valet service: travellers who have booked their car park space can leave their car at the drop-off area where a valet will take it and bring it back clean when the travellers return. From 2017, Paris-Charles de Gaulle will trial a valet robot.

Baggage

✓ Baggage delivery

We are conducting a collaborative process with airlines and their handling companies at Paris-Orly Sud to improve delivery quality. Between 2014 and 2016, the waiting time compliance rate rose from 80% to 90%. A similar initiative is under way at Paris-Orly Ouest and Paris-Charles de Gaulle and results are significantly up.

✓ A single baggage reclaim area at Paris-Orly

In 2015 we merged the two baggage reclaim areas at Paris-Orly South terminal for the Schengen and international areas. Schengen passengers access this single area by scanning their tag or boarding pass. This layout pools equipment and staff, making our procedures more flexible and shortening passenger waiting times.

Measuring passenger satisfaction

Around 100 survey pads have been installed in the toilet facilities at Orly Ouest terminal. Passengers are invited to give their opinions on cleanliness and tidiness. The data can be used to determine peak usage times, so that cleaning companies can focus their services on the times at which they are most needed. It can help to improve customer satisfaction, as well as providing precious information on the pertinence of the size of the facilities.

PERFORMANCE

2016 non-financial rating for Customers

In 2016, Ethifinance awarded Groupe ADP an "Excellent" non-financial rating of 83/100 in customer-purchasing, up 4 points on the previous rating in 2014. The rating of Aéroports de Paris SA in this same area was also up 4 points in terms of excellence, rising from 80/100 in 2014 to 84/100 in 2016. Excellence in the Customer Division alone was also up 4 points, from 79/100 in 2014 to 83/100 (full 2016 non-financial rating on pages 20 et seq.).

2016 Customers indicators

See Appendix 20.

Customer service in 2016

For the fourth year in a row, we won "best customer service of 2016" in the Airport category by Viseo Conseil, for the quality of our customer service by telephone, email, internet and on social networks.

Passengers with disabilities or reduced mobility

- Our assistance services to passengers with disabilities or reduced mobility were awarded an overall rating of between 8.8/10 and 9/10 according to the service provider and survey wave.
- 4 service providers (3 at Paris-Charles de Gaulle and 1 at Paris-Orly).

Motorcycle helmet drop-off terminals

Since January 2016, 1,076 persons have used the helmet drop-off service at Paris-Charles de Gaulle and 1,521 have used this service at Paris-Orly.

- Average satisfaction rating according to ASQ/ACI scale (from 1 to 5): 4.6/5 at Paris-Charles de Gaulle and 4.62/5 at Paris-Orly.
- The plan is to bring in another twenty terminals in 2017.

Screening inspection

In 2016, we pledged that over 90% of passengers would spend less than 10 minutes at security checkpoints. We exceeded our targets:

- achieving 93% at Paris-Orly;
- and 94% at Paris-Charles de Gaulle.

Retail

- 2016: 387 retail outlets including 98 bars and restaurants.
- Over 200 outlets at Paris-Charles de Gaulle have been "China Outbound Tourism Quality Service Supplier" certified since September 2014.

Toilet facilities

Thanks to our programme to renovate or replace our toilet facilities, more than 33% of facilities now meet our high quality standards. These improvements have benefited 70% of users (passengers and travelling companions) at Paris-Charles de Gaulle and Paris-Orly. In 2016, eight new toilet facilities were installed.

Facts

✓ Security – safety

- 5,000 professionals dedicated to ensuring air transport security.
- 8,400 cameras monitor our facilities.
- 1 rescue and aircraft fire-fighting service per platform.
- 2 emergency medical services.

✓ Efficient traffic flow

- 41 automated baggage check-in points at Paris-Charles de Gaulle.
- 244 sensors to measure waiting times in our two airports (Paris-Charles de Gaulle and Paris-Orly).
- Over 113,000 passengers used the automated check-in counters in 2016, compared to 50,000 in 2015, and more than 62,000 printed out their baggage labels, compared with 14,000 in 2015.
- Compliance with baggage delivery time on arrival up 4 points at Paris Charles de Gaulle.

✓ Guidance

- 12 transport information pillars
- 90 smart terminals for information and directions

✓ Welcome

- 5,000 welcome agents
- ,000 Airport Helpers©
- Information accessible in 11 languages

✓ Complaints

- We are members of the "Tourism and travel mediation" system.
- We are members of the French Association for the Management of Complaints (Amarc) and, within this context, attend business clubs as well as three annual conventions.
- 6,749 complaints were received in 2016 (compared with 4,838 in 2013, 5,485 in 2014, and 5,766 in 2015).

AIRLINES



86%
of airlines satisfied*

164
customer airlines**

Paris-Charles de Gaulle 2nd
Cargo airport in Europe

* in 2016

** having performed more than 12 aircraft movements over the year at Paris-Charles de Gaulle or Paris-Orly

CHALLENGES

Airline expectations

✓ High-level services

We must provide airlines with [high-level airport services](#) and quality services for passengers, our shared customers. In a context of growing competition between the large global cities, these will be joint victories. Our performance is thus based on attentively listening to customer needs and constant cooperation and discussion. We are strengthening this work every year. Performance indicators and collegial structures for monitoring quality underlie this ongoing improvement process.

✓ Equal treatment

Because of its monopoly in Paris airport traffic, Groupe ADP is subject to stringent legal obligations in terms of equal treatment of airlines and use of resources. We comply with a code of conduct in line with the national guidelines of French Civil Aviation Authority (DGAC) and the international guidelines of the International Air Transport Association (IATA) on the dissemination of traffic information.

→ See roadmap on page 111.

Our commitments

Because the competitiveness of airlines is based in part on our resilience, we have made [five brand commitments](#).

- 1 - Improving punctuality.
- 2 - Improving customer circuits.
- 3 - Optimising connections.
- 4 - Customising reception.
- 5 - Supporting their development.

These objectives set out the ambitious targets of our third Economic Regulation Agreement, the basis for improving the quality of our services to airlines. They are a corollary to the commitments made to passengers: punctuality, fluidity, optimised connections and reception to help travellers save time while optimising airline business.

Quality and operational reliability

Improving quality and ensuring operational reliability in our terminals is based on improving processes on the ground and the performance of infrastructures.

We aim to automate ground processes including passenger and baggage check-in, and some boarding procedures (smart boarding). For example, where smart boarding(1) has been implemented, boarding times went down from 45 minutes to 30 minutes in 2016.

To support the development of air traffic and support airline activities, we are investing in the refurbishment of our terminals and our infrastructures and in increasing our capacities (see Appendix 21). As part of our third Economic Regulation Agreement (2016-2020), we plan to invest €3 billion over five years to this end.

These actions increase airline safety and operational efficiency, while making a considerable contribution to passengers' positive perceptions of our terminals..

(1) Glossary.

→ See Initiatives, page 127.

Supporting airline competitiveness

✓ A dedicated team

Improving the number of destinations offered to and from Paris is one of the four axes to improve our performance in the framework of our Connecting Clients programme (see Appendix 19). A B2B-dedicated team within the Customer Division focuses on identifying prospective airlines to open new routes (Route Development). This team can identify and propose new growth-generating routes. It has developed world class skills in this area to analyse and identify key markets. The team has access to centralised data banks which have improved its knowledge of airlines' business models and strategies. It is therefore able to offer recommendations to airlines and is known for doing so. It works with historical airlines that are already in place to offer them new destinations: medium-haul, point-to-point (low cost), long-haul network or long-haul tourism.

✓ Partnerships

To open up new routes from our airports, in addition to meeting airlines, we are implementing partnerships with organisations promoting France. We regularly participate in major air route development and tourism forums such as World Routes, IATA trade shows and Top Resa.

In 2016, we set up the connectivity observatory in partnership with the tourism development agency Atout France.

✓ Support for Cargo activity

Paris-Charles de Gaulle airport is in the Top 10 world-wide of freight airports and is ranked second in Europe. [Cargo business](#) accounts for some 40,000 jobs at Paris-Charles de Gaulle. Developing this business has been a key strategy for Groupe ADP for several years. Since 2011, we have undertaken to refurbish and revitalise Cargo City at Paris-Charles de Gaulle, an area with 600,000 sqm of contiguous buildings, the only one of its kind in Europe. For the period 2016-2020, we plan to create an additional 100,000 sqm in cargo facilities.

We are conducting a number of joint projects within our Cargo quality operational committees and the air commissions of the Freight Transport Users Association (AUTF in particular). We have supported the switch to e-freight (paperless customs checks) for over two years with the electronic exchanges platform Cargo Information Network (CIN) which we helped set up. CIN is now used by 80% of the Cargo community at Paris-Charles de Gaulle and Paris-Orly.

Our dialogue and consultation tools

✓ Consultation

A tool for daily consultation with the airlines and Air Navigation Division is available at Paris-Charles de Gaulle and Paris-Orly. Airport Collaborative Decision Making (Airport-CDM) is used to make joint operational decisions. It helps to manage the availability of infrastructure and encourage a culture of security. A CDM website provides information for all partners in real time. Paris-Charles de Gaulle has been a certified user of Airport-CDM since 2010. Paris-Orly achieved certification in 2016. This tool is supplemented by several communication systems to collectively manage vagaries and one-off situations, and to keep passengers informed. Up to now used on the runway side, the Airport-CDM is being developed for air terminal processes.

→ See Appendix 4.

✓ Listening

An airline satisfaction survey conducted by an independent company is sent to ground handling managers every year. The questions relate primarily to relations with the airport, the services by which they are covered and the well-being of their employees. The results are sent to the airlines and to our teams. The survey is a valuable tool for consulting and managing our progress plans, and therefore feeds into our quality loop.

→ See Performance, page 129.

INITIATIVES

€3 billion invested over five years

As part of our third Economic Regulation Agreement (2016-2020), we are investing €3 billion over five years in an ambitious programme to refurbish and increase capacity at our terminals by 2020. This programme has four priorities.

1 - Maintenance (rehabilitation of runways, car parks, refurbishment work at terminal 2B at Paris-Charles de Gaulle, etc.).

2 - Optimisation of terminals, including three major linking buildings: building a link between Orly Sud and Orly Ouest (under way); launching a study to merge boarding satellites at terminal 1 and a study to investigate linking terminals 2B and 2D at Paris-Charles de Gaulle.

3 - Operational efficiency and competitiveness for connecting passengers (by developing high-performance equipment and smart technologies).

4 - Improving road and rail access with absolute priority given to the [CDG Express](#).

→ See extension projects, Appendix 21.

Connectivity observatory

To increase airport appeal and competitiveness, we set up a connectivity observatory in 2016 in partnership with the tourism development agency Atout France. This structure will mobilise expertise, gather business intelligence and provide analyses regarding our main markets. We will be able to measure France's competitiveness and become a force to be reckoned with in the development of new international routes. This structure will help promote the Paris-Charles de Gaulle hub.

Countdown and punctuality

Since late 2015, we have installed countdown systems on all aircraft parking stands in halls L and M at Paris-Charles de Gaulle. These systems were developed with Air France-KLM and Delta Airlines to improve flight punctuality. They comprise screens installed on the runway and at the head of bridges that count down the minutes until the aircraft takes off. The airline is thus constantly informed of the time remaining to conduct operations while the aircraft is on the ground.

Security

The Paris-Charles de Gaulle security inspection by European Commission services in February 2015 did not find any major areas of non-compliance.

Wide-bodied aircraft

Since late 2016, terminal 2A at Paris-Charles de Gaulle has been refurbishing its aircraft parking stands to increase capacity for wide-bodied aircraft. The work will continue up to spring 2019.

Perf Hub

The Paris-Charles de Gaulle hub was completely restructured in 2016 as part of the Perf Hub d'Air France-KLM project. Commissioned on 30 October 2016, this new structure improves operational performance, the quality of its commercial offering as well as the hub's economic and financial performance. Time slots have been remodelled to mitigate peak traffic and avoid connection delays. Departure and arrival connectivity has improved and aircraft filling has benefited as a result.

Airport Collaborative Decision Making

We started to implement the initiatives set out by the Paris-Charles de Gaulle Collaborative Decision Making (CDM) roadmap, which aim to improve runway capacity, particularly by putting in place good practices to reduce time spent on the runway on departure and arrival. In 2016, local departures management (GLD), an Airport CDM tool, helped improve traffic flows.

Cargo

✓ Promotional support

In 2016, we commissioned a number of strategic studies on the options for developing a joint venture with certain airlines and on future jobs, as well as a European benchmark on the cost per tonne of freight.

Along with Air France Cargo, we took part in the 28th Air Cargo Forum organised every two years by The International Air Cargo Association (TIACA), which this year focused on the topic of open skies innovation. We presented and promoted the activities at our airports and our development projects.

✓ CEIV Pharma certification

We have also initiated a certification procedure with CEIV Pharma, the IATA's pharmaceutical certification procedure. This certification guarantees compliance with good practices as regards the distribution of medication when handling pharmaceutical deliveries.

PERFORMANCE

2016 non-financial rating for Customers

In 2016, Ethifinance awarded Groupe ADP an "Excellent" non-financial rating of 83/100 in customer-purchasing, up 4 points on the previous rating in 2014. The rating of Aéroports de Paris SA in this same area was also up 4 points in terms of excellence, rising from 80/100 in 2014 to 84/100 in 2016. Excellence in the Customer Division alone was also up 4 points, from 79/100 in 2014 to 83/100 (full 2016 non-financial rating on pages 20 et seq.).

Purchases

Almost €2 billion will be invested under the third Economic Regulation Agreement in refurbishing infrastructures and terminals.

2016 Customers indicators

See Appendix 20.

New airlines and new air routes

In 2016, 38 new year-round lines were launched – up 41% on 2015 – of which 26 at Paris-Charles de Gaulle and 12 at Paris-Orly; 24 new seasonal lines were also opened up. As at 31 December 2016, the number of routes departing from our airports stood at 411 (473 in 2015). By way of comparison, 27 air routes were opened in 2015, of which 12 at Paris-Charles de Gaulle and 15 at Paris-Orly.

2016 Cargo activity in figures

- 2.1 million tonnes of freight and mail handled at Paris-Charles de Gaulle, the European leader in freight handling.
- 108,000 tonnes of freight and mail handled at Paris-Orly.
- 650,000 sqm of buildings at Paris-Charles de Gaulle.
- 80 dedicated aircraft parking stands of which three for the largest carrier (B747-800).
- Processing capacity: 36 million tonnes of freight.
- 3 major hubs: Air France-KLM, FedEx, La Poste.
- 90% of national freight.
- 17 cargo-only client airlines.
- 1 international benchmark animal station.

PLATFORM COMPANIES



700
corporate clients

1,025,000 sqm
in leased buildings

423 hectares
of land reserves

CHALLENGES

Expectations of tenant companies

As business premises lessors to over 700 companies at our Île-de-France holdings, we strive to provide them with a quality service which meets their expectations (see page 5, "Airport city players").

Our solutions

✓ A warm welcome

Our commercial and technical teams provide a tailored welcome package to our customer companies' site (excluding companies operating from our terminals). We also provide them with welcome booklets and other special tools.

✓ Renovated buildings

We follow a multi-year programme for our building renovations. We are, in particular, improving energy efficiency, climate control and urban integration for our real estate assets (offices, business parks, cargo delivery services, warehouses, etc.) The purpose of this work is to adapt our buildings to our tenants' expectations and to reduce their leasing expenses.

Our programme includes the installation of energy-efficient equipment, particularly in communal areas and toilets: taps with flow regulators, LED lighting, motion detectors, timers, etc.) We continue to implement centralised technical management to control lighting and climate control, in order to optimise our operational costs.

✓ Dialogue

Companies have access to our extranet via our website, which they can use to find information and to contact us.

Site visits and regular meetings promote consistent and close dialogue with the companies based at our airports. We ensure the quality of the services delivered to companies by our service providers by planning mystery shopper visits by a third party.

We also conduct an annual satisfaction survey, which helps us to set out any required corrective actions.

✓ Raising awareness of sustainable development

The Real Estate Division is also tasked with raising awareness amongst its various interlocutors (employees, internal and external tenants) on sustainable development processes. Awareness-raising specifically relates to surroundings and quality of life at work.

INITIATIVES

For the sheltered sector

As well as adding integration clauses to its public contracts and awarding specific work packages to companies within the sheltered sector, in 2015 our Real Estate Division prepared a special lease with conditions to favour setting up an "Esat" (establishment in the protected work sector)⁽¹⁾ at the Paris-Orly platform.

