

CORPORATE SOCIAL RESPONSIBILITY INFORMATION

2017 REPORT



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STATEMENT BY AUGUSTIN DE ROMANET

**Chairman & Chief Executive
Officer of Aéroports de Paris**



Revitalising our ecosystem

In March 2017 we opened our new head office at Paris-Charles de Gaulle, followed

a few months later by the opening of a new Environmental and Sustainable Development Resource Centre. This Centre is ergonomic, environmentally-friendly and open to all. Just like our Group, it is international, connected with its local area and ecosystem and engaged in global competition, and takes a pride in its community and environmental responsibility.

Since 2015⁽¹⁾ we have been recognised as Europe's leading major airport management company for CSR, a position we owe to our CSR policy and the corresponding revitalisation of our ecosystem. For several years now, we have

been launching an increasing number of initiatives to develop a shared culture between our employees and partners, with the aim of making the airport a community focused on the expectations of its stakeholders. We encourage and support collective intelligence, and we implement programmes that emphasise the strategic value of missions and skills relating to customer service and care, for both ourselves and our partners, such as the "Welcome to Paris" programme, which aims to improve customer satisfaction through a more sophisticated and better-integrated concept of hospitality. Synergy and a shared culture are also part of our ethical approach, as exemplified by our first Diversity Agreement, which promotes the idea of diversity as an asset and encourages an open attitude.

Our eagerness to share is something we have been applying for a long time now with the territories that host us. In 2017 we worked with our local economic and social partners to restructure the operational tools for promoting the regions and for helping local people to access airport jobs.

An example of this dynamic is the setting-up of the "Skills Hub" project. This sits within the framework of the French State's "Investissement d'Avenir" [Investment in the Future] programmes, and is a joint information and training initiative aimed at the residents of Greater Roissy.

Our rigorous environmental and climate policy also covers our ecosystem. As holders of Level 3 Airport Carbon Accreditation, we are addressing our internal emissions and are working with all airport players to reduce external emissions. Our climate-related ambitions have kept growing. In 2017 we reduced our carbon emissions per passenger by almost 70% compared with 2009. Our objective is to be carbon neutral by 2030, which would give us Level 3+ Airport Carbon Accreditation.

Strengthening our leading position over the next few years is one of our key projects, and will ensure we meet the expectations of all our stakeholders at the same time as responding to issues of worldwide concern.

(1) Ranking based on extra-financial ratings of the leading European airport groups by the Sustainalytics agency.

PROFILE OF GROUPE ADP

Connect 2020, our Strategic Plan

For the five-year period 2016-2020 which started with our third Economic Regulation Agreement, we have redefined our priorities and objectives. The new plan, christened « [Connect 2020](#) », sets out three priorities translated into nine pledges to all our stakeholders.

Optimise

- ✓ Guarantee operational performance.
- ✓ Improve organisational performance.
- ✓ Improve financial performance.

Attract

- ✓ Become our customers' preferred choice.
- ✓ Encourage employee development.
- ✓ Promote the Group brand.

Expand

- ✓ Be a solutions integrator. Grow with the regions.
- ✓ Conquer new markets.

Our four values

- 1 - Trust:** trust earned through the service we provide and the responsibility we demonstrate each day.
- 2 - Commitment:** shared commitment to ensuring robustness and competitiveness.
- 3 - Boldness:** boldness and innovation to make us our customers' preferred choice.
- 4 - Openness:** openness to the wider world in order to boost and publicise our success.

Identity card

Aéroports de Paris SA [owns and runs](#) the three main airports in Paris and the surrounding area (Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget) and ten general aviation aerodromes.

At the three main airports it provides high-performance installations and a range of customised services to airlines, passengers and cargo and mail operators.

Five lines of business

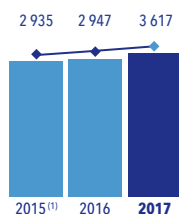
Aéroports de Paris SA operates in [five business sectors](#).

- Airport operations.
- Shops and services.
- Real estate.
- Airport development and international activities.
- Other activities.

Economic Regulation Agreement

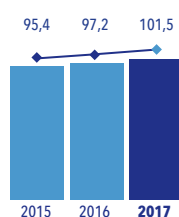
Since 2006, some of the activities of Aéroports de Paris SA have been regulated under a five-year contract known as an "[Economic Regulation Agreement](#)".

Key figures for 2017



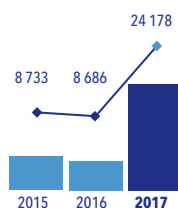
€3,617 million
of consolidated
revenues

(including €616 million for TAV Airports)



101.5
million passengers

handled at Paris-Charles de Gaulle and
Paris-Orly.



24,178
employees

Average Groupe ADP headcount (6,435 for
Aéroports de Paris SA; 17,743 for the subsidiaries,
including 16,836 for TAV Airports).

1,000

More than 1,000 businesses
based at our three Île-de-France airports⁽²⁾.

84%
of procurements made
in Île-de-France

More than
122,000
people⁽²⁾ work at our three
Parisian airports.

(1) Reprocessed. (2) Research by Utopies 2017.

Our wholly-owned key subsidiaries

ADP INTERNATIONAL
(formerly Aéroports de Paris Management)

Revenue of €15 million

Groupe ADP consolidated the management of all its international activities within a single entity, ADP International, in July 2017. This wholly-owned subsidiary of Aéroports de Paris SA covers every trade and profession in the airport value chain (from the design of an airport to its operation). It is in charge of all Groupe ADP's international operations, including TAV Airports (see key holdings below) and monitoring participation in the Schiphol Group.