(1) Glossary.

Land-related awareness-raising sessions

In 2016, we created a short awareness-raising film for our clients on the theme "coffee and croissants". The themes of these sessions were land-related issues.

Secure spaces

In 2015, we fitted all Orlytech business park premises and car parks with access control equipment. Moreover, we implemented a multi-year programme from 2013 to secure the Cargo City area at Paris-Charles de Gaulle, which was completed in 2016. We are also improving safety instructions in waste collection areas, thanks to new signage.

Quality of life

We have developed our buildings' surroundings by creating high-quality green spaces and by installing street furniture specific to each area. We have updated access signage and overhauled the pavements to make pedestrian routes safer and make it easier for people with disabilities and reduced mobility to get around.

PERFORMANCE

2016 non-financial rating for Customers

In 2016, Ethifinance awarded Groupe ADP an "Excellent" non-financial rating of 83/100 in customer-purchasing, up 4 points on the previous rating in 2014. The rating of Aéroports de Paris SA in this same area was also up 4 points in terms of excellence, rising from 80/100 in 2014 to 84/100 in 2016. Excellence in the Customer Division alone was also up 4 points, from 79/100 in 2014 to 83/100 (full 2016 non-financial rating on pages 20 et seq.).

2016 Customers indicators

See Appendix 20.

Dialogue and monitoring

6 meetings with tenants in 2016 (one a year per park or complex of buildings).

Building refurbishment

€223 million for the 2016-2020 period.

SOCIALLY RESPONSIBLE INVESTMENT INDICES AND RANKINGS

We feature on several socially responsible investment indices and rankings (SRI).



✓ Dow Jones Sustainability Index (DJSI)

Since September 2015, we have featured in the DJSI index, the benchmark SRI index. This index ranks us among the best European companies in three areas: economic, environmental and social. Analysed since 2013, our performance rise from 65 to 73 points in 2016. In the Environment category, we were ranked the best in our sector, with a grade of 92/100. In the Economic category, we rose from 63/100 (2013) to 77/100 (2016).



✓ Sustainalytics

In 2015, Sustainalytics, global leader in sustainability research & analysis, ranked us first of the five major European airports in sustainable development and social responsibility.



✓ Ethibel Sustainability Index (ESI) Europe

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



✓ Euronext Vigeo

We have been included in the Euronext Vigeo Europe 120 and Euronext Vigeo Eurozone 120 listings since 2012. We are listed in Euronext Vigeo World 120 and Euronext Vigeo France since November 2015. Vigeo rating launched five indices in 2012 which distinguish, among companies on the Stoxx® 1800 index, those with the best CSR performance: Euronext Vigeo World 120, Euronext Vigeo Europe 120, Euronext Eurozone 120, Euronext Vigeo France 20 and Euronext Vigeo United Kingdom 20. The figure refers to the number of companies selected.



✓ MSCI World ESG et MSCI World SRI

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



✓ Oekom Prime Global Challenge Index

In 2014, we were given a Prime ranking, with a C+ grade. We are one of the industry leaders and meet the minimum requirements in our sector. The non-financial ratings agency Oekom manages the ranking in the Global Challenge Index.



✓ **Stoxx® Global ESG Leaders**

We are listed in the Stoxx® Global ESG Leaders index, which ranks leading international companies in terms of the environment, social policy and governance. Stoxx supplies financial or non-financial indexes (CSR, risk management) to investors and European and international companies.



✓ **FTSE4Good**

We have been on the FTSE4Good index since July 2015. This SRI index of the British FTSE index family combines listed companies deemed ethical and responsible.

DISTINCTIONS AND LABELS



We have won awards for our performance in corporate social responsibility and hold a number of certifications.

Skytrax World Airport Awards

In 2016, Paris-Charles de Gaulle airport rose from 48th place in the Top 100 to the 33rd place worldwide in the Skytrax World Airport Awards global ranking. Our group has risen 57 places since 2011, when it was in 89th place. Paris-Charles de Gaulle is positioned in the Top 10 of all six categories.

- best airports with over 50 million passengers per year: 10th place;
- best West European airports: 3rd place (5th place in 2015);
- best terminal: 3rd place for Hall M in the category (up 3 points on 2015 – 6th place in 2015), behind T5 at Heathrow, London (UK) and T3 at Changi Airport (Singapore);
- most improved: Paris Charles de Gaulle, which won this award in 2015, is still in the Top 10, in 8th place;
- best airport leisure services: Paris-Charles de Gaulle is up 2 places in the Top 10 and is now in 8th position;
- best airport for retail offering: Paris-Charles de Gaulle is in 9th place, up 4 places on 2015.

Elected "Customer service of the year"

For the fourth year in a row, we won "best customer service of 2016" in the Airport category by Viseo Conseil, for the quality of our customer service by telephone, email, internet and on social networks.

Welcome Chinese Programme certification

Since 2015, we have held the Welcome Chinese Programme label, which provides Chinese tourists with standard targeted and culturally-adapted services. We have installed Mandarin signs along all passenger circuits on arrival and departure in the international area.

Business Travel Awards

Paris Aéroport was awarded First Prize for best innovation or best service in 2016 for business travellers for its self-service business centres ("Espaces business"). This competition is organised by [deplacementspros.com](#), the digital newsletter for business travel and professional trade shows. The business centres, which were first opened at Orly Ouest

in February 2015, are free-access connected physical and digital areas located in boarding lounges.

Responsible supplier relations label

The Responsible Supplier label, which we were awarded in 2014, was retained in 2016. The label certifies that we have adhered to the commitments made in 2010 when we signed the Responsible Supplier Relations Charter, proposed by the Ministry for the Economy and the French purchasers and managers' organisation (Compagnie des dirigeants et acheteurs de France). This charter encourages large companies like ours to adopt ten good practices with regard to their suppliers. It aims to create a climate of mutual trust and a long-term and equal relationship, which protects suppliers' interests. It thus encourages support for progress and innovation initiatives within SMEs and SMIs.

Cristal des Achats

In May 2016, the Purchasing Division and its team won the "Cristal des Achats" prize for the Purchasing Division of the Year, awarded by the French National Purchasing Council (Conseil national des Achats - CNA).

Randstad Employer Attractiveness Award

In 2016, we received our third Randstad Award in the Transportation and logistics category. We have taken part in this competition since 2014. These awards recognise the most attractive employers.

Best employers in France

Groupe ADP is ranked 18th of the "400 best employers in France", published in Capital magazine in February 2016. The award was set up by the Statista Institute, which anonymously surveyed almost 10,000 employees working in groups with more than 500 employees. The questions related to the human resources policy of their employer and of companies in the sector.

Victoires des leaders du Capital humain

We won a "Victoires des leaders du Capital humain" award from the Leaders League group and the publishers of the *Décideurs* magazine, which recognises initiatives and innovations devised by Human Resources departments.

Happy trainees label awarded

For the third year running, we received the Happy Trainees label awarded to companies where interns are "happiest". The survey was conducted by the internet platform [meilleures-entreprises.com](#) and Figaro Étudiant. We were ranked in the "Over 100 internships/work-study programmes per year" category. We are one of the 151 companies to have been awarded the label out of a total of 1,500 applicants. With a rating of 4.23/5 in 2016 (4/5 in 2015) we rose from 20th to 10th place among companies offering between 100 and 500 internships at the 2016-2017 awards.

Gender equality ranking

In 2016, we rose from 24th (2015) to 23rd place in the rankings for the number of female employees in SBF 120 companies. This ranking was decided by Ethics and Boards and the Challenges magazine.

Employee shareholding awards

For our employee shareholding operation called "Agatha", we received the Employee shareholding for all award at the 9th Comp & Ben (compensation & benefits) Trophies awarded by the Oras club in December 2016.

Corporate citizen awards

Groupe ADP received the Trophée national de l'entreprise citoyenne (National Corporate Citizen Award) prize in December 2016, in the large companies category, for its Planèt'AIrport programme. This competition rewards companies for exemplary services in the general interest.

Comité Habitat wins second prize at CSR awards

In 2016, Comité Habitat was recognised for its emergency accommodation and social housing initiatives. It won second prize at the CSR awards, organised each year by Ademe, Aéroports de Paris and Air France during Sustainable Development Week. The award was given on the basis of three environmental and social criteria.

Tourism & Disability label

The Paris-Orly Environment and Sustainable Development Centre was awarded the Tourism & Disability label by the association Tourisme & Handicaps.

European Urban and Regional Planning Awards

In 2016, Grand Roissy-Le Bourget received a European Urban and Regional Planning Award to reward the work performed collectively in the framework of the annual international seminar on sustainable airport locations organised by Hubstart Paris®. This prize is awarded every two years by the European Council of Spatial Planners (ECTP-CEU).

COMMITMENT OF THE SUBSIDIARIES



Charters and code of conduct

The four main subsidiaries of Aéroports de Paris have signed up to:

- the Group CSR Charter (January 2015);
- the Group Ethics Charter (January 2015);
- the Group Diversity Charter (January 2015);
- the responsible lobbying charter (2015-2016).

A Responsible Supplier Relations Charter (2015-2016) is currently being developed or rolled out in every subsidiary.

Subsidiaries take part in group committees looking at these issues and at environmental policies. Since working in partnership with Transparency International France, between 2011 and 2014, they all have a code of conduct and anti-fraud and anti-corruption mechanisms, which are regularly updated.

✓ Internal control and IT security

In 2016, the subsidiaries incorporated the code of conduct for computer security (Cobosi) into their internal rules. A charter setting out the principles governing risk management and internal control within the Group, signed by the Chairman and Chief Executive Officer in February 2016, was disseminated within the parent company and the subsidiaries.

Since 2016, a steering committee, which reports to the Airport Security, Risk Management and Compliance Division, has led a project to extend internal control to the entire Groupe ADP. This process was officially launched by the Chairman and CEO in January 2016 and presented in detail to each group entity at their Executive Committee meetings. A diagnostic was performed to review Group processes and activities. This was accompanied by an internal control maturity analysis of each entity.

✓ Focus on human resources management

The head of Human Resources of the parent company Aéroports de Paris SA organises meetings with her counterparts at ADP Management, ADP Ingénierie, Hub One and HUB SAFE. These meetings track developments in legislation and work on harmonising compensation policies, labour policies (generations contract, gender equality agreements) and on organising professional mobility between Aéroports de Paris SA and its subsidiaries.

Hub One

2016 revenue: €144 million

2016 headcount: 448

✓ Profile

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

The group, made up by Hub One SA and Hub One Mobility SAS is committed to a CSR policy that covers all of its activities and builds on three major challenges:

- being close to one's ecosystem (clients, suppliers, partners, etc.);
- reducing one's environmental impact;
- acting as a responsible employer by encouraging diversity and solidarity.

CSR is extremely important in how the company is run and acts with respect to its internal and external stakeholders. The CSR process is framed by a social responsibility and environmental charter, an annual action plan and over a hundred monitoring indicators. The Human Resources Division of Hub One SA leads and coordinates the CSR process for the parent company and for its subsidiary, Hub One Mobility. CSR targets are included in operational plans.

Hub One is a signatory of the Sustainable Development Charter of the French telecommunications federation and establishes regular dialogue with its [stakeholders](#).

✓ Transparency

Although it is not subject to the obligations of Article 225 of the Grenelle 2 law, Hub One produces a sustainable development report. It has voluntarily accepted receiving a non-financial rating (performed since 2014 by the agency Ethifinance). In 2016, Hub One was rated 73/100 overall, close to the "excellence" level and up six points on 2014. Hub One has voluntarily accepted this non-financial rating since 2008. Its subsidiary, Hub One Mobility was rated 66/100 in 2016, up eight points on 2014.

→ See Transparency, page 20.

✓ Governance, ethics and risk management

Hub One is governed by a Board of Directors. The company has five members on its Board of Directors and a wider committee that includes cross-cutting divisions which meets every month. The company has a code of conduct for information security (Cobosi), which is incorporated in its internal rules, and a risk management and internal control system. Its operational plans and risk mapping include risk reduction targets. A new policy has been formalised in this regard, and training sessions are regularly provided on these issues. After signing the Group Ethics Charter in 2015 and incorporating the Cobosi in its internal rules, Hub One conducted several awareness-raising campaigns and developed e-learning training on this issue.

✓ Environment

Hub One has an [environmental policy](#) in place and implements an environmental management system. For some business lines, its employees are trained in environmental awareness and eco-design. As part of the Green IT programme, Hub One adheres to the European code of conduct for the energy efficiency of data centres and the Initiative Data-Centres® programme run by Ademe.

✓ Progress in 2016

In 2016, the company focused its efforts on:

- continuing its eco-design programmes;
- improving the energy efficiency of its products, reducing its energy consumption and greenhouse gas emissions.

Green IT

Since 2015, Hub One has implemented a policy of purchasing recycled materials. The company offers reconditioned equipment in partnership with Itancia France, which specialises in selling refurbished business telephone equipment. Used products are collected from committed clients and reconditioned in accordance with eco-design rules adopted by Hub One for its new products.

Air and climate quality

Hub One continued its initiatives to improve its carbon footprint and energy performance in 2016. It adopted performance indicators. The company renegotiated its energy supply contracts, installed LED lighting systems and started greening its professional fleet by purchasing four electric and hybrid vehicles and setting up charging stations.

Already committed to raising awareness among its employees of low-carbon modes of travel, Hub One signed up to the inter-company travel plan R'Pro'Mobilité for companies operating at Paris-Charles de Gaulle. The company participated in the ÉcoDéfi Roissy project (see Environment, page 72) and organised training sessions on eco-driving.

Between May and November 2016, the company also offered its employees the biker challenge Vélotafeur. This involves employees actively engaged in reducing their own carbon emissions by cycling to work. The challenge is quite athletic, as volunteers commit to making 30 trips for a total of 300 kilometres in six months. By November, 20 volunteer employees had successfully completed the challenge, avoiding 1,774 kg of CO₂ emissions, 88% of the target set at two tonnes. This is a positive way to raise awareness of climate change.

✓ Health and safety

Hub One has committed to providing information to its prospective and current clients and personnel on how to protect against electromagnetic waves in closed spaces. In addition to engineering guidelines, the company drew up support documents for its salespeople and set up specific training sessions. In 2016, an audit by Bureau Veritas of terminal 2C at Paris-Charles de Gaulle presented positive conclusions on Hub One facilities.

✓ Human resources

Hub One has defined three values: commitment, proximity, boldness. It implements a GPEC (human resource and skills management planning) for its employees and an internal social barometer. It entered into a collective agreement on generations contracts in September 2015 and an agreement on gender equality in December 2014.

Stress

From 2015, the company has organised an awareness-raising campaign on the issue of well-being at work and developed an online collaborative support platform for its managers. This issue is now included in the social barometer. Priority improvement areas in 2016 were stand-by time management, the development of remote working and the acoustics in open spaces. Employees were offered a meeting every two months with a specialist in relaxation techniques.

Skills maintenance

Hub One has set up a space for knowledge exchange. This network was tested in 2016. Employees also have access to smart conferences (online) relating to news and innovations under way in the group. A 360° evaluation (which takes account of the assessment provided by the professional environment) was also offered to directors and managers.

Diversity

In 2015 and 2016, IMS Entreprendre pour la cité delivered diversity awareness-raising and training sessions to managers and to the human resources team.

✓ Customers-purchasing

Hub One signed up to the Responsible Supplier Relations Charter in 2016 and a year previously had already adopted a purchasing plan with qualitative and quantitative objectives and an inventory of strategic information on suppliers, as well as a CSR evaluation grid in consultation documents. Purchasers were trained to use this system.

The share of purchases from SMLs and SMEs is monitored and the purchasing policy favours local purchasing as much as possible (in Île-de-France).

In 2016, Hub One renewed its ISO 9001 certification and aligned its quality procedure with its CSR challenges, thus anticipating developments in the standard to include the needs of stakeholders in the quality procedure.

As part of its purchasing code of conduct, Hub One also set up a specific committee in 2016 to act as purchasing mediator.

✓ Community involvement

For several years, Hub One has been committed to strong community actions.

→ See [Community involvement – Solidarity](#), page 107.

Hub One Mobility

A wholly-owned subsidiary of Hub One specialising in the implementation of solutions and services relating to traceability and professional mobility.

✓ Transparency

In 2016, the company voluntarily signed up again to a non-financial rating performed by the agency Ethifinance. It is ranked "advanced" with an overall rating of 66/100, up eight points on 2014. Its social responsibility procedure is rolled out under the aegis of its parent company, Hub One SA.

→ See [Transparency](#), page 20.

✓ Governance

Hub One Mobility has consolidated its CSR strategy and risk management processes, in particular through a better integration in the Hub One group. It thus benefited from tools and good practices developed by its parent company and was able to identify CSR challenges which it included in its operational plan. It has a code of conduct which now includes the Cobosi. It is part of Hub One's business continuity plan.

✓ Environment

The company has now included more environmental criteria in its processes and products. Its offering involves monitoring and reusing containers and developing paperless deliveries. It has followed the reconditioning process initiated by Hub One and has started using software eco-design. Its mobility policy, fleet greening policy, eco-driving policy and policy to encourage non-motorised transport is modelled on the process used at Hub One SA. The activities of Hub One Mobility were incorporated in the carbon footprint of Hub One SA, leading to a policy of reducing carbon emissions.

✓ Human capital

The company is progressively structuring its skills and training management policy. Attention to well-being in the workplace, diversity, non-discrimination and a compensation policy that is currently being drafted all help clarify the CSR procedure. Labour relations have also been strengthened.

✓ Customers-purchasing

In 2016, the company adopted the model of its parent company and rolled out a responsible purchasing policy, accompanied by monitoring indicators, CSR criteria, the identification of strategic suppliers and purchases in the sheltered sector. Hub One Mobility benefits from the purchasing mediation function set up by its parent company.

→ See [Transparency](#), page 20.

✓ Community involvement

All the community involvement initiatives at Hub One Mobility were conducted with the parent company, with the same organisations and associations.

→ See [Solidarity](#), page 107.

ADP Ingénierie**✓ Profile**

2016 revenue: €75 million

2016 headcount: 412

As one of the top five global airport engineering companies, [ADP Ingénierie](#) provides audit, advisory, design, supervision and project management support services for large airport infrastructures. This wholly-owned subsidiary of Aéroports de Paris SA has operations on four continents with strong historical settlements in the Persian Gulf region. The company is expanding both in areas with high growth such as China and Southeast Asia and in mature markets, particularly in Europe.

✓ Governance, CSR strategy and risk management

ADP Ingénierie has a CSR approach that is implemented by its management in line with the guidelines laid down by the parent company. Its environmental and human resources policies have been formalised. Its quality policy was updated in 2015. ADP Ingénierie is ISO 9001 certified for all of its activities. The company consolidated its CSR strategy by setting up a risk committee in 2015 and, in 2016, formalising its CSR policy, setting up a CSR steering committee and introducing a CSR criterion in manager compensation. ADP Ingénierie requires anti-corruption clauses in its contracts and includes the risks of outsourcing in its risk map. Integrity surveys of its partners are being progressively rolled out.

✓ Transparency

Since 2010, ADP Ingénierie has voluntarily accepted receiving a non-financial rating, a task entrusted to Ethifinance since 2014. In 2016, the company was rated 66/100, up six points on 2014. The areas where it made the most progress were governance (up ten points) and community involvement.

→ See Transparency, page 20.

✓ Environment

ADP Ingénierie communicates its environmental policy to its suppliers. The company is developing a "Green Airport" offering. From the moment it designs its projects, ADP Ingénierie systematically implements an approach of promoting local or international environmental certification. A sustainable development framework is applied to each project. These parameters are integrated into several design or asset management tools. Project leaders and architects are aware of these problems and particularly of issues relating to energy efficiency and energy savings.

Noteworthy projects include:

- the modernised terminal in Bahrain International Airport, which should receive a "Leed" (Leadership in Energy & Environmental Design) certification;
- the new airport in Beijing Daxing (tender won in 2014) that will rely on advanced technologies to ensure the best energy and environmental performance of the facilities.

✓ Human resources

In 2016, ADP Ingénierie renewed a collective agreement on generations contracts and an agreement on gender equality for the 2017-2019 period. The company also looked for transparency in compensation. Notably, a project was launched to look into the compensation gap between men and women. An agreement on gender equality in the workplace was signed.

In line with Groupe ADP policy as developed by its Diversity committee, ADP Ingénierie implemented numerous initiatives to raise awareness of diversity and overhauled labour relations. The induction procedures for new employees and interns have been formalised.

✓ Costumers and purchasing

ADP Ingénierie signed up to the Group's purchasing policy in 2015. Committed since 2014 to clarifying its processes, the company drew up a suppliers CSR charter in 2016, which should be validated in 2017. Integrity audits of partners are conducted almost systematically. As regards its clients, the company undertook significant formalisation work on handling client complaints upstream (during negotiations) and downstream (corrective measures where necessary). The principle of designing projects in tandem with the client and stakeholders (users, local residents, NGOs, etc.) is gaining ground.

In 2016, as part of the project to select the site of the second international airport in Korea, ADP Ingénierie brought together a panel of experts from the OECD to define impartial criteria including not just technical considerations but also environmental, economic and social criteria.

✓ Community involvement

For contextual reasons, ADP Ingénierie favours sponsorship over all other forms of solidarity intervention. To develop its actions, the company has joined Groupe ADP Foundation.

HUB SAFE

2016 revenue: €78 million

2016 headcount: 1,498

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

✓ "Excellent" profile for accountability

HUB SAFE has entrusted its Human Resources Division with managing its CSR approach. The non-financial rating achieved by the company in 2016 was "excellent", with an overall rating of 77/100 in 2016, up six points on its 2014 rating.

→ See Transparency, page 20.

✓ Governance

HUB SAFE has had a code of conduct for several years, and this has been enhanced by its adherence to Group charters and systems. The company has completely incorporated the CSR strategy into its governance. It has worked to formalise a transparent policy on internal control and risk management to secure its activities and make them more reliable. In 2016, it set up a CSR committee and a risk committee and uses a CSR criterion when assessing the variable component payable to its corporate officers. It has integrated management systems. In 2016, its subsidiary Hub Safe Training obtained ISO 9001 certification. This procedure has been extended to its Purchasing Division. HUB SAFE monitors its performance using the indicators of the Global Reporting Initiative, G4 version. It is developing performance with regard to ethics and national and international norms.

✓ Environment

HUB SAFE has an environmental policy and an action plan relating to energy and climate issues. A number of awareness-raising actions have been conducted via poster campaigns. HUB SAFE has had a company travel plan since 2015, and has now signed up to the inter-company travel plan R'Pro'Mobilité. These plans encourage employees, customers and suppliers to reduce the use of private cars and use other less polluting modes of transport. Continuing its 2015 target to make 50% of its fleet green by 2019, the company acquired three hybrid vehicles in 2016. HUB SAFE encourages networking that avoids travel. The environmental action plan also includes a number of recycling and non-hazardous waste recovery programmes as well as projects to reduce the consumption of drinking water.

✓ Human resources**Skills, equal opportunity and diversity.**

HUB SAFE formalised its Human Resources policy in 2015. In 2016, it finalised a GPEC (human resource and skills management planning) contract, and signed a collective agreement on generations contracts and an agreement on gender equality. The company continues to implement its policy of employing people with disabilities. Since 2016, it has taken part in pooling activities with Groupe ADP in the fields of diversity, the anti-discrimination and anti-racism. It continued to raise awareness among its employees in 2015 and 2016.

Working conditions, safety and quality of life

In 2016, the company, which attaches great importance to the quality of its employees' working conditions, created a social barometer, and stepped up its campaigns in relation to health (in particular by raising awareness of psychosocial risks) and safety. It created labour relations indicators for its 2016-2017 action plan. For several years now, HUB SAFE has trained its employees on preventing musculoskeletal disorders and accidents. A CHSCT monitoring unit addresses their day-to-day difficulties, in particular through scheduling arrangements. The company has special procedures for assaults and sexual and

moral harassment. It is currently working with Groupe ADP on an employee shareholding project.

✓ Customers and purchasing

In 2015, HUB SAFE committed to a sustainable and responsible purchasing approach. It also included CSR and sustainable development criteria in its contracts, encouraging its suppliers and service providers to adopt a responsible approach. In 2016, in line with its targets, the company formalised its responsible purchasing policy and related action plan. It drew up a suppliers CSR charter, organised the monitoring of supplier relations and strengthened its socially inclusive purchases. It also formalised its quality-security-risk policy and launched the "Safe & Go" approach, which structures the organisation and resources used to develop its future strategy on an obligation to provide results.

✓ Community involvement

Close to local authorities, HUB SAFE develops its efforts in favour of sustainable professional integration. In particular, it raises awareness of airport jobs, in liaison with its parent company and a number of training and integration bodies. It develops communication and information about social and environmental issues, which are the core of its sustainable development strategy.

→ See Solidarity, page 107.

ADP Management

2016 revenue: €23 million

2016 headcount: 51

✓ Profile

Specialising in the management of airports, ADP Management operates in nine countries outside France and manages 22 airports either directly or indirectly. The main airports or airport groups managed abroad by ADP Management implement ISO 14001 environmental management systems and are ISO 9001 quality management certified. Three are accredited at levels 1 or 2 of the Airport Carbon Accreditation (ACA) for their management of climate impacts. In 2016, the non-financial rating requested by Groupe ADP awarded ADP Management an overall rating of 63/100, up three points on 2014.

→ See Transparency, page 20.

✓ CSR approach

In 2016, ADP Management brought its ethics procedure wholly into line with that of the Group and replaced its commitments committee with Groupe ADP's commitments committee.

The company has defined the priorities of its CSR strategy:

- protecting expatriate employees,
- governance founded on business transparency and strengthened within its concessions,
- a voluntary environmental procedure. In particular, ADP Management has committed to obtaining Airport Carbon Accreditation level 1 in all airports with over one million passengers for which it has the concession.

ADP Management, which is continuing its technical assistance strategy focused on transferring knowledge to its concession holders, has included CSR criteria in all its contracts.

ADP Management is developing a sponsorship strategy in all the countries where it operates, which takes the form of local company foundations, in order to serve as a relay to Groupe ADP Foundation over time.

→ See Transparency, page 20.

✓ Human resources

ADP Management, together with its parent company, has consolidated a number of areas of its Human Resources policy: GPEC reporting, strengthening the HR team, disseminating a mobility guide (intragroup and international), and a broader training range. The move from the registered office at Orly to the new Groupe ADP registered office at Paris-Charles de Gaulle, effected in March 2017, was accompanied by stress management measures and a discussion group. A trial of remote working is currently under way. Like the other subsidiaries, ADP Management is an active partner in the actions and procedures conducted at Group scale to develop the Diversity Charter. The company had already developed a standard form to help avoid discrimination in hiring practices and encourage diversity in international recruitment. As regards health, ADP Management disseminated a single document to evaluate health risks and extended the use of satellite telephones for expatriates. It has also opened up an intranet dialogue platform.

✓ Concessions

The OMA group (Mexico)

Groupe ADP sold its stake in Mexican airport operator OMA in October 2017, but continues to provide it with technical and operational assistance.

AIG in Amman - Jordan

Inaugurated in September 2016, the extension to Queen Alia International Airport in Amman increased total capacity from 9 to 12 million passengers per year. The airport conducts an annual CSR report to the IFC (World Bank). In 2015, the airport renewed its ISO 9001 (quality), 14001 (environment), 10002 (claims management) and OHSAS (health and safety) certifications. It obtained level 3 accreditation in the ACI's Airport

Carbon Accreditation in March 2016. Queen Alia International Airport in Amman was named best airport in the Middle East in 2015 by an ASQ-ACI satisfaction survey, all airport sizes taken into account, for its quality of service. For 2016, it should take second place behind Abu Dhabi. In 2016, AIG undertook humanitarian missions with neighbouring communities at a cost of €23,000.

MZLZ in Zagreb - Croatia

Along with TAV Airports, ADP Management provides assistance to concessionary company MZLZ for the operation and maintenance of Zagreb airport. The new terminal, a major project for the Croatian economy, was delivered in late 2016 and commissioned in the first quarter of 2017.

MZLZ set up, with the support of ADP Management, the governance of the group companies, appointed an Environment and Quality officer and created labour and trade union bodies. MZLZ conducts an annual CSR report to the IFC (World Bank). In 2015, MZLZ formed a steering committee for its projects in order to better meet the expectations of Airport stakeholders. In 2015 the airport managed by Groupe ADP obtained the ISO 9001 (quality), ISO 14001 (environment) and ISO 10002 (claims management) certifications. Its level 2 Airport Carbon Accreditation (ACA-ACI), obtained in June 2015, was renewed in 2016. An environmental committee was set up in March 2016, its main objectives being noise reduction, waste management and air quality. An air quality measuring station was installed in 2016.

Atol (Airport Terminal Operations Ltd) - Mauritius

For its environmental and energy performance, the terminal, opened in 2013, won first prize in the 2015 environmental trophies awarded by the France Mauritius chamber of commerce and industry. Atol takes part alongside Airports of Mauritius Ltd. (AML) in corporate social and charitable actions.

Santiago de Chile

Groupe ADP, in consortium with Vinci Airports and Astaldi, won the concession for Nuevo Pudahuel Airport in Santiago, Chile, in October 2015. Construction work on the new terminal started in the second half of 2016. A CSR procedure was set up, and notably involved remodelling governance, appointing quality, environment and security officers, establishing monthly CSR reporting and progressively setting up environmental and quality management and Airport Carbon Accreditation (ACA) systems. The airport is implementing programmes to help local communities. It was awarded a CSR prize by Copsa, an association of Chilean concession holders, for English lessons given to students at a secondary school near the airport by employees of Nuevo Pudahuel. For its part, Groupe ADP Foundation supported the training of Chilean volunteer fire-fighters of the Maule region.

Liège Airport – Belgium

In 2015, the airport of Liège extended its partnership with Groupe ADP (ongoing since 1999) for a further 15 years. Liège Airport has an integrated management system. It received the Lean & Green certification for its logistics practices in 2014, and came second in the Randstad Regional Awards Liège for the region's most attractive company. In 2015, it was named European Airport of the Year – Customer Choice Awards. This award, given by Payload Asia Magazine, recognises quality of service. The airport won the Air Cargo Excellence Awards 2016, organised by Air Cargo World, in the category of airports handling 400,000 to 1,000,000 tonnes.

Liège Airport conducts an environmental policy based on reducing energy consumption and combating climate change. In 2015 it commissioned a co-generation plant for natural gas and undertook an update and review process for its facilities. It holds a level 1 Airport Carbon Accreditation from the ACI, renewed in 2015.

GLOSSARY, ABBREVIATIONS, ACRONYMS

A

ACA: Airport Carbon Accreditation.

ACI: Airports Council International.

Adapt: *Association pour l'insertion sociale et professionnelle des personnes handicapées (association for the social and professional integration of the disabled).*

Adife: *actions et développement d'initiatives en faveur de l'emploi (actions and development of initiatives in favour of employment).*

Ador: *Association pour le développement économique du pôle Orly-Rungis (association for the economic development of Orly-Rungis).*

Afnor: *Association française de normalisation (French standards association)*

Agefiph: *Association chargée de favoriser l'insertion professionnelle et le maintien dans l'emploi des personnes handicapées (association to support professional integration and employment retention for people with disabilities).*

APU: Auxiliary Power Unit.

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

ASQ/ACI: Airport Service Quality/Airports Council International.

ATM: Air Traffic Management.

B

BIPE: *bureau d'information et de prévisions économiques (industrial and economic research organisation).*

C

Catalytic (employment): *see explanations at the end of the glossary.*

CCI: Chamber of Commerce and Industry.

CCIP: Paris Chamber of Commerce and Industry.

CDD: contrat à durée déterminée (temporary work contract).

CDG: Paris-Charles de Gaulle airport. CDI: contrat à durée indéterminée (permanent work contract).

CDM: Collaborative Decision Making.

CE: *Comité d'entreprise (Works Committee).*

CHSCT: *Comité d'hygiène, de sécurité et des conditions de travail (committee for health, safety and working conditions). See explanations of the CHSCT's role and function at the end of the glossary.*

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

Cluster: a group; more specifically a group of concerned parties or researchers in the fields of science, technology or economics with the role of supporting, developing and promoting shared interests.

Cnil: Commission Nationale de l'Informatique et des Libertés (French national commission for IT and civil liberties).

CO₂: carbon dioxide. Greenhouse gases.