✓ ADP Ingénierie

Revenue of €52 million.

ADP Ingénierie became a wholly-owned subsidiary of ADP International in 2017. It is ranked among the top five international airport engineering companies.

HUB ONE

Revenue of €154 million. Business telecommunications and radiocommunications: mobility and traceability solutions.

HUB SAFE

In September 2017 we transferred 80% of our subsidiary Hub Safe.

Our principal shareholdings

TAV AIRPORTS - TURKEY

Contribution of €616 million to Groupe ADP revenue. Airport Operations Our holding in TAV Airports (held indirectly) increased from 38% in 2016 to 46.2% in July 2017. The aspects of CSR concerning TAV Airports will be incorporated into our 2018 CSR report.

In 2017, we transferred a 49% shareholding in TAV Construction - Turkey.

SCNP - CHILI

Santiago Airport (Chile). We own 45% of the concession-holder company.

Cross-ownership

Royal Schiphol Group and Aéroports de Paris each hold 8% of each other's capital via a cross-holding system. Royal Schiphol Group mainly manages Amsterdam Airport (Netherlands).

✓ In 2014 Aéroports de Paris and Schiphol Group signed a four-year Cooperation Agreement with Incheon International Airport Corporation. This Agreement was renewed for four years in July 2017. Its scope includes aviation activities, airport retail, cargo, human resources, innovation and digital systems.

The airport city players

Several parties contribute to our airports' operations.

GROUPE ADP

- ✓ Airport development and operation.
- ✓ Shops and services.
- ✓ Real estate (leasing, construction).
- ✓ Airport services for airlines and business people (industrial services).
- ✓ Passenger reception and service.

AIRPORT-BASED BUSINESSES

- ✓ Airlines and ground handling operators.
- ✓ Security companies.
- ✓ Cleaning and maintenance companies.
- ✓ Air cargo and mail.
- ✓ Shops, bars, restaurants, hotels, banks, car rental, etc.

SERVICES DE L'ÉTAT

- ✓ Air traffic management and safety: Direction Générale de l'Aviation Civile (the French Civil Aviation Authority).
- ✓ Safety of persons: Border Police Directorate (Direction de la police aux frontières, or DPAF) and Air Transport Police (Gendarmerie du transport aérien, or GTA).
- ✓ Customs services.

➔ Full details appear on our website.
[Reference document 2017 and Financial Information 2017.](#)

OUR APPROACH TO CSR RSE

Fulfilling our corporate social responsibility means committing our group to making a joint effort. Our approach is based on robust and transparent governance, a strict ethical code, and control of our risks and impact. It is driven by our objectives for continuous improvement, and is assessed every two years by an extra-financial rating agency.



VOLUNTARY EXTRA-FINANCIAL RATING 2016

(scope: Groupe ADP)



See page 11 for the scope of the ratings.

1

A GROUP PLEDGE

Since 2015 we have been setting the gold standard in Europe for Corporate Social Responsibility among the five leading European airport management companies (London-Heathrow, Fraport, Aena, Schiphol Group, Groupe ADP – according to ratings by Sustainalytics in 2015). In 2017 our leadership was confirmed when we achieved first position in a worldwide benchmarking of the CSR performance of the top 10 international airport groups, carried out by Ethifinance.

As a company we have always sought a balance between economic growth, society's expectations and environmental protection. The culture of Corporate Social Responsibility is in harmony with our underpinning public service values.

A Group policy

The scope of our responsibility policy covers the parent company Aéroports de Paris SA and two of its principal wholly-owned subsidiaries, ADP International and Hub One.

The Group's ethical and good practice codes and the principles and objectives of our responsible procurement policy have all been incorporated by our subsidiaries into their internal regulations.

They have been signatories to our Group CSR charter since 2015 and to the institutional charters to which we subscribe.

We are also placing greater emphasis on our discussions with our partner TAV Airport, a Turkish company in which we have a 46.2% shareholding. In so doing, we aim to develop a shared CSR culture.

20 pledges for a responsible brand

In 2016 we officially launched our new identity under the name of Groupe ADP, our Connect 2020 Strategic Plan for the years 2016-2020, and our Paris Aéroport passenger brand associated with the slogan *"Paris vous aime"* (Paris loves you). *"Paris vous aime"*, the principle that drives our relationships with our stakeholders, links our corporate strategy with the way we exercise our social responsibility. It is expressed via [20 pledges](#) to our stakeholders, broken down into four groups.

- 1 - Passengers:** a commitment to passengers, because we owe them airports worthy of the world's most beautiful city.
- 2 - Airlines:** a commitment to airlines, because their competitiveness depends on our robustness.
- 3 - Regions:** a commitment to our local regions, because we contribute to their attractiveness and dynamic development.
- 4 - Our employees:** a commitment to our employees, because their well-being and skills are key to our attractiveness and performance.

The 6 pledges of the Group CSR Charter

Our Group CSR Charter sets out the key strands of our social responsibility strategy. It is circulated to all our stakeholders, both internal and external, to give our CSR endeavours greater exposure. It sets out six pledges.

- 1 - To ensure exemplary governance.**
- 2 - To put people at the heart of our strategy.**
- 3 - To satisfy all our customers.**
- 4 - To control and minimise our impact on the environment.**
- 5 - To ensure our procurements are ethical and responsible.**
- 6 - To promote involvement with our local communities.**

A structured approach

To give structure to our approach and to take account in relevant ways of our stakeholders' expectations, we have chosen as a benchmark the ISO 26000 guidelines covering corporate social responsibility. Our CSR action plan is implemented in ways that are consistent both with this standard and with the strategic focus of the Connect 2020 plan. It gains impetus from the results of the extra-financial rating we voluntarily request every two years (see page 11).