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

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

D

DBA: *dépense bagages automatique (automatic bag drop).*

Défenseur des droits: the Défenseur des droits (the rights defender) is a State institution that combines four institutions: the General Ombudsman, the Children's Ombudsman, the High Authority to Combat Discrimination and Promote Equality (Halde) and the National Commission on Ethics and Security (CNDS).

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

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

Direct, indirect, catalytic employment: *see explanations at the end of the glossary.*

DJSI: Dow Jones Sustainability Index.

Dogger aquifer: an aquifer formed in the Middle Jurassic period (Mesozoic era).

E

EA: *entreprise adaptée (company employing protected workers).*

Eco-district: Green urban district.

Epïc: *Établissement public à caractère industriel et commercial (public industrial and commercial establishment).*

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

ESD: Groupe ADP's Environment & Sustainability Division.

ESG: Environmental, Social and Corporate Governance.

Evrest: *Évolution et relations en santé au travail (health-at-work changes and relations).* The Evrest observatory is led by a scientific interest group (GIS) with seven partners: the French agency for food, environmental and occupational health & safety (Anses), the national agency for the improvement of working conditions (Anact), the centre for employment studies (CEE), Lille 2 University, the institute for occupational health for northern France (ISTNF), the inter-services centre for health and safety in the workplace (Cisme) and EADS.

F

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

G

GDLC: gestion locale des départements (local management of departures).

GIP: *groupeement d'intérêt public* (public interest group).

GPEC: *gestion prévisionnelle des emplois et des compétences* (human resource and skills management planning).

GPU: Ground Power Unit – vehicle for supplying energy to aircraft on the ground.

Graduate Programme: programme developed by the company to attract young graduates.

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

H

Halde: *Haute Autorité de Lutte contre les Discriminations et pour l'Égalité* (High Authority to Combat Discrimination and Promote Equality).

Hub: interchange platform.

I

IFC: International Financial Corporation (World Bank). Induced (employment): *see explanation at the end of the glossary.*

INRS: *Institut national de recherche et de sécurité* (French National Research and Safety Institute for the Prevention of Occupational Accidents and Diseases).

IRS: *see SRI.*

ISO: *International Organization for Standardization* (Organisation Internationale de normalisation).

K

kWh: kilowatt-hour

L

LBG: Paris-Le Bourget airport.

Lean management: organising management in project mode, with the purpose of reducing malfunctions and waste through a shared approach with all of the concerned parties.

M

Materiality: Used in the sense of "relevance".

MWh: megawatt-hour.

N

NOx: nitrous oxides.

O

OHSAS: Occupational Health and Safety Assessment Series.

Onera: Office national d'études et de recherches aéronautiques (French aeronautics and space research centre).

OPCA: accredited fund-collecting agency. This organisation collects training funds from companies and then

finances and manages training courses for these companies.

ORY: Paris-Orly airport.

P

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

Paris Region Entreprises: new name (2014) for the Paris Île-de-France regional development agency.

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

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

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

PHMR: personne handicapée ou à mobilité réduite (people with disabilities or reduced mobility). Also used for "passengers with disabilities or reduced mobility".

R

Relamping: A technical term denoting the replacement or changing of light sources in lighting equipment, with a view to improving energy and light efficiency.

S

Sesar: Single European Sky ATM Research; an air traffic management research programme.

Single document: *see explanations at the end of the glossary.*

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

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

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

SO₂: sulphur dioxide.

Speed meeting: A series of brief and timed meetings with the purpose of finding a person/ company/financial partner to meet one's professional requirements.

SRI: Socially responsible investment.

STPA: secteur du travail protégé et adapté (protected and adapted employment sector).

T

Tensaguide: System of mobile barriers comprising posts and strips to manage waiting lines.

tep: tonne équivalent pétrole (oil tonnes equivalent).

U

UES: usages énergétiques significatifs (significant energy usage).

W

Web marketing: (or e-marketing) – marketing methods and practices adapted to online communication (internet).

Direct, indirect, induced and catalytic employment

Employment described as "direct, indirect, induced and catalytic employment" refers to the impact of companies on jobs.

Direct impact refers to the added value, in other words the revenue minus intermediate consumption, and to the number of jobs in companies in the airports.

Indirect impact represents the economic (added value) or social (number of indirect jobs) impact linked to suppliers of airport companies (not based at the airports).

Induced impact (measured in added value and in jobs) refers to expenditure by airport employees (direct jobs) and supplier employees (indirect jobs).

Catalytic impact is calculated based on expenditure in Île-de-France by tourists who have reached the region by plane.

Single Document

The Single Document (SD) or single document assessing professional risks (document unique d'évaluation des risques professionnels, or DUERP) prepared and updated annually by each head of department, head of institution, or territorial authority, lists all the professional hazards (including psychosocial risks) to which agents are exposed, in order to organise their prevention within the annual prevention programme.

What is the CHSCT?

Every private company (and under certain conditions public institutions or companies) with 50 or more employees must have a Comité d'hygiène, de sécurité et des conditions de travail (committee for health, safety and working conditions, or CHSCT). The committee's role is to help protect employees' health and safety, and to improve their working conditions. The CHSCT primarily comprises a group of staff representatives. It has access to a number of resources to help it to fully perform its role (information, calling on experts, etc.). Staff representatives, for their part, receive time in lieu and protection against redundancy. The system is more robust in companies with a high industrial risk. If there is no CHSCT, staff representatives will perform the duties that would usually fall under the CHSCT's remit.

CORPORATE SOCIAL RESPONSIBILITY INFORMATION

APPENDICES 2016



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Groupe ADP in figures

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Employee-related data

Societal data

Environmental data

Presentation of general information on the organisation

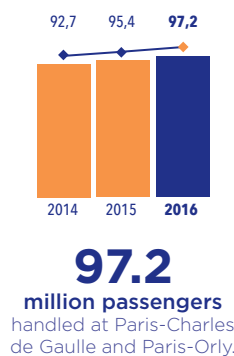
APPENDIX 21

CHANGES AT PARIS-CHARLES DE GAULLE
CHANGES AT PARIS-ORLY

APPENDIX 1 2016 KEY FIGURES



1,000
Nearly 1,000 companies
at our three airports
in the Paris region



3,100
suppliers



120,000
people⁽²⁾
work at our three Paris
airports.

(1) 2014 and 2015 data (restated). (2) Source: Business, employment and training observatories.

REVENUE GENERATED BY MAIN SUBSIDIARIES AND MAJOR EQUITY INVESTMENTS

MAIN SUBSIDIARIES



€23 million
ADP Management
Operation, management
and development of foreign
airports, not including Paris.



€75 million
ADP Ingénierie
Airport architecture
and engineering in France
and abroad.



€144 million
Hub One
Professional telecommunications
and radiocommunications;
mobility and traceability solutions.



€78 million
HUB SAFE
Airport security
service.

MAJOR EQUITY INVESTMENTS



TAV Construction
(held indirectly)
- Turkey.
Building company. ⁽¹⁾



TAV Airports
(held indirectly)
- Turkey.
Airport management.

CONCESSION



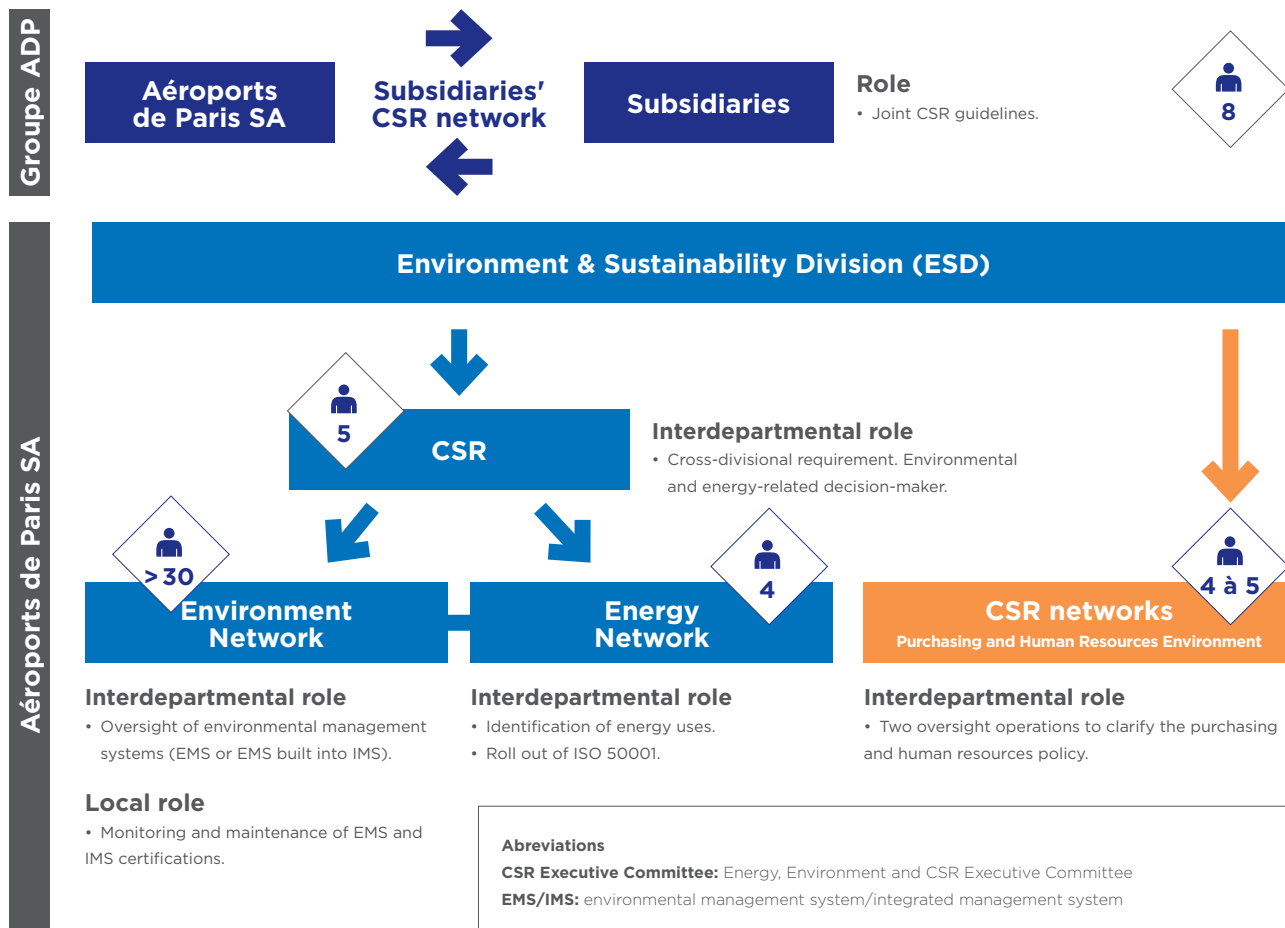
Santiago de Chile airport
Concession.

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

(1) At 31 December 2016, the disposal of TAV Construction was considered highly likely and was expected, given the progress of the negotiations with potential buyers, to be completed in 2017.

APPENDIX 2

FORTY OR SO PEOPLE ARE INVOLVED IN THE OVERSIGHT OF THE GROUP CSR PROGRAMMES



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

At Groupe ADP level

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

✓ For Aéroports de Paris SA

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

✓ Pour les filiales

- the CSR representative from each of our main subsidiaries – ADPI, ADP Management, Hub One and HUB SAFE.

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

At the Aéroports de Paris SA level

The Energy, Environment and CSR Executive Committee is overseen by the Chief Operating Officer. Every six months it brings together the Group General Secretariat, the operational divisions of each airport, the Real Estate Division, the Engineering and Planning Division.

The Environment network is made up of over 30 full-time and part-time staff. Four people have an interdepartmental role to play: the Environment manager for each platform (three) and the ESD director (one). Locally,

ten Environmental officers per platform, supported by the Environment manager, roll out the environmental policy in the operational units. Every month the Energy network brings together an

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

APPENDIX 3 STAKEHOLDER MAPPING

CUSTOMERS

B2C

- Passengers and their travelling companions.

B2B

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

PUBLIC-SECTOR ACTORS

French

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

International

- European institutions.
- Trade unions.

AIRPORT PARTNERS

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



EMPLOYEES

- Groupe ADP employees, union bodies, employee representatives.
- Employees of airlines and on-site partners.

REGIONAL DEVELOPMENT PLAYERS

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

DIRECTORS AND FINANCIAL BACKERS

Directors Financial Backers

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

SOCIETAL RELAYS AND INFLUENCERS

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

APPENDIX 4

DIALOGUE WITH OUR STAKEHOLDERS

Our stakeholders' expectations

✓ B2C clients

Passengers and their travelling companions: Safety • Punctuality • Comfort.

✓ B2B clients

Real estate tenants and airport companies: Landlord services • Services.

✓ Employees

Salariés du Groupe ADP : Groupe ADP employees: Career path • Health and quality of life • Equality • Equal opportunities • Environmental protection. Employees of companies and partners: Security • Quality of life • Environmental protection.

✓ Public-sector actors

French scope: Compliance with legislation • Economic Regulation Agreement • Risk management • CSR and implementation of public policy. International scope: Compliance with legislation, Economic Regulation Agreement, risk management • CSR • Implementation of European policies or international commitments.

Information tools

Passengers: www.parisaeroport.fr (on PC, laptop, smartphone, tablet) • My Paris Aéroport (smartphone, tablet) • Customer guides • Paris Worldwide magazine • Twitter, YouTube, Facebook, Pinterest • E-newsletters • Smart terminals for directions and information in airports • Smart terminals for transport information • Flyers on Groupe ADP commitments • Passengers with disabilities or reduced mobility: specific page on our website.

Tous clients B2B : www.parisaeroport.fr • [CSR Experts Section](#) • Université du Service • Sites intranet • Lettres électroniques • Twitter.

Airlines: Airport orientation committee (AOC) • Quality operational committees • Quarterly information • Airport Players' Club • Université du Service.

Real estate tenants: Conferences • Guides to starting up and operating in airports.

Tous salariés : www.parisaeroport.fr • [CSR Experts Section](#) • Annual reports.⁽¹⁾ Groupe ADP employees: In-house magazine • In-house newsletters • Intranet sites • Group Committee • Information and awareness-raising booklets • Induction day for new employees, those receiving promotions and managers • Employee guides.

www.parisaeroport.fr • www.entrevoisins.org • [CSR Experts Section](#) • Annual reports⁽¹⁾ and regulated information • Conferences, symposiums, press releases • Site visits • Responsible lobbying.

Consultation methods

www.parisaeroport.fr • Satisfaction questionnaires in departures and arrivals • Printouts in terminals • Dedicated information number (3950) • Complaints handling • Foreign Chambers of Commerce • Benchmarks. • ASQ/ACI satisfaction survey.

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

Airport employees: Dialogue with company directors

Salariés du Groupe ADP : Enquête annuelle de climat social • CHSCT • Comité d'entreprise • Délégués du personnel • Délégués syndicaux.

Salariés des plates-formes : Échanges avec les dirigeants des entreprises.

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

DIALOGUE AVEC NOS PARTIES PRENANTES

Our stakeholders' expectations

✓ Regional development players

Value creation (economic benefits, social benefits) • Reduction of environmental impacts • Noise.

Information tools

www.parisaeroport.fr • [CSR Experts Section](#) • Annual reports⁽¹⁾ • [Supplier platform](#) • Forums and meetings • Specific information on development projects • www.ev-labo.aeroportsdeparis.fr

Consultation methods

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

✓ Administrators and financial backers

Economic performance • Shareholder interests • Risk management (including CSR risk).

Directors: www.parisaeroport.fr • [CSR Experts Section](#) • Annual reports⁽¹⁾
Financial backers: www.parisaeroport.fr • [CSR Experts Section](#) • Annual reports⁽¹⁾ • Letters to the shareholders • Quarterly presentations • Request for non-financial rating.

Directors: Board of Directors • Specialist committees.
Financial backers: General Meeting of Shareholders • Shareholders' Club • Shareholders' meetings • Site visits. • [Présentations to investors](#).

✓ Airport partners

Transparency of our practices • Quality of service and collaborative methods • Economic performance.

www.parisaeroport.fr • [CSR Experts Section](#) • Annual reports⁽¹⁾ • [Supplier platform](#) • Purchasing Code of Conduct • Supplier and Service Provider CSR Charter • Seminars and conferences • Université du Service • Welcome guide for airport-based companies.

[Supplier platform](#) • Tenders and consultations, including supplier self-assessment • Satisfaction surveys for suppliers and service providers, retail businesses, etc. • Practical themed workshops • Quality operational committees • Working groups, regional projects, State projects • Environmental partner clubs • Ecoairport.

✓ Societal relays and influencers

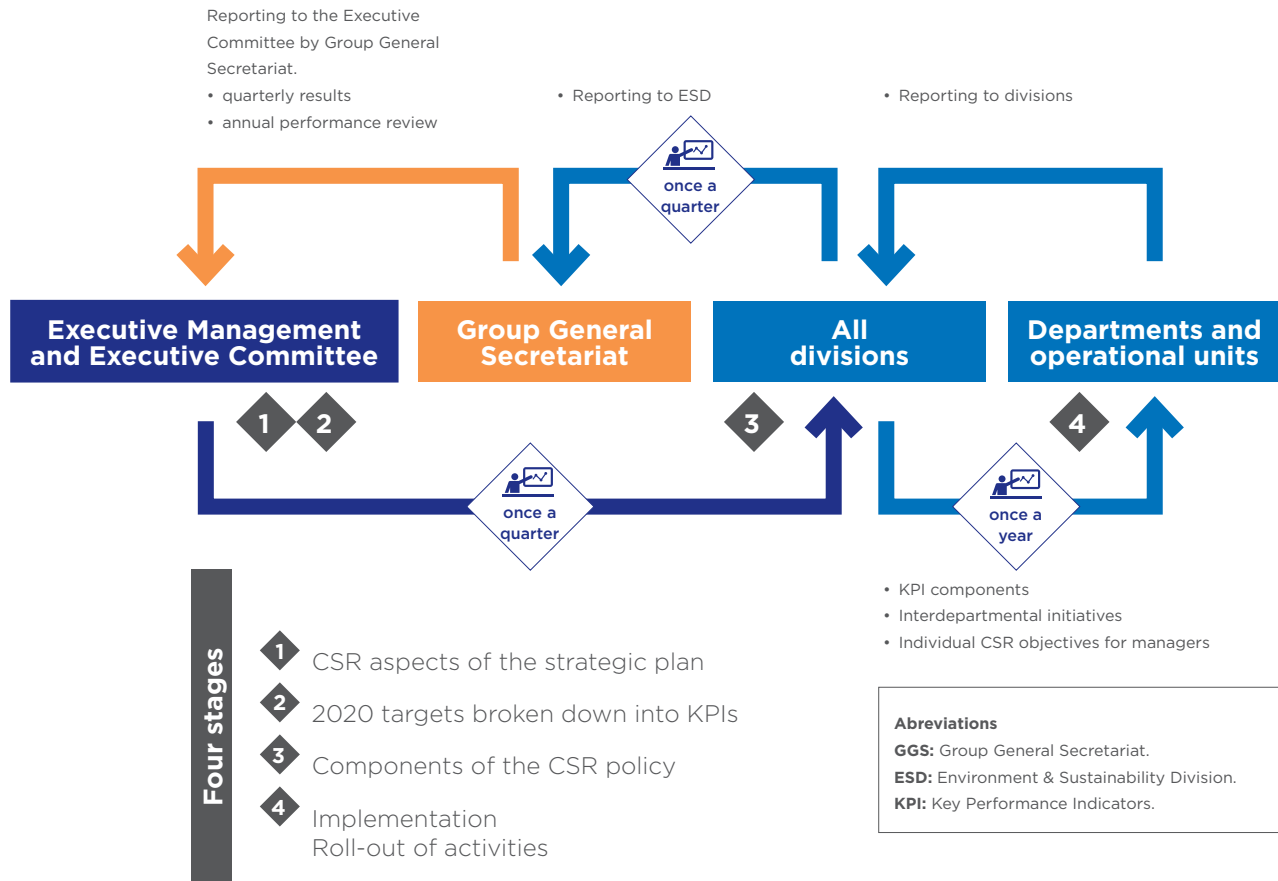
Economic performance • Quality of life and disruption management • Economic and social cooperation • Risk management • Spokesperson for public policy • Labels • Human rights.

www.parisaeroport.fr • [CSR Experts Section](#) • Rapports annuels⁽¹⁾ • www.entrevoisins.org • www.ev-labo.aeroportsdeparis.fr • Certified management systems • Press releases and press kits, press conferences, hospitality for journalists • Responsible lobbying • Events held by local elected officials, employment organisations, economic players, NGOs and educational establishments • Events organised with local economic actors • Environment and Sustainable Development Centres • Platform visits.

[CSR Experts Section](#) • Request for non-financial rating • Response to socially responsible investing (SRI) questionnaires • Cooperation with NGOs (Transparency International France) • Responsible lobbying • Environmental advisory committees • Meetings.

APPENDIX 5

OUR CSR PROGRAMME HAS FOUR STAGES



Objectives

Every year, the KPIs are broken down and presented to each division that has helped to achieve these objectives (for Aéroports de Paris SA).

Reporting

✓ Every three months

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

Risk control

The Audit Division ensures that significant risks are taken into account in an appropriate manner and that all the conditions are in place to safeguard and develop our business. Through its recommendations, it helps to improve the secure operation of the Group's risk management and internal control procedures and to optimise the overall performance of the company and its subsidiaries.

APPENDIX 6

ROLES OF THE ENVIRONMENT & SUSTAINABILITY DIVISION



- Define support for environmental and energy management across the Aéroports de Paris SA scope.



- Develop strategies capable of enabling local businesses and communities to benefit from the dynamism of Paris airports.



- Demonstrate solidarity with disadvantaged local resident populations.



- Inform local residents.



- Provide optimal management for noise pollution aid financed by the tax on aircraft noise.

1 Environmental and Energy Policy Division

- Oversee strategic guidelines in these two areas.
- Monitor technical and regulatory compliance.
- Provide technical support to other divisions.
- Support entities and subsidiaries in implementing CSR initiatives.

3 regional sustainable development teams

Paris-Charles de Gaulle (North)

- ✓ An economic development and employment team

- ✓ A regional and environmental relations team

Three roles

- Economic and social cooperation (at regional level).
- Regional relationships (at local community level).
- Regional relations (information for local residents): Environment and Sustainable Development Centres.

At Paris-Charles de Gaulle, due to the size of the Grand Roissy-Le Bourget region, roles were divided between two specialist teams.

Paris-Orly (South)

- ✓ A regional Paris-Orly team

5 economic and social cooperation units

- Business, employment and training observatories.
- Management of information disclosure to local residents.
- Management of soundproofing aid.
- Management of partnerships.
- Groupe ADP Foundation.

APPENDIX 7

DECLARATION OF SUPPORT FOR THE GLOBAL COMPACT



The Chairman and Chief Executive Officer

Chairman and CEO/2016/1095

Paris, 22 Juillet 2016

Annual declaration of support for the United Nations Global Compact

Groupe ADP has a two-fold ambition, to become customers' first choice whilst continuing to be the European benchmark for corporate social responsibility within the airport sector with ethical compliance as a principle of governance. To this end, in 2015, Groupe ADP signed an Ethics Charter to reinforce its golden rules.

As in previous years, Groupe ADP renewed its commitment to the UN Global Compact and its 21 advanced criteria. Our CSR approach involves the adoption of a zero tolerance approach to non-compliance with the United Nations Convention against Corruption, the Universal Declaration of Human Rights, the International Labour Organization's Declaration on Fundamental Principles and Rights at Work and the Rio Declaration on the Environment and Development.

On behalf of Groupe ADP, I am happy to say "We support the Global Compact".

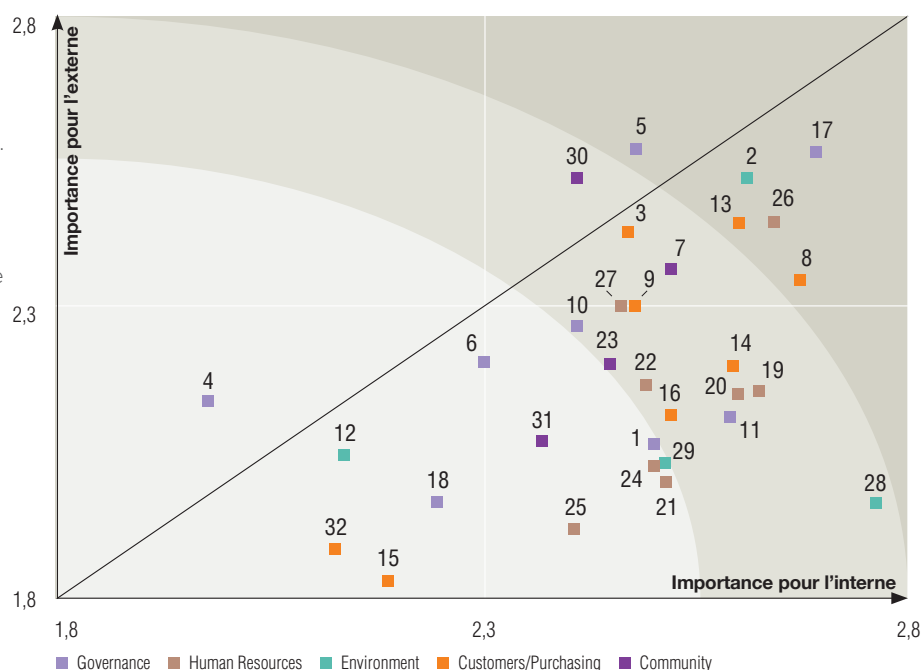


Augustin de ROMANET

APPENDIX 8 MATERIALITY MATRIX

Materiality matrix

Materiality matrix provides a spatial representation of the relative position of each challenge. We are pushing ahead with our improvement efforts in all areas, either because they stem from our corporate ethics, or to ensure regulatory compliance, or because the issue exceeds the framework of the company. This matrix was compiled in 2014 and will be updated in 2017.



Enjeux cruciaux

- 2 Improving environmental performance
- 5 Business continuity and media crisis management
- 8 Dialogue and relations with airlines
- 13 Quality of hospitality and service for all passengers
- 17 Airport security
- 26 Health and safety in the workplace

Enjeux majeurs

- 3 Appeal for airlines (marketing and price)
- 7 Dialogue and relations with public stakeholders
- 9 Dialogue and relations with development partners
- 10 Efficient management of risk, audit and internal control systems
- 11 Operational efficiency for airlines
- 14 Accessibility in terminals for persons with disabilities or reduced mobility
- 16 Respect for fundamental customer and consumer rights
- 19 Labour relations and employee satisfaction
- 20 Employment management, attractiveness and talent retention
- 22 Performance-based management and profit-sharing schemes for employees
- 23 Quality of life for employees working in airport areas
- 27 Working conditions for employees of Aéroports de Paris partners
- 28 Access to airport areas
- 30 Dialogue and engagement with local stakeholders

Enjeux à suivre

- 1 Improving the company's economic performance
- 4 Members and working methods of the Board of Directors
- 6 Developing airport passenger capacity
- 12 Fight against climate change
- 15 Quality of service for BtoB non-airline customers
- 18 Preservation of buildings
- 21 Skills management, employability, career paths and internal mobility
- 24 Respect for fundamental employee and partner rights
- 25 Diversity and equal opportunities
- 29 Noise pollution management
- 31 Commitments to help develop host communities
- 32 Local sustainable purchasing

APPENDIX 9

OUR CSR VALUE CHAIN

1

Responsible purchasing

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

Purchasing up

2

A controlled activity

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

+1.8% traffic

3

High-performance services

Passengers (B2C)

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

+2% passengers

Airlines (B2B)

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

+38 airlines

Tenant airport companies (B2B)

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

+6% in surface area

4

Value creation for our stakeholders

RWealth distribution

(see Appendix 10)

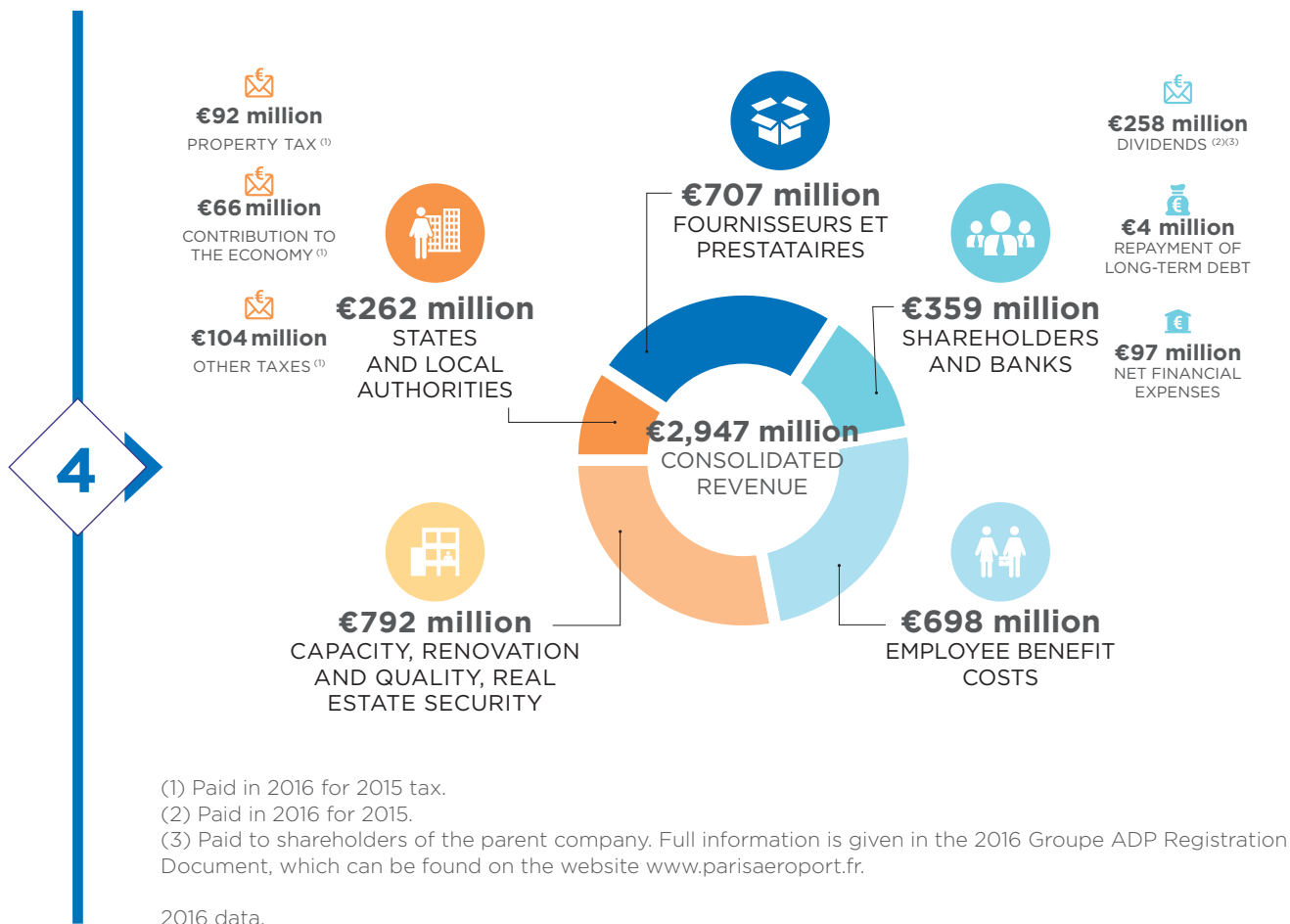
**1 million additional passengers
+1,400 jobs**

Interdepartmental functions

- Responsible governance and ethics (Group Ethics, CSR and responsible lobbying charters), codes of conduct.
- Risk control and internal audit.
- Responsible human resources management (training, employability, diversity, Interdepartmental health and safety).
- Integrated management systems – environment, health, quality (IMS) – and energy management system (SMÉ).
- Responsible purchasing (codes of ethics of Aéroports de Paris SA and major subsidiaries).
- Dialogue with our stakeholders, communication, transparency, reporting, third party assessment.
- Complaints handling.

APPENDIX 10

WEALTH DISTRIBUTION



APPENDIX 11

COMPLIANCE WITH THE INTERNATIONAL UN AND ILO CONVENTIONS

The commitment to the principles of the International Labour Organization (ILO) and the Global Compact is embodied by the initiatives undertaken in these areas.