PERFORMANCE INDICATORS

In applying our Connect 2020 Strategic Plan we have defined several indicators contributing to CSR performance.

- ✓ Human resources: the Great Place to Work pledge, employee motivation, and safety.
- ✓ Customers: customer satisfaction.
- ✓ Environment: energy efficiency.
- ✓ Community and all domains: results of the voluntary extra-financial rating.

2

OUR CSR PRIORITIES

Materiality studies

In 2014, before drawing up the Groupe ADP Strategic Plan, Connect 2020, we positioned our CSR issues based on a remapping of our stakeholders and a study of "materiality" or "relevance".

The key issues identified by the materiality matrix – airport security, improvement of environmental performance, employee health and safety, quality of the care and attentiveness given to customers (airlines and passengers), disaster recovery and crisis management – have informed our strategy.

- ✓ In 2017, in accordance with best CSR practice, a further materiality study was initiated with all Groupe ADP's stakeholders in order to introduce new elements into its CSR strategy and to improve communication of its actions and results.

Our stakeholders

Our stakeholders are divided into seven categories.

- B2C customers and B2B customers.
- Employees.
- Public-sector organisations.
- Regional development organisations.
- Administrators and financiers.
- Airport partners.
- Community intermediaries and influencers.

✓ For further details see pp. 12-13.

THE STUDY 2017

The materiality study was carried out with one of France's leading CSR advisory firms. The stakeholder map was analysed and it was concluded there was no need to change it. A total of 23 issues were identified by benchmarking against the main airport groups, analysing our publications and detecting emerging trends. Over 8,000 stakeholders were invited to take part by completing an online questionnaire asking respondents to rate each issue's importance and their perception of Groupe ADP's performance. Nine qualified individuals (members of the Executive Committee, elected representatives, and professional experts) were interviewed face-to-face. The consolidated responses revealed 7 very important issues, 12 important issues and 4 less important issues.

2017 MATERIALITY MATRICES

The online survey of our internal and external stakeholders (12% response rate) enabled us to identify seven very important CSR issues: public safety and security, quality of passenger welcome and service, airport accessibility, preservation of natural habitats and air quality, good governance and business ethics,

health and safety at work, combating climate change, and sustainable construction.

Identifying the extent of the gap between importance and performance is also very informative.

The results were presented to the Executive Committee in March

2018. They will be communicated to stakeholders and fed into the CSR strategy and progress plans.

→ SEE**2017 materiality matrices**

Diagrams of the materiality matrices, the full list of issues and the methodology used are set out in Appendix 6 on page 79 of this document.

Responsible procurement

In 2016 we also finalised a materiality analysis relating to responsible procurement. It identifies environmental, social and community issues by procurement type, thus helping us to take appropriate action.

Our CSR value chain

Our policy is broken down into sustainable development principles in order both to meet the expectations of all our stakeholders and to contribute to the prosperity of the communities around us. We have put our action plans together so that this policy will create value for everyone. Our CSR value chain integrates our stakeholders' expectations into our decision-making processes where relevant.

→ SEE

the 2017 CSR value chain in Appendix 3.

**GOVERNANCE****Robust governance****BOARD OF DIRECTORS AND EXECUTIVE COMMITTEE**

Aéroports de Paris SA is a [limited liability company with a Board of Directors](#). Internal regulations specify the Board of Directors' responsibilities and operating methods. Aéroports de Paris SA makes every effort to comply with the principles laid down in the Afep-Medef governance code for listed companies, which was revised in November 2016. The Chairman & Chief Executive Officer, Augustin de Romanet, is responsible for strategic and operational leadership of the company, supported by the Executive Committee.

[2017 Reference document](#)**GROUP SECRETARY GENERAL**

Since 2013 a Group Secretary General, who is a member of the Executive Committee, has been working to make our social responsibility policy into an organisation-wide culture. He brings together all functions within the company working on risk control and sustainable development. These functions are undertaken both by the Environment and Sustainable Development Division and by the Risk Management and Compliance Division.

A CSR criterion for the Chairman & Chief Executive Officer's remuneration

The variable gross remuneration of the Chairman & Chief Executive Officer of Aéroports de Paris is based on three quantitative and three qualitative objectives. One of these qualitative objectives is corporate social responsibility, which includes managerial motivation and employee safety.

Involvement of the Board of Directors

Since 2015 the Board of Directors has been directly involved in thought processes and decisions relating to exercising corporate social responsibility and assessing CSR performance.

The Board of Directors' involvement in CSR in 2017 included:

- presenting the results of the 2016 extra-financial rating and the areas for improvement suggested by the rating agency Ethifinance;
- presenting the worldwide CSR benchmarking and highlighting the contribution to competitiveness that a well-executed CSR policy can make.

Operational governance and CSR

We regularly present CSR projects to the Group's operational Governance bodies: the Executive Committee, the Strategic Investment Committee, and the Environment, Energy and CSR Committee, chaired by Deputy CEO Edward Arkwright.

4

ETHICS AND PROFESSIONAL CODES OF PRACTICE

Two objectives relating to ethics appear on our roadmap as part of our 2016-2020 Strategic Plan:

- to strengthen the ethics and compliance programme, including corruption prevention and the vigilance plan;
- to strengthen the ethics and compliance culture within the Group.

✓ We have identified three priorities for 2018: preventing corruption, the duty of vigilance, and preventing conflicts of interest.