Principles of the Global Compact and the ILO

Actions undertaken

Human rights

1. Support and respect the protection of international law on human rights within the sphere of influence of the Group.	Company Code of Conduct and those of the four fully-owned subsidiaries (ADP Ingénierie, ADP Management, HUB SAFE, Hub One), Group CSR charter.
2. Ensure that Groupe ADP companies are not complicit in violations of human rights.	Company Code of Conduct and those of the four fully-owned subsidiaries (ADP Ingénierie, ADP Management, HUB SAFE, Hub One).

Labour standard/ILO principles

3. Uphold freedom of association and the effective recognition of the right to collective bargaining.	Individual right to union training and signature of agreements on trade union rights.
4. Eliminate all forms of forced or compulsory labour.	Integration of ethical criteria into Groupe ADP specifications applicable to our suppliers and service providers.
5. Ensure the effective abolition of child labour.	Integration, through Groupe ADP, of a code of purchasing ethics annexed to supplier and service provider contracts to reduce the risk of child labour.
6. Eliminate discrimination in the workplace and professions.	Commitment by Groupe ADP to combat discrimination through the signature of three agreements: gender equality (2014-2016, extended in 2017), the integration of persons with disabilities (new agreement 2016-2018) and GPEC, including the generations and training contract (2016-2018).

Respect for the environment

7. Support a preventive approach to environmental challenges.	Groupe ADP environmental policy.
8. Undertake initiatives to promote greater environmental responsibility.	Implementation of a training and environmental awareness programme for all Groupe ADP employees.
9. Encourage the development and diffusion of environmentally friendly technologies.	Groupe ADP technological monitoring and innovation (renewable energies).



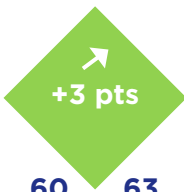
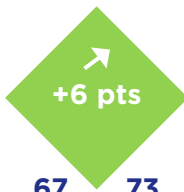















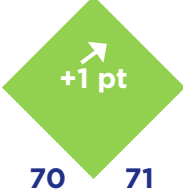

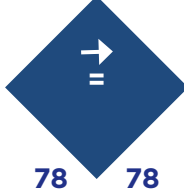
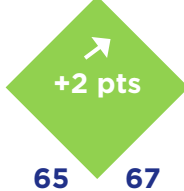









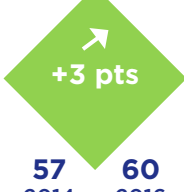
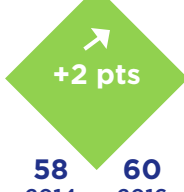

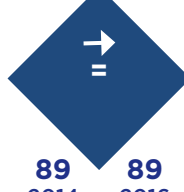
Fight against corruption

10. Work against corruption in all its forms, including extortion and bribery.	<ul style="list-style-type: none"> • Member of the NGO Transparency International France. • Signatory of Transparency International France's declaration promoting responsible lobbying. • Responsible Lobbying Charter signed in January 2017 by Groupe ADP. • 3rd Groupe ADP three-year fraud prevention programme (2015-2017). • Commitment against corruption in all its forms in the Group Ethics Charter.
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APPENDIX 12

2016 NON-FINANCIAL RATING

◆ RESULTS BY ENTITY (AÉROPORTS DE PARIS SA AND SUBSIDIARIES)

AÉROPORTS DE PARIS SA	ADP INGÉNIERIE	ADP MANAGEMENT	HUB ONE SA	HUB ONE MOBILITY	HUB SAFE
Overall rating					
 +3 pts 80 83 2014 2016	 +6 pts 60 66 2014 2016	 +3 pts 60 63 2014 2016	 +6 pts 67 73 2014 2016	 +8 pts 58 66 2014 2016	 +6 pts 71 77 2014 2016
Governance					
 +4 pts 78 82 2014 2016	 +10 pts 63 73 2014 2016	 -1 pt 66 67 2014 2016	 +11 pts 71 82 2014 2016	 +7 pts 59 66 2014 2016	 +8 pts 64 72 2014 2016
Environment					
 +3 pts 85 88 2014 2016	 +4 pts 65 69 2014 2016	 +3 pts 60 63 2014 2016	 +9 pts 61 70 2014 2016	 +13 pts 51 64 2014 2016	 +15 pts 56 71 2014 2016
Human capital					
 +1 pt 79 80 2014 2016	 +1 pt 70 71 2014 2016	 +4 pts 57 61 2014 2016	 = 78 78 2014 2016	 +2 pts 65 67 2014 2016	 +5 pts 73 78 2014 2016
Customers/purchasing					
 +4 pts 80 84 2014 2016	 +4 pts 66 70 2014 2016	 +4 pts 61 65 2014 2016	 +8 pts 65 73 2014 2016	 +12 pts 60 72 2014 2016	 +2 pts 74 76 2014 2016
Community					
 +6 pts 75 81 2014 2016	 +9 pts 38 47 2014 2016	 +3 pts 57 60 2014 2016	 +2 pts 58 60 2014 2016	 +4 pts 56 60 2014 2016	 = 89 89 2014 2016

◆ 75 to 100 : Excellent ◆ 50 to 75 : Advanced ◆ 25 to 50 : Improvement

APPENDIX 13

2016 RESPONSIBLE PURCHASING REVIEW (Aéroports de Paris SA)

CSR and environmental performance of suppliers

- In 2016, 77% of contracts signed included CSR criteria in the selection process.
- 42% of target contracts include an energy criterion.
- In 2015, social audits conducted on all cleaning contracts, 2 works contracts and 1 security contract.

Responsible purchasing

- €837 thousand in revenue with the sheltered and protected sector in 2016. Original target of €800 thousand (10 active contracts).
- Roll-out of social integration clauses: 14 contracts in 2015 (10 for the East Pier - 35,000 H performed compared with an original target of 25,000 H; 28,000 H in 2016 for the building linking Orly Sud and Orly Ouest).

Growth in SME revenue (local involvement)

- Over 26% of our suppliers are SMIs/SMEs/ETIs/MEs (source: Easypics).
- 70% of purchases made locally.
- Annual survey, sent to suppliers: 59/100 in 2015;
- 280/100 in 2016.

Partnership relations with suppliers

- Supplier payment times reduced. Payment time 47.5 days: 84% honoured, 8% > 1 month (14% in 2011).

Ethics and security

- Purchases under €15,000 brought under control.
- Internal control unit set up within the Purchasing Division since 1 January 2015.
- Supplier CSR Charter in September 2014.

Innovation

- Objective: Continue co-innovation drive with innovative companies.

Significant improvement in our non-financial rating in 2016: +4 points for purchasing.

Overall rating: 85/100



Responsible supplier relations label obtained in March 2014.



DJSI: integration index in September 2015. Supply chain management axis
77 points, i.e. +15% compared with 2014



ISO 9001 certification obtained for the Purchasing Division.



Still ranked



Ranked since 2013



AAA rating,
December 2013



APPENDIX 14 DIVERSITY

Over 6% of jobs for the disabled

Growth in the employment of people with disabilities between 2011 and 2016

	2011	2012	2013	2014	2015	2016
Direct employment (recruitment, new/ revised declarations)	4,96 %	5,20 %	5,65 %	6,06 %	6,14 %	6,58 %
Direct employment (sheltered and protected employment sector)	0,25 %	0,25 %	0,26 %	0,40 %	0,60 %	0,68 %
Employment rate	5,21 %	5,45 %	5,91 %	6,46 %	6,74 %	7,26 %

In 2005, the law on "equal rights and equal opportunities and the inclusion and citizenship of persons with disabilities" made it a requirement to fill 6% of the workforce with disabled workers. We met, and exceeded, this threshold with an employment rate of 7.24% in 2016. Disabled persons accounted for 3.70% of external hires in 2016.

Equal pay

Between 2011 and 2013, we analysed and compensated wage disparities for 225 executive and non-executive employees. Since 2014, situations are examined on a case-by-case basis. In 2016, of the 11 claims studied, 3 situations resulted in remedial action.

The gap in pay between men and women between 2010 and 2016

2010	2011	2012	2013	2014	2015	2016
10,8 %	10,1 %	10 %	10,4 %	9,0 %	9,3 %	9,3%

(scope: Aéroports de Paris SA)

Feminisation of governance

	2013	2014	2015	2016
Executive Committee	1 woman out of 13 members	2 women out of 12 members	2 women out of 12 members	2 women out of 13 members
Board of Directors	42 %	42 %	42 %	42 %

(scope: Aéroports de Paris SA)

APPENDIX 15

ENERGY EFFICIENCY – 2016-2020

PROGRESS PLAN

1

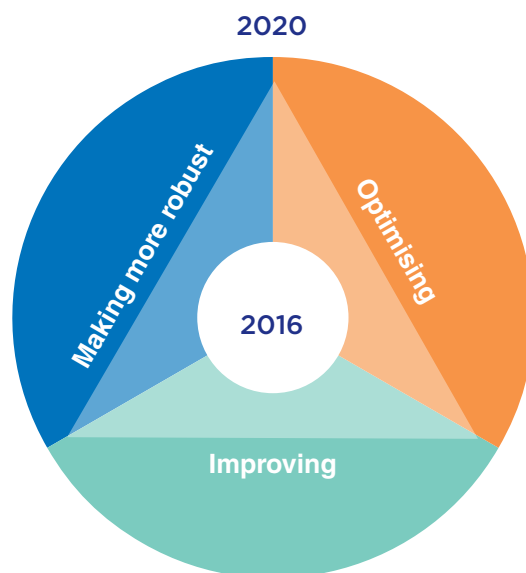
✓ Making our facilities more robust with energy management

- Roll out an ad hoc metering plan.
- Take care of maintenance plan for energy facilities (particularly water networks).
- Review temperature regulation facilities, particularly in terminals.

2

✓ Optimising operations (operations and maintenance) in terms of energy

- Identify sources of energy loss and set up an action plan to solve these by optimising operations, improving operating practices and incrementally improving facilities.
- Gradually review all operating procedures to include energy control.
- Roll out an awareness-raising and training plan for staff whose activity has the greatest impact on energy management, in particular, by setting them personal targets in this area.



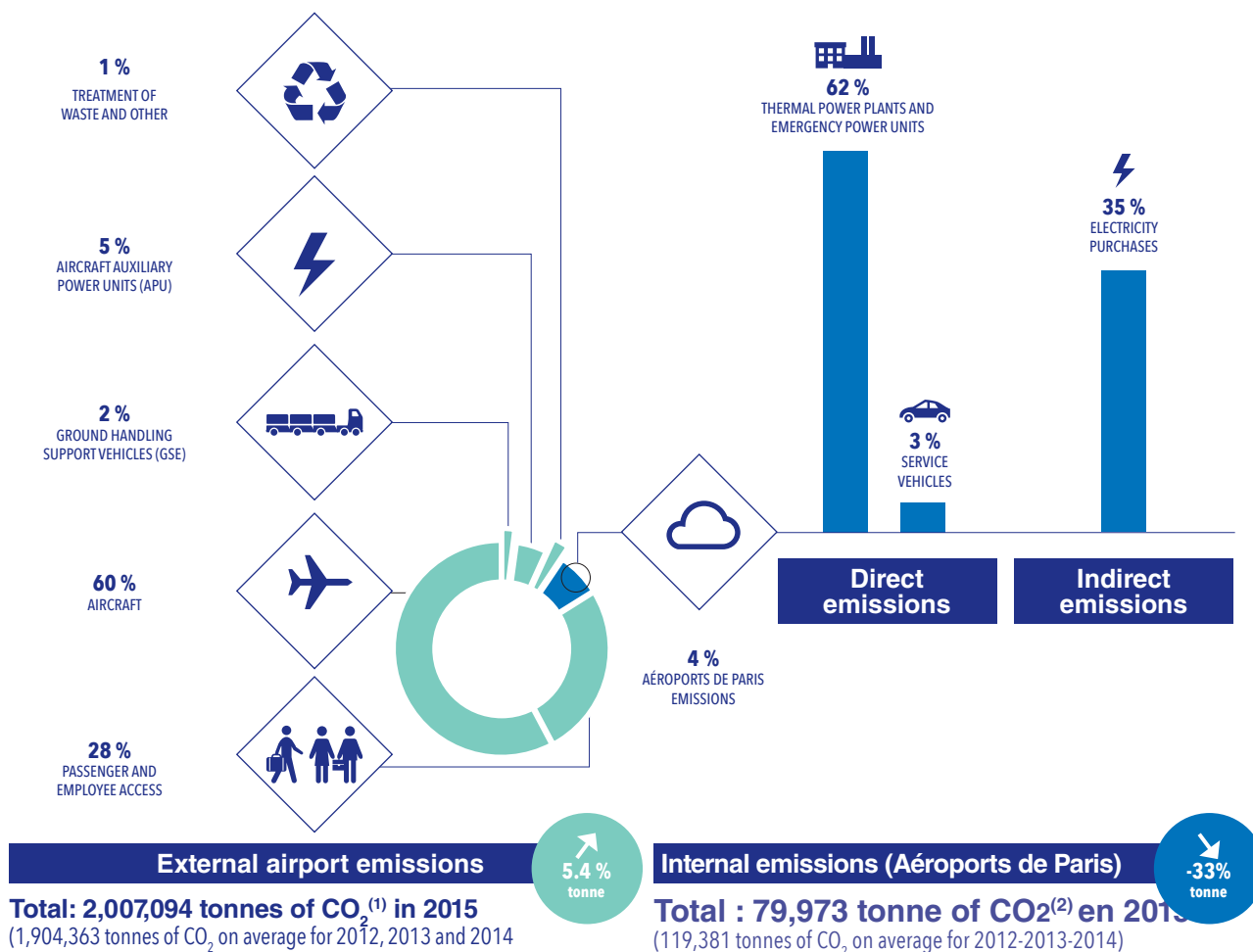
3

✓ Improving buildings and equipment

- Systematically analysing positive or negative energy effects for all works.
- During renovation or refurbishment operations and for new facilities, choose the most energy efficient equipment and techniques: the "energy" criterion must be taken into account by the programme and by the "purchasing" process).
- Schedule the replacement of energy-intensive equipment and structures and set up automated systems.
- Test environmentally-friendly technologies in pilot facilities (e.g. lighting systems).

APPENDIX 16

2015 EMISSIONS RESULTING FROM THE ACTIVITY OF THE 3 MAIN AIRPORTS (2015 ACA REVIEW)



(1) External emissions for Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget. The increase is mainly due to rising passenger numbers.

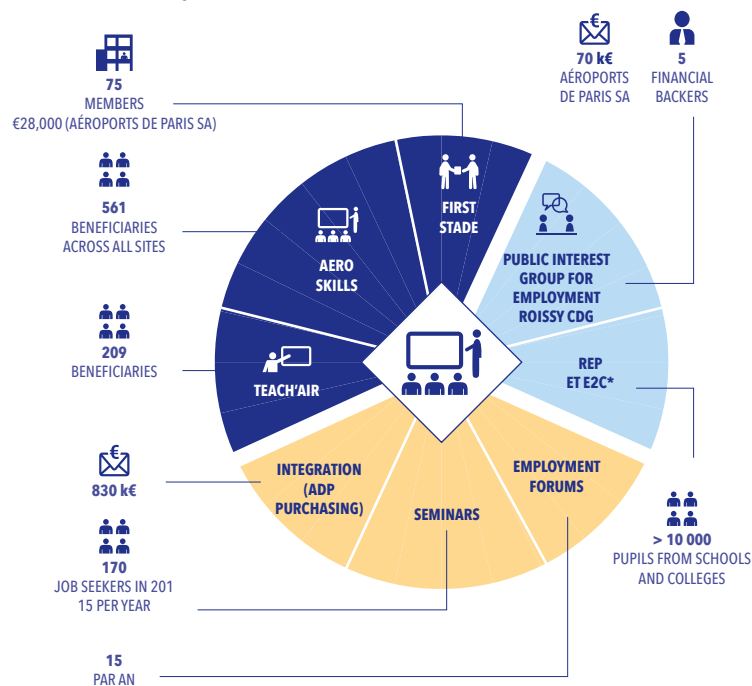
(2) Internal emissions (Aéroports de Paris) for the three airports. The reduction was due to the drop in the consumption of fossil fuels by thermal power plants and the increase in our renewable energy production.

APPENDIX 17

OUR ECONOMIC AND SOCIAL COOPERATION PARTNERSHIPS

✓ Employment partnership – airport jobs for local residents

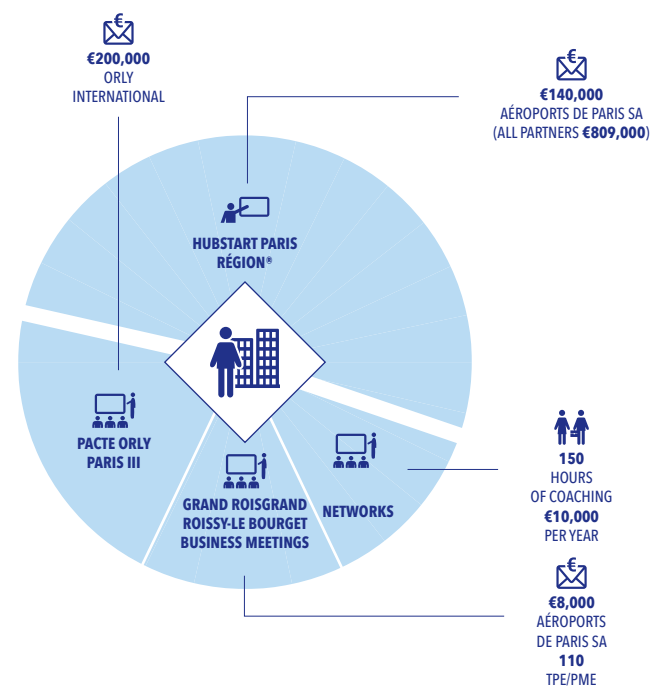
- Support employment opportunities
- Vocational training
- Integration through economic activity/ community and solidarity
- Mobility



*Priority education networks. Second chance schools.

✓ The appeal and promotion of territories

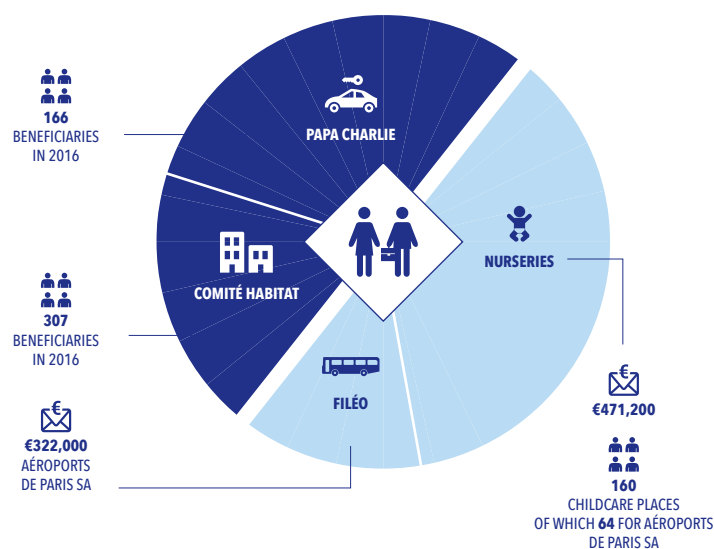
- Local marketing, international promotion
- Incubators, support for innovative projects and business creation
- Mentoring and coaching SMEs/SMLs



● PLANÈT'AIRPORT AND PARTNERS
● AÉROPORTS DE PARIS SA AND PARTNERS
● AÉROPORTS DE PARIS SA

OUR ECONOMIC AND SOCIAL COOPERATION PARTNERSHIPS

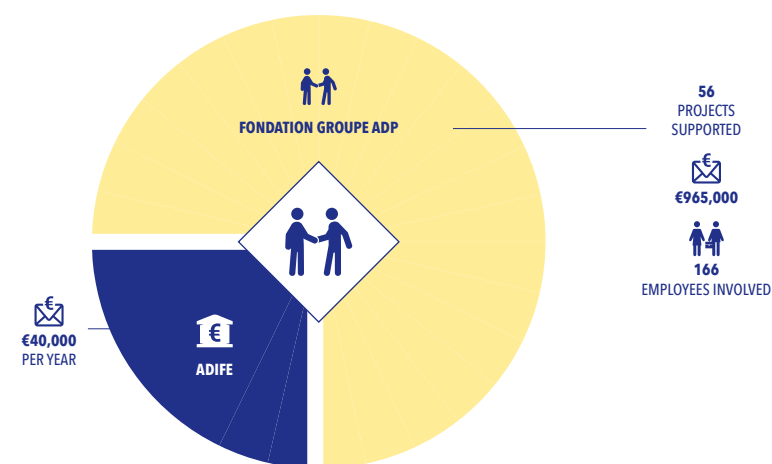
- ✓ **Airport employees**
– **quality of life**
- Nurseries
 - Transportation
 - Housing



- ✓ **Groupe ADP Foundation**

- Local initiatives
- Tackling illiteracy
- International
- Employee involvement

- ✓ **Regional endowment fund (Adife)**



● PLANÈT'AIRPORT AND PARTNERS
 ● AÉROPORTS DE PARIS SA AND PARTNERS
 ● AÉROPORTS DE PARIS SA

APPENDIX 18

2016 PLANÈT'AIRPORT REVIEW

Planèt'AIRport beneficiaries (not including AÉRO Compétences)

	2014	2015	2016
Reception, information, advice	5 320	4 317	4 488
• Support	301	229	319
• Vocational training	149	87	193
• Employment contracts	73	34	97
Mobility (Papa Charlie and First Stade)	184	157	166
Housing (Comité Habitat)	80	123	307

4,961
beneficiaries

Planèt'AIRport in 2016



AÉRO Compétences review

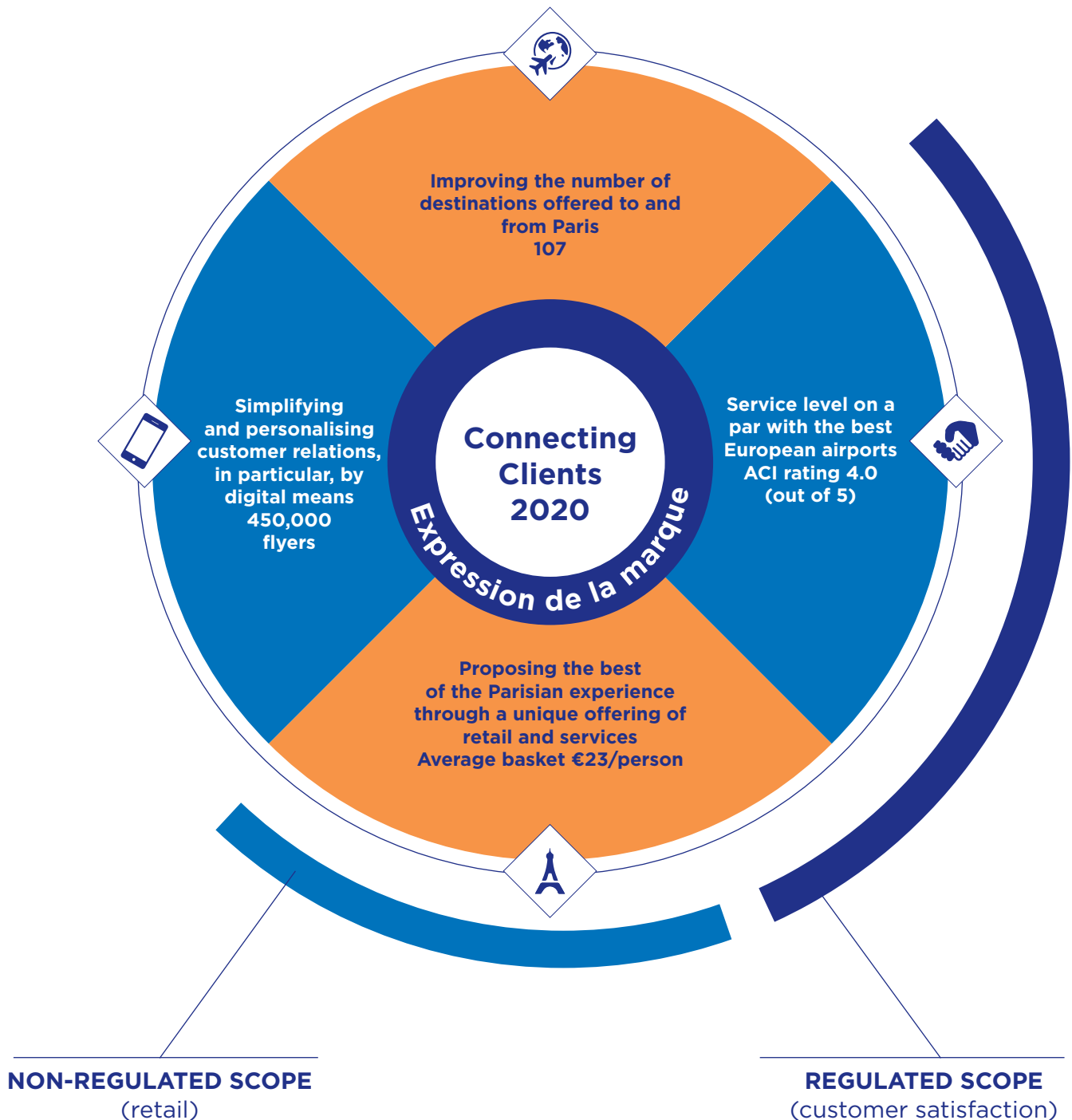
	2011-2013	2014-2015	2015-2016
Places per year	441	456	561
Preparatory courses and courses leading to qualifications	441	456	561
Qualified (2 school years)	292	196	342
Total budget (rounded to the nearest € thousand)	1,398	1,108	1,987

AÉRO Compétences partners: Planèt'AIRport (agent and operator), Camas formation, Prom'hôte, Campus 93, Greta BIP 93, Groupe ADP.



1,987 k€
thousand Total budget
AÉRO Compétences (2015-2016)

APPENDIX 19 CONNECTING CLIENTS



APPENDIX 20 INDICATORS

Reporting methodology

Every year, we publish our corporate social responsibility (CSR) information. The current CSR Experts Section internet sub-site covers Groupe ADP's activities from 1 January to 31 December 2016. It was based on the Global Reporting Initiative (GRI) fourth generation management and reporting guidelines. It is an international

and multi-stakeholder initiative, the purpose of which is to develop indicators that can be used, world-wide, to assess the economic, social and environmental performances of companies.

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

✓ Control and consolidation

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

Social indicators

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

Environmental indicators

- For the environmental indicators, Groupe ADP uses a specific reporting protocol to define the indicator and the scope and method of the calculation. The frequency of the environmental indicators is adjusted on a sliding year from October 2015 to September 2016. The indicators calculated according to another frequency are identified by note (2).
- For the "air quality" and "emissions" indicators, the data is supplied by Groupe ADP laboratory, which is Cofrac-accredited and ISO 9001-certified, based on methodological guides containing the instructions used. They are then sent to the Environment and Sustainable Development Division.

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

Community-based indicators

- Night traffic data is collated by Groupe ADP. The "curfew exemption" data for Paris-Orly is collected by the French civil aviation authority (DGAC).
- Data on "beneficiaries of employment assistance" (training, support, mobility assistance) are supplied by AERO Compétences.
- For soundproofing aid indicators, the data comes from the review published in December 2016.

Essential (core) criteria

The report was produced according to the essential (core) criteria defined by the GRI G4. When it has not been possible to address a theme or indicator with the required level of detail, we refer readers to the

"Group" tab of our website (www.parisae-roport.fr) or to the [Registration Document](#), which can be consulted at the same address, and which provides full information. This is the case for financial information, details on the structure of governance and the presentation of risks.

The materiality matrix, the correlation table including the GRI G4 summary and parts of Article 225 of the Grenelle 2 Law have been published on Groupe ADP's internet sub-site, in the [CSR Experts Section](#).

Table of indicators

Economic, labour, societal, and environmental data, as well as a presentation of general information on the organisation are provided in the following pages.

2016 TABLE OF INDICATORS

◆ Groupe ADP in figures

	Unit	2014 restated	2015 restated	2016	REF.GRI
Revenue	€ million				
Groupe ADP	€ million	2,807	2,935	2,947	EC1
Aéroports de Paris SA	€ million	2,759	2,735	2,744	EC1
EBITDA	€ million				
Groupe ADP	€ million	1,115	1 191	1,195	EC1
Aéroports de Paris SA	€ million	na	na	na	EC1
Net income	€ million				
Groupe ADP	€ million	402	430	435	EC1
Aéroports de Paris SA	€ million	352	396	399	EC1
Purchases	€ million				
Groupe ADP	€ million	407	526	792	EC1
Aéroports de Paris SA	€ million	390	512	774	EC1

◆ Economic data

	Unité	2014	2015	2016	REF.GRI
Number of companies in the airports	number	1,030	927	nd	EC9
Jobs at airports (excluding temporary)	number	120,000	120,460	nd	EC9
Compensation fund for airport noise (FCNA)	€ million	4.57	4.57	4.57	EC8
Aéroports de Paris Foundation: amount granted by the foundation	€ thou- sands	667.7	847.4	965	EC8
Passenger air traffic	million	92.8	95.4	97.2	AO1
Paris-Charles de Gaulle	million	63.8	65.8	65.9	AO1
Paris-Orly	million	28.9	29.6	31.3	AO1
Paris-Le Bourget	million	na	na	na	AO1
Number of aircraft movements	thousand	693.2	753.9	760.2	AO2
Paris-Charles de Gaulle	thousand	465.2	469.3	472.9	AO2
Paris-Orly	thousand	228.1	231.1	234.4	AO2
Paris-Le Bourget	thousand	54.5	53.5	52.9	AO2

2016 TABLE OF INDICATORS

◆ Employee-related data

	P	Unit	2014	2015	2016	REF.GRI
Average staff numbers		number				
• Aéroports de Paris	(b)	number	6,798	6,553	6,478	G4-9
• Subsidiaries		number	2,220	2,443	2,409	G4-9
Total Group	(a)	number	9,018	8,996	8,887	G4-9
Employment and integration of disabled workers						
Number of disabled workers	(b)	number	365	373	397	LA12
Average age	(b)	year	46.7	47.1	47.4	LA12
Proportion of women	(b)	%	37.9	37.9	37.9	LA12
Appointments/Departures						
On a permanent basis	(a)	number	293	205	247	LA1
New staff under 25 years old	(b)	number	58	22	30	LA1
Departures all reasons	(a)	number	775	661	913	LA1
Promotion rate	(b)	%	3.5	3.9	4.0	LA1
Replacement rate for permanent jobs	(b)	%	3.7	2.1	2.60	LA1
Training						
Percentage of payroll spent on ongoing training	(b)	%	5.86	6.02	5.3	LA9
Absenteeism						
Absenteeism for all causes	(b)	%	6.7	7.1	7.0	LA6
Absenteeism	(b)	hour	718,465	733,689	717,771	LA6
Health and safety conditions						
Accidents at work	(b)	number	157	297	344	LA6
Accidents resulting in death	(a)	number	0	0	0	LA6
Accidents at work frequency rate	(b)	%	15.5	12.3	16.6	LA6
Accidents at work severity rate	(b)	%	1.03	1.05	1.08	LA6

◆ Societal data

	P	Unit	2014	2015	2016	REF. GRI
Participants in "Airport jobs" seminars		number	222	253	323	SO1
Beneficiaries of employment assistance (training, support, mobility assistance)		number	6,386	5,842	4,961	SO1