Group Professional Practice

In order for our ethics and compliance action to be applied at the highest level of the organisation, supervision of professional conduct, hitherto assigned to the Group Secretary-General, is henceforth the responsibility of the Chairman & Chief Executive Officer. A new Group Compliance Officer, Laure Kermen-Lecuir, was appointed in July 2017. She is responsible for the company-wide management of ethics and compliance for the parent company, Aéroports de Paris SA, and its subsidiaries. Intermediaries have been identified within the relevant Divisions, to lead and implement actions.

International projects

The Group is also tightening up its approach to ethics and compliance on projects carried out internationally. A Director of Audit, Risk, Ethics and Compliance (including corruption prevention) was appointed in August 2017 within ADP International. He is defining and leading the implementation of an Ethics and Compliance Programme with international scope.

He bases his work on the Group Policy, in collaboration with the Group Compliance Officer, and defines the specific details for international application.

Codes of Ethics and Best Practice

APPLICABLE IN FRANCE

Our Code of Professional Conduct was revised in July 2017 to meet the requirements of the "Sapin II" law relating to transparency, anti-corruption measures and economic modernisation, and the Potier law relating to the duty of vigilance. It is supplemented by a Code of Good Data Security Practice (Cobosi) and a Code of Good Stock Market Practice. These Codes are appended to our internal regulations. Every member of staff was asked to sign an undertaking to comply with the key ethical principles.

APPLICABLE INTERNATIONALLY

In 2018 we will finish work on a Code of Conduct that integrates the key principles of the Group Code of

Professional Conduct and the international standards.

Duty of vigilance

The law of 27 March 2017 introduced a duty of vigilance for parent companies and contractors with regard to their subsidiaries, sub-contractors and suppliers. The aim of this duty of vigilance is to prevent serious violations of human rights and basic freedoms, and serious harm to the health and safety of people and the environment.

✓ In 2017 we established a map of the ethical risks for Aéroports de Paris SA. The vigilance plan required by the law is currently being drawn up, under the aegis of the Groupe ADP Compliance Officer. The Procurement Division of Aéroports de Paris SA already implements a CSR policy in relation to its suppliers that addresses some of these issues.

✓ The Director of Audit, Risk, Ethics and Compliance for the subsidiary ADP International will in turn pick up the vigilance plan and adapt it for international use.

ETHICAL ALERT SYSTEM

We comply with the French legislative provisions entitling employees to report any psychological and sexual harassment, corruption, serious health and environmental risks, conflicts of interest, or facts constituting an offence or a crime to their representative bodies. The company's internal regulations stipulate that no employee may be subject to disciplinary action for exercising these rights. Employees' protection includes confidentiality concerning their identity.

✓ Since 2014 all employees have been able to consult the company's ethical authority, Laure Kermen-Lecuir, to ask questions about sensitive situations or a breach of ethics and to obtain clarification, via a dedicated email address.

✓ In 2018 this ethical alert system will be revised and extended to cover the requirements of the duty of vigilance and to encourage and support reporting and handling of such situations. This will include replacing the e-mail address with

an internet platform and hotline that can be accessed by anyone (staff and suppliers), anywhere.

Ethics and Compliance culture

In order to strengthen the ethics and compliance culture within our Group, the Group's Ethics and Compliance entity has drawn up a communication and awareness-raising plan that includes training.

Tools for understanding

Since 2016 we have been providing "Ethical habits" sheets for line managers and Human Resources managers, to help them support our staff in adopting and applying our ethical principles.

Our 2018 Action Plan includes:

- updating these sheets;
- updating training courses, including those aimed at managers and buyers, to include a section on "ethics and compliance";
- introducing an e-learning module about preventing corruption and influence peddling. This module will mainly target those individuals who are most exposed to risks of corruption and influence peddling.
- training within particular subsidiaries.

Public-sector positions

TRANSPARENCY INTERNATIONAL FRANCE

We are members of the association [Transparency International France](#) through our parent company Aéroports de Paris SA and we subscribe to its principles of transparency. We hold regular discussions with the association about its practices and its progress in the fight against corruption. We have signed the Membership Charter of the *Forum des Entreprises Engagées* (Forum of Committed Businesses) and in 2016 we signed its joint declaration supporting responsible lobbying.

✓ **A Group Charter for Responsible Lobbying** was adopted in 2016. It requires compliance at all times with our ethical principles when liaising with public-sector decision-makers. It is available online on the Group's public website, and requires all our employees to be aware that lobbying is an issue within the public domain. It also applies to our service providers in the public domain. We are contributing to the development of a guide to declaring lobbying expenses.

✓ In 2017 we were added to the Register of Interest Representatives kept by the Haute Autorité pour la Transparence de la Vie Publique (Supreme Authority for Transparency in Public Life), in compliance with the "Sapin II" law. We have set up an internal network of coordinators to centralise the actions of each Division and send them to the Supreme Authority.

UN CONVENTIONS

We develop our business in line with the principles of the UN Global Compact (*Global Compact*) to which we have been signatories since 2003. We monitor our own compliance with the ten principles it decrees, which relate to human rights, working conditions, environmental protection and anti-corruption measures. We confirm we subscribe to the fundamental Conventions of the International Labour Organisation (ILO) incorporated into the Global Compact. In this context, we publish good practice guides that are officially recognised by the UN. We have been recognised as being at ["Advanced" level](#) since 2015.

BUSINESS ETHICS CIRCLE

Since 2017 we have been members of the Business Ethics Circle, which brings together businesses, universities, business ethics experts and students.

ANTI-DISCRIMINATION MEASURES

In 2015, at the request of the *Défenseur des Droits* (French Citizens' Rights Protector), we signed the [Charter for Action to Defend Racial Equality and Combat Racism](#).

All our employees are asked by the Chairman & Chief Executive Officer to consult this Charter and the [égalitécontreracisme.fr](#) website, which sets out the kinds of action that can be taken.

✓ In September 2016 a [« discrimination »](#) item was added to the Contact and Complaint Form that can be accessed via Groupe ADP's internet portal, in the Passengers section.

5

RISK CONTROL

An organisation-wide approach

Our risk management, internal control and internal audit systems take an organisation-wide approach to controlling Groupe ADP's activities and objectives. The management systems used within some Group entities are fully engaged with risk control. (See our [2017 Reference document](#) on our website.)

Governance of the system

Governance is managed by the Risk Management and Compliance Division, which is attached to the Group Secretary-General (for the risk management and internal control system) and by the Audit Division, attached to the Chairman & Chief Executive Officer. It is carried out with the help of the Board of Directors, the Audit and Risks Committee, the Executive Committee, the Operations Committee for Risk and Internal Control, the network of Audit, Risk Management and Internal Control (ARC) coordinators and the Management Systems network. Our governance is based on the model of "three lines of activity control" recommended by the *Institut français de l'audit et du contrôle Interne* (French Audit and Internal Control Institute, or IFACI) and the *Association pour le management des risques et des assurances de l'entreprise* (Association for Risk Management and Business Insurance, or AMRAE).

Foundations of the system

Two charters provide the framework for Groupe ADP's overall system. The Risk Management and Internal Control Charter specifies that the Group applies the provisions of the reference framework published by the *Autorité des marchés financiers* (French Financial Markets Authority, or AMF) in 2007 and updated in July 2010. The Internal Audit Charter is based on the international standards and code of ethics for internal auditing which are distributed in France by the IFACI (French Institute of Internal Audit and Control) and which constitute the international reference framework for internal auditing.

Ethics and compliance are a real lever of trust for all Groupe ADP's stakeholders. We have also put them in place as governance principles.

These principles, which are detailed in our reference document, are supported by the Executive Management and intended to guide the work behaviour of all our employees.

Risk Management

The purpose of this system is to provide an accurate, organisation-wide view of the Group's key risks and their control level, and to anticipate them. In order for all stakeholders to have a shared, collaborative, organisation-wide view of these risks, a risk map is updated annually. This enables key risks to be identified, prioritised and dealt with, and relevant defined actions to be monitored.

Disaster recovery and crisis management

In order to improve our control of extreme risks, Aéroports de Paris SA has formalised a Group Disaster Recovery Policy (GDRP). The GDRP is broken down into Disaster Recovery Plans (DRPs) for each airport (Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget) and for each vital support function. These are supplemented by a "pandemic" plan.

The purpose of the Aéroports de Paris SA system is to ensure continuity of the

Group's leadership and the quality of its response to unexpected events. It must contribute to keeping operations running at satisfactory quality levels, while complying with safety and security obligations. In addition, crisis management exercises are carried out several times a year to test the system's effectiveness.

✓ Lessons learned in the wake of crisis situations contribute to the continuous improvement of the system. To this end, the Post-Crisis Analysis Policy sets out the analysis methodology to be used.

Internal control

The purpose of this permanently ongoing system is to contribute to control of the Group's activities, the effectiveness of its operations and the efficient use of its resources. In order to tighten up the security of the Group's operations still further, and to optimise organisation-wide coherence between entities and operating modes, a plan for applying internal control via organisation-wide processes was drawn up in 2016. This led, in 2017, to the formalisation of a map of the Group's key processes and the identification of internal control leaders. In addition, work was undertaken to tighten up the internal control of five strategic processes.

Management systems

Some entities (Divisions and subsidiaries) are embedding their action into the procedures of management systems that constitute their risk management system for all or some of their activity.

ISO 9001

In 2017 those entities already equipped with a high-quality management system obtained their ISO 9001 version 2015 certification, with the exception of Paris-Orly airport, which obtained it in 2018. The Procurement Division and Engineering & Development Division of Aéroports de Paris were ISO 9001:2015 certified for the first time in 2016.

ISO 14001

The certificates of the entities certified under the ISO 14001 standard for environmental management are currently being converted to bring them into line with the 2015 version (see page 33).

Periodic monitoring of the system

Monitoring of the internal control and risk management system is carried out by:

- follow-up of major incidents and incidents with associated unacceptable risks;
- the Corporate Audit Division;
- external control structures such as auditors and other relevant organisations, including government departments.

Protection of information and information systems

Worldwide cyberattacks on a huge scale are occurring ever more frequently. The increasing digitalisation of Group activities, changes in its work practices (such as teleworking) and new regulatory obligations – including the entry into force in May 2018 of the new European data protection Regulation (GDPR) – have led Groupe ADP to tighten up its vigilance and to take further steps in 2017, including most notably:

- a major awareness-raising plan, "Vigie Info" (Info Watch) aimed at the Group's personnel;
- a project to bring the Group into compliance with the GDPR as it is rolled out;
- an evaluation of the robustness of its critical information systems, in order to meet the requirements of the supervisory authorities.

TRANSPARENCY AND CSR PERFORMANCE

Reporting our CSR actions

We report our sustainable development activities to our stakeholders. This is done in accordance with the guidelines of the Global Reporting Initiative (GRI). Since 2015, CSR Information has replaced the printed or downloadable Corporate Responsibility Report that we had published every year since 2006. Our reporting methodology and the content of the information we provide are compliant with the GRI G4 core guidelines.

Management report checked by a third party

An independent third party checks the social, community and environmental information set out in our management report. This check complies with Decree no. 2012-557 of 24 April 2012, relating to organisational transparency requirements in these spheres. Both our qualitative and quantitative data are evaluated, with reasonable or moderate confidence levels, depending on the indicators.

Extra-financial rating

MEASURING IN ORDER TO IMPROVE

Since 2003 we have been having our performance evaluated by an independent extra-financial rating agency. This evaluation is carried out every two years, and since 2014 has been undertaken by Ethifinance.

We thus measure improvement in our performance in the spheres of corporate governance, human resources (human capital), the environment, customer relations, supplier relations (procurement) and community involvement.

Groupe ADP - Extra-financial rating by theme			
	2014	2016	Trend
Overall score out of 100	78	82	+4
2020 target: 83/100			
Rating by theme out of 100			
Governance	77	81	+4
Environment	82	86	+4
Human capital	77	79	+2
Customers/procurement	79	83	+4
Community engagement	74	79	+5

Areas for improvement that emerge from the rating agency's recommendations inform the improvement plans managed by each entity in the Group and coordinated by the Environment and Sustainability Division.

✓ **The scope of the rating** covers Groupe ADP (the parent company and its two main subsidiaries).

✓ **The rating scale** consists of four levels:

- **75-100:** excellent
- **50-75:** advanced
- **25-50:** progression
- **0-25:** introduction

The scores, which are out of 100, take account of three management principles: policy, system and performance.

✓ We are the only major European airport group that undergoes extra-financial rating at its own request.

83/100, our objective for 2020

We set ourselves the goal of scoring 83/100 in our voluntary extra-financial rating in 2020, an improvement of 5 points on the 2014 score. In 2016 we made swift progress towards our objective, being awarded an overall rating of 82/100 for the Group, with all indicators higher than previously.

2016 RATING OF GROUPE ADP

Groupe ADP's results demonstrate a well-established level of excellence right across the organisation. We owe this mainly to the impetus provided by Aéroports de Paris SA in strengthening commitment to CSR within some of its subsidiaries.

2016 RATING OF AÉROPORTS DE PARIS SA

The parent company Aéroports de Paris SA has maintained its "excellent" level with an overall rating of 83/100, an improvement of 3 points compared with 2014. According to the rating agency's evaluation, this good result reflects "significant cultural and organisational change that encourages and supports CSR in a fast-changing environment" across all the themes.

As well as remarking on the increasing extent to which these themes are being taken on board by our employees, the agency placed particular emphasis on the innovations made in 2016: the Connect 2020 Strategic Plan, the determination to be more strongly identified as a leading Group within our sector (Aéroports de Paris adopted the name "Groupe ADP" in 2016 to designate the parent company and its subsidiaries), the creation of the Paris Aéroport Passengers brand and the development of its activities, including internationally.

➔ **Full details of the Aéroports de Paris SA rating** can be found in the online document "CSR Information 2016". See also Appendix 7 of this document.

SRI indexes and rankings

We appear in the main Socially Responsible Investing (SRI) indexes and rankings – See Appendix 8.

OUR STAKEHOLDERS

We listen to, discuss and take on board the expectations of all our stakeholders and feed them into Groupe ADP's Social Responsibility Strategy. These regular consultations give us a better grasp of changes and issues, which we

then take account of in our approach to CSR. Our stakeholder map is consulted regularly. We use a range of information-gathering and consultation methods, both collective and individual, with our stakeholders.

MAP AND CONSULTATION TOOLS

Our stakeholders' expectations

Information tools

Consultation methods

B2C Customers

Passengers and people accompanying them: Safety • Punctuality • Comfort.

Passengers: www.parisaeroport.fr • My Airport (smartphone, tablet) • Customer guides • Paris Worldwide magazine • Twitter, YouTube, Facebook, Pinterest • Electronic newsletters • Information and direction points in our airports • [Disabled and reduced-mobility persons \(PRM\)](#): specific page on our website.

www.parisaeroport.fr • Satisfaction surveys on departure and arrival • Printed materials in terminals • A single contact number: 3950 • Complaint handling • Foreign consular chambers • Benchmarks.

B2B Customers

Airlines: Quality of airport services • Contribution to their competitiveness.
Real-estate tenants and airport-based businesses: Lessor services • Other services.

All: www.parisaeroport.fr • Experts' Space • Intranet sites • Electronic newsletters • Twitter.
Airlines: Airport Policy Committee (COA) • Airport Operators' Club
Real-estate tenants: Conferences • Guides for moving into and living at our airports

Airlines: Airport CDM • Economic Advisory Committee • Operational Committees for Service Quality (COQ) • Local Quality Committees (CLQ) • Operational meetings • Benchmarks.
Real-estate tenants: Meetings • Dedicated intranet site • Environment Partners Club • Satisfaction surveys.

Employees

Groupe ADP (Trade unions. Staff representatives): Career progression • Health and quality of life • Equality • Equal opportunities • Protecting the environment.
Airport-based businesses: Safety • Quality of life • Protecting the environment.

All: www.parisaeroport.fr • CSR Experts' Space • Annual reports.
Groupe ADP : Internal newsletter • International information bulletins • Intranet sites • Group Committee • Information and awareness-raising booklets • Induction day for new recruits, newly-promoted staff and managers • Employee guides.

Groupe ADP: Annual employee satisfaction survey • Health, Safety and Working Conditions Committee • Employee Representative Committee • Staff representatives • Union representatives.
Airport-based businesses: Discussions with directors.

Public-sector organisations

Within France (State. Regulatory authority. Regional authorities. National public-interest organisations): Compliance with the law • Economic Regulation Agreement • Risk management • CSR • Implementation of public policies.
International (European institutions. Occupational unions): Legal compliance, risk management • CSR • Implementation of European policies and international agreements.

www.parisaeroport.fr • www.entrevoisins.org • CSR Experts' Space • Annual reports and regulatory information • Lectures, conferences, announcements • Site visits • Responsible lobbying.

Regulatory consultation tools (consultation packs, authorisation requests, etc.) • Economic Advisory Committee • Economic, environmental and social partnerships • Working parties.

Our stakeholders' expectations

Information tools

Consultation methods

Regional development

organisations (Competitiveness clusters. Regional businesses. Regional public-interest organisations): Value creation (economic and social) • Control of environmental impact • Noise.

www.parisaeroport.fr CSR Experts' Space • Annual reports • [Airport suppliers](#) • Forums and meetings • Timely information about development projects • ev-labo.aeroportsdeparis.fr

Regional governance bodies • Regional promotion campaigns • Forums and meetings with SMEs • Start-up support structures • Working parties.

Administrators and financiers

(Shareholders including the State, which is the majority shareholder.

Occasional investors and financiers. Banks. Financial analysts): Economic performance • Shareholders' interests • Risk management (including CSR risk).

Administrators:

www.parisaeroport.fr • CSR Experts' Space • Annual reports. **Financiers:** www.parisaeroport.fr • CSR Experts' Space • Annual reports. • Letters to shareholders • Quarterly presentations • Voluntary extra-financial rating.

Administrators: Board of directors • Specialist committees.

Financiers: Shareholders' Annual General Meeting • Shareholders Club • Shareholder meetings • Site visits • [Investor presentations](#).

Airport partners

(Suppliers. Service providers. Public-sector services. Customs. Ground handling companies. Development partners – the travel industry, transport companies, advertising media, retailers within terminal buildings. Partner airports. Clubs and associations): Clarity in our practices • Quality of service and joint working practices • Economic performance.

www.parisaeroport.fr • CSR Experts' Space • Annual reports. [Airport suppliers](#) • Ethical Procurement Code • Suppliers' and Service Providers' CSR Charter • Conferences and lectures • Guide to setting up at our airports.

[Airport suppliers](#) • Trade fairs and consultations including supplier self-evaluations • Satisfaction surveys of suppliers, service-providers, retailers, etc. • Themed operational workshops • Operational Quality Committees • Working parties, regional projects, State projects • Environmental partners' clubs • Ecoairport.

Community intermediaries and influencers

(Local residents. Politicians and other elected representatives. NGOs and associations. The media. Intermediaries and opinion leaders. VIPs. Professional auditors. Extra-financial analysts): Economic performance • Quality of life and nuisance management • Economic and social cooperation • Risk management • Adoption and application of public policies • Badges • Human rights.

www.parisaeroport.fr • CSR Experts' Space • Annual reports. • www.entrevoisins.org • ev-labo.aeroportsdeparis.fr • Certified management systems • Announcements, press conferences, press kits, press liaison • Responsible lobbying • Events organised by local elected representatives, economic agents, NGOs and educational establishments • Events organised by local economic agents • Environmental and Sustainable Development Resource Centres • Airport visits.

CSR Experts' Space • Voluntary extra-financial rating • Responses to questionnaires concerning Socially Responsible Investing (SRI) • Cooperation with NGOs (Transparency International France) • Responsible lobbying • Environmental Advisory Committees (CEEs) • Meetings.

8

ORGANISATIONAL STRUCTURE

Environment & Sustainability Division

The Environment & Sustainability Division (ESDD) is charged with five key missions relating to environmental management, regional economic development, solidarity with local residents, keeping local residents informed, and management of soundproofing assistance.

Management of our CSR programmes

OUR CSR NETWORKS

We organise ourselves into networks to ensure organisation-wide liaison between the Divisions of the parent company, Aéroports de Paris SA, and its two principal wholly-owned subsidiaries and to enhance our Group-level CSR reporting.

A “subsidiaries CSR” network sets joint CSR directions, including with regard to ethics, human resources, procurement and the environment.

DESIGN AND IMPLEMENTATION

The process of designing and implementing our CSR programmes is treated as a top priority by our senior management, and involves all our employees, at every level of the organisation. It is steered, at the level of Aéroports de Paris SA, by an Environment, Energy and CSR Committee whose members include the Airport Directors and the Directors of Development, Engineering and Real Estate. It is chaired by the Deputy CEO.

The process consists of four phases:

- 1 – CSR strategic direction and plan.
- 2 – Objectives for 2020 broken down into KPIs (Key Performance Indicators).
- 3 – Implementation of the CSR Policy.
- 4 – Implementation and roll-out of actions.

Every three months the Environment and Sustainable Development Division presents to the Executive Committee, via the Group Secretary-General, a scorecard for which information is provided by the various Divisions.

RESPONSIBLE PROCUREMENT

Our Procurement Policy is aimed at achieving economic, ethical, environmental and social excellence. It was completely revised in 2015 and signed by Aéroports de Paris SA and its main subsidiaries: ADP International, ADP Ingénierie and Hub One.

RESPONSIBLE PROCUREMENT ROADMAP 2016-2020 AND ACHIEVEMENTS IN 2017

Objectives for improvement 2016-2020	Progress	Our 2017 achievements	
SUPPLIERS			
<ul style="list-style-type: none">• Energy criteria (energy efficiency) for 50% of procurements in 2016 and 100% in 2020.	✓✓✓✓	<ul style="list-style-type: none">• Over 60% of energy-intensive procurements include an energy efficiency criterion.	
<ul style="list-style-type: none">• CSR criteria in 75% of our procurements.	✓✓✓	<ul style="list-style-type: none">• 72% of procurements include a CSR criterion.	
<ul style="list-style-type: none">• Retention of Responsible Supplier Relations badge	✓✓✓✓	<ul style="list-style-type: none">• Badge obtained in 2014 and retained in 2017.	
PROTECTED SECTOR			
<ul style="list-style-type: none">• Achieve procurements of €1.2 million in 2020.	✓✓✓	<ul style="list-style-type: none">• €937 K against an objective of €900 K.	
GOVERNANCE			
<ul style="list-style-type: none">• Obtain ISO 9001 certification (2015 version) for the Procurement Division in 2016.	✓✓✓✓	<ul style="list-style-type: none">• Certification obtained in December 2016, renewed in 2017.	
✓ Getting underway	✓✓ Ongoing	✓✓✓ Advanced	✓✓✓✓ Achieved

VOLUNTARY EXTRA-FINANCIAL RATING 2016

(scope: Aéroports de Paris SA)



Ethics and transparency

Our Procurement Policy, signed in 2015 by the Chairman & Chief Executive Officer of Aéroports de Paris and by our main subsidiaries – ADP International, ADP Ingénierie and Hub One – aims for economic, ethical, environmental and social excellence. It contributes to improving Groupe ADP's performance and customer satisfaction. It aims to optimise expenditure within operational constraints and the constraints of technical standards, quality objectives, timescales, budget and the social and environmental aspects of CSR.

CODE OF PROFESSIONAL CONDUCT

A Code of Professional Procurement Conduct is appended to the internal regulations of Aéroports de Paris and its subsidiaries. It contains all the ethical rules relating to all stakeholders in the Procurement process (buyers, prescribers, etc.). The Procurement Division of Aéroports de Paris has formulated, in compliance with the Sapin II law, a methodology for mapping corruption risks within this domain. The objective is to determine the level of exposure to corruption according to various supplier-related criteria. Using this map as a starting point, the Division will use a supplier evaluation system as a decision-making tool prior to signing a contract and during performance of the contract.

INTERNAL CONTROL WITHIN THE PROCUREMENT DIVISION

In 2015, we created an entity dedicated to internal control, which reports to the Procurement Director, in order to increase the extent to which our procurement practices take account of ethics and compliance. Two people are responsible for risk management and internal control. The Procurement Division works closely with the Group Compliance Officer in these areas.

AN UNDERTAKING SHARED EQUALLY WITH OUR SUBSIDIARIES

A Group Procurement Adviser was appointed in 2015 to coordinate and manage synergy between the parent company and its subsidiaries. We hold meetings with our subsidiaries every two months. In relation to CSR, the Procurement Adviser's role includes deploying the responsible procurement measures across the entire Group.

Certified quality management

The Procurement Division obtained ISO 9001 certification of its quality management system in December 2016. It retained this certification in 2017 following the annual monitoring audit. We have reduced our 5 problem points down to just one.

Official approval for our approach

A CHARTER...

In 2020 Aéroports de Paris signed the [Responsible Supplier Relations Charter](#), put forward by the Minister for the Economy and by France's Managers and Purchasers Body. This Charter sets out ten good practices large businesses should apply to build a framework of mutual trust and a sustainable, balanced relationship that protects suppliers' interests. It encourages ethical practices and support for development and innovation measures with SMEs and micro-businesses.

...AND A BADGE

In March 2014 Aéroports de Paris obtained the Responsible Supplier Relations badge, which confirms fulfilment of the commitments set out in the Responsible Supplier Relations Charter. The badge also allows for a mediator to be appointed to help resolve disputes. The Audit Director performs this role within Aéroports de Paris. Retention of this badge is subject to annual monitoring audits. We retained the badge in 2017.

Trophies

The Procurement Division won several trophies in 2017:

- The silver trophy for Procurement, from *Décision Achats* (Procurement Decision) magazine, in the CSR category.
- The Ethical Prize from daily newspaper *Les Échos*.
- The Peter Kraljic Prize of the European Institute of Purchasing Management (EIPM), which rewards Procurement departments that are creative and innovative and can demonstrate environmental and community responsibility.

Our suppliers' involvement with CSR

DUTY OF VIGILANCE

In compliance with the law of 27 March 2017 relating to the duty of vigilance of parent companies and contractors, the Procurement Division has tightened up the systems governing its relationships with its suppliers within the domains of human rights, safety and security, and the environment. This is a joint endeavour between the Group Compliance Officer and the Environment and Sustainable Development Division.

OUR SUPPLIER CSR CHARTER

Since 2014 our suppliers have subscribed to our Supplier CSR Charter when entering into a contract with us. They undertake to:

- 1 – respect human rights;
- 2 – adopt best practice in industrial relations and working conditions;
- 3 – combat corruption;
- 4 – protect the environment.

Since 2012 we have also had a tool for checking our suppliers' social and financial information.

CSR CRITERIA IN OUR PROCUREMENT CONTRACTS

In keeping with the recommendations of the Responsible Supplier Relations Charter, our procurement process has environmental and social criteria built into the evaluation of our

tenders. For the majority of consultations, we draw up an evaluation grid that comprises environmental and social criteria and complies with best practice in the procurement sector. These criteria influence 5-10% of the rating allocated to candidates. We carry out workforce audits with some of our preferred suppliers, including for procurement of services.

✓ In 2017, 72% of our contractual procurements incorporated a CSR criterion.

Energy efficiency

We have intensified