2016 TABLE OF INDICATORS

◆ Environmental data

	P	Unité	2014				2015				2016				REF.GRI
			CDG	ORLY	LBG	TOTAL	CDG	ORLY	LBG	TOTAL	CDG	ORLY	LBG	TOTAL	
Noise															
Cases handled		number	266	333	0	599	1,100	582	102	1,784	645	981	215	1,841	SO1
Soundproofed homes and premises		number	572	564	0	1,136	1,318	1,293	349	2,960	1,735	1,749	298	3,782	SO1
Aid granted		€ million	5.8	5.8	0	11.6	16.03	14.03	3.39	33.45	16.66	16.59	3.92	37.17	SO1
Air quality, emissions and waste															
Air quality at the airports															
Particle rate (PM 10)		µg/m³	19	22	nd	na	nd	19	nd	na	18	17	nd	na	
Nitrogen dioxide rate (NO₂)		µg/m³	24	26	nd	na	21	24	nd	na	26	29	nd	na	EN21
Particle rate (PM 2.5)		µg/m³	12	15	nd	na	nd	11	nd	na	11	11	nd	na	EN21
Rate of ozone (O₃)		µg/m³	41	39	nd	na	44	44	nd	na	39	40	nd	na	EN21
Nitrogen monoxide rate (NO)		µg/m³	9	11	nd	na	9	11	nd	na	10	20	nd	na	EN21
Aircraft emissions															
CO₂ emissions		tonne	862,100	294,400	31,770	1,188,270	890,960	304,140	30,610	1,225,710	890,570	316,270	29,870	1,236,710	EN17
NOₓ emissions		tonne	4,210	1,190	53	5,453	4,382	1,222	52	5,656	4,428	1,280	50	5,758	EN21
Plant emissions															
CO₂ emissions ^{(1) (2)}	(c)	tonne	31,994	5,358	3,069	40,421	38,699	6,492	3,017	48,208	41,769	5,960	2,585	50,314	EN16
NOₓ emissions ⁽²⁾	(c)	tonne	121.8	3.4	1.9	127.1	63.9	4.3	1.9	70.1	69.5	nd	1.6	71.1	EN21
Vehicle Emissions															
CO₂ emissions	(b)	tonne	1,560	963	265	2,788	1,629	884	208	2,721	1,482	855	163	2,500	EN15-EN17
Energy															
Share of renewable energy in our final internal energy consumption	(b)		na	na	na	15,9	na	na	na	12,2	na	na	na	14,5	EN3
Heat generation	(c)	%	227,032	84,061	14,216	311,093	223,989	88,600	9,290	321,879	10.1	14.5	11,184	316,962	EN3/4
Refrigeration output	(c)	MWh	115,467	19,737	696	135,900	120,484	22,662	708	143,854	118,713	21,277	971	140,961	EN3/4
Total electricity purchased (internal and external)	(c)	MWh	335.2	112.7	23	471.1	338.8	113.7	23.0	475.5	332.9	116.0	25.1	474.1	EN3/4
Internal electricity consumption ⁽³⁾	(b)	GWh	277,813	79,240	2,602	359,655	280,177	78,354	2,386	360,917	279,250	78,048	1,940	359,239	EN3
Energy intensity – Internal electrical consumption	(b)	MWh	4.3	2.7	na	3.8	4.2	2.6	na	3.7	4.2	2.4	na	3.7	EN5
Percentage of green electricity in our electricity purchases	(c)	kWh/passenger	na	na	na	30	na	na	na	50	60	60	100	60	EN3
		%													

2016 TABLE OF INDICATORS

◆ Environmental data (continued)

	P	Unité	2014				2015				2016				REF.GRI
			CDG	ORLY	LBG	TOTAL	CDG	ORLY	LBG	TOTAL	CDG	ORLY	LBG	TOTAL	
Water															
Consumption of drinking water ⁽⁴⁾	(c)	thousand m³	2,175	570	75	2,821	2,377	532	66	2,977	2,267	608	74	2,950	EN8
Internal consumption of drinking water	(b)	thousand m³	1,056	341.2	26.2	1,423.5	1,087.9	335.1	14.9	1,437.9	1,031.2	315.9	14.7	1,361.9	EN8
Total volume of recycled and reused water	(b)	thousand m³	2.6	70	nd	72.6	21.3	68.6	nd	89.9	2.1	54.4	nd	56.5	EN10
Percentage of recycled and reused water	(b)	%	0.2	17	nd	4.9	0.2	11.3	nd	6.2	0.2	17.2	nd	4.1	EN10
Waste															
NHW volume collected	(c)	tonne	28,924	7,419	1,292	37,635	32,223	6,945	1,595	40,763	32,806	6,383	1,294	40,483	EN23
NHW internal volume Aéroports de Paris SA	(b)	tonne	9,667	6,486	550	16,703	9,453	6,188	527	16,168	9,963	5,541	291	15,796	EN23
Buried	(b)	%	5.0	3.4	11.0	5.0	7.8	nd	41.4	5.7	0	0.8	9.5	0.5	EN23
Recyclable	(b)	%	24.2	28.9	46.5	27.4	25.7	nd	45.1	27.5	28.1	29.3	80.4	29.5	EN23
Incinerated	(b)	%	70.8	66.7	22.6	67.6	66.5	nd	13.5	64.7	71.9	69.9	10.6	70.1	EN23
Volume of internal hazardous waste collected	(b)	tonne	2,396	100	33	2,529	2,878	114	nd	2,992	2,355	125	76	2,556	EN23
Transportation															
Share of public transport for passenger access to airports		%	47	40	na	45	nd	nd	na	nd	42	36	na	40	EN30
Biodiversity															
Total number of endangered species (IUCN red list) ⁽⁵⁾	(b)	number	na	na	na	1	na	na	na	1	na	na	na	1	EN14
Total annual number of wildlife impacts for every 10,000 aircraft movements	(b)	number	0.84	nd	na	na	0.42	nd	na	na	1.14	2.35	1.67	na	AO9

P = scope
(a) Aéroports de Paris Group.
(b) Aéroports de Paris SA only.
(c) Aéroports de Paris SA and third parties present at our airports.

Data
(√) The indicator was revised to a reasonable level of assurance in 2015 by an independent third party.
(1) Volume verified by a third controller.
(2) 2012, 2013 and 2014 data over a calendar year.

(3) 2013 data recalculated on the ACA methodology.
(4) 2013 data adjusted following a data reconsolidation.
na: not applicable
nd: not available

◆ Presentation of general information on the organisation

REF.GRI-G4	Intitulé	Pages of the main document (Groupe ADP - 2016 CSR) and appendix numbers
G4-1	Strategy and analysis	4 ; 2016 Registration Document ; Groupe ADP website
GA-3 à G4-16	Profile of organisation	4-6, 27, 33, 57, 81, 111 ; appendices 1-6, 8-13, 17, 20, 22, 23 ; 2016 Registration Document ; Groupe ADP website ; Groupe ADP CSR Experts Section
GA-17 à GA-23	Aspect and relevant scopes identified	4-6, 12-13 ; appendices 3, 4, 8
GA-24 à GA-27	Involvement of stakeholders	12, 27, 33-34, 81-82, 111-112 ; appendices 3-4, 9-10
GA-28 à GA-33	Profile of report	Appendix 20
GA-34	Governance	14 ; 2016 Registration Document
GA-56	Ethics and integrity	8-11; 15-17 ; appendices 7, 11
	Disclosures of Management Approach is discussed in Profile and CSR process chapters (pages 3 to 25), in the methodology of reporting above (Appendix 20) and on Groupe ADP website.	
	The pertinent G4-DMA of the airport operators' sector supplement are addressed on pages: 33, 126-129, appendices 1 and 20.	

2016 TABLE OF INDICATORS

Social information

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

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

HR6: sites and suppliers identified as presenting a substantial risk of forced labour incidents and measures taken to help abolish this in all its forms. The main activities of Aéroports de Paris and its HUBSAFE and Hub One subsidiaries take place in France where forced labour is prohibited. Our overseas subsidiaries must apply the same rules.

LA7: employees exposed directly and frequently to illness due to their work. In accordance with French legislation, Aéroports de Paris performs medical visits at intervals defined according to the work performed by the employees.

LA16: number of grievances concerning employment practices, filed, examined and settled via official grievance settlement mechanisms. Requests sent by staff representatives are processed at monthly meetings between the management of Aéroports de Paris and employee representatives.

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

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

EN29: amount of major fines and total number of non-monetary penalties for breach of environmental legislation and regulations. In 2016, no penalty of any kind was imposed on Aéroports de Paris for breach of environmental legislation and regulations.

Customer information

PR8: total number of well-founded complaints for infringement of privacy and loss of customer data. In 2016, no complaint was communicated with regard to the infringement of privacy and loss of customer data.

EC6: proportion of executive managers recruited locally at the main operational sites. No executive director has a local contract. All of our contracts are based in France.

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

Human rights training is included in general training.

The number of hours spent on human rights was not monitored.

HR7: percentage of security agents trained in organisational human rights policies and procedures applicable to their work. Aéroports de Paris does not employ any security agents who inspect passengers and employees. Contracts with security providers acting on behalf of Aéroports de Paris required suppliers to adhere to European legislation and good practices as regards human rights during security checks.

HR9: total number and percentage of sites which undergo human rights examinations or impact assessments. To date, no site has undergone an external human rights check. 95% of Aéroports de Paris employees are based in France.

Information unavailable on the publication date of this report Information for EN34, HR12, SO5, SO7, SO8 is being processed and analysed. If, during this stage, it becomes necessary to provide information to the public, the information will be posted online, in the most transparent way possible, as soon as it becomes available.

Contact

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Group Secretary General

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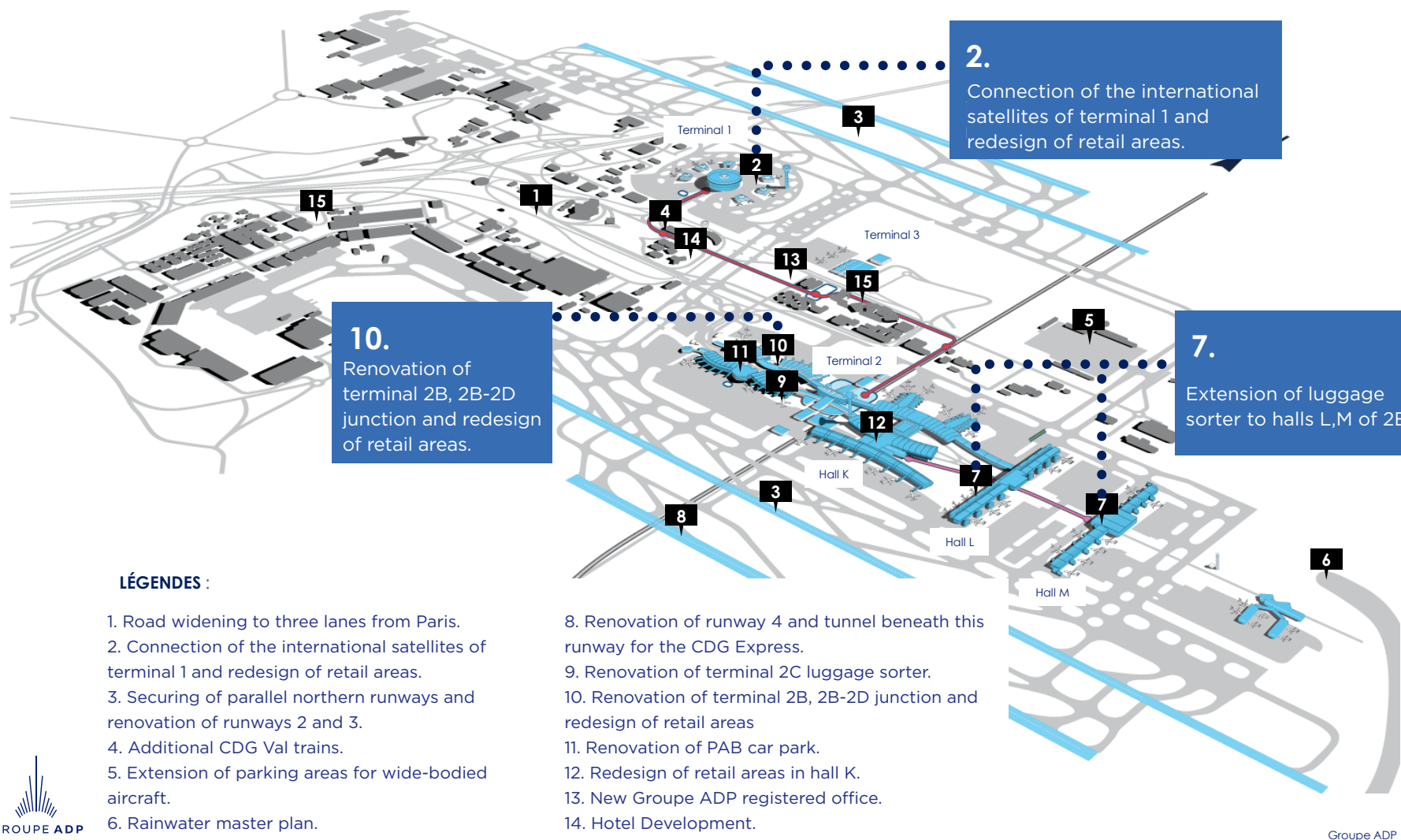


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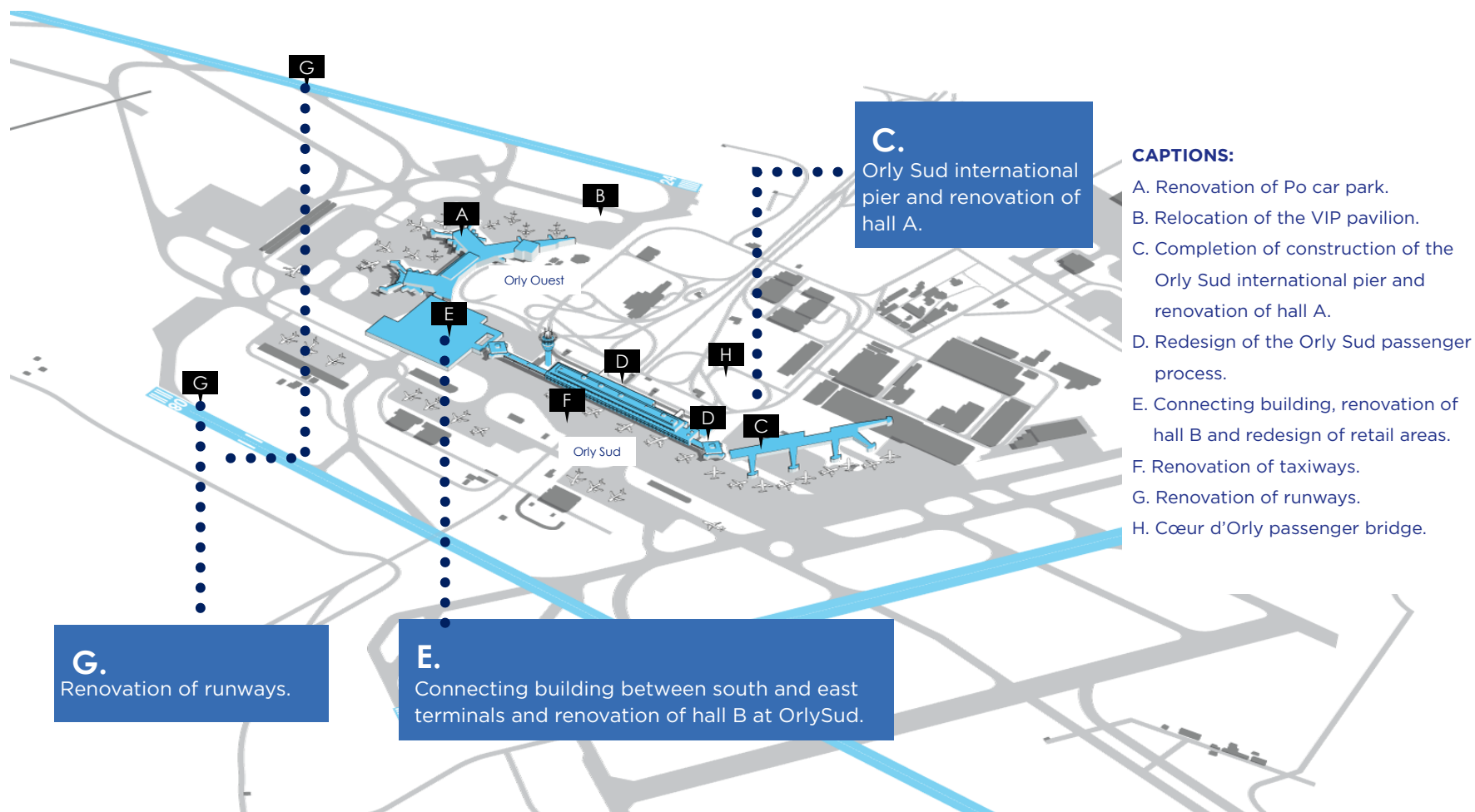


This airport is participating in Airport Carbon Accreditation

APPENDIX 21 CHANGES AT PARIS-CHARLES DE GAULLE



CHANGES AT PARIS-ORLY





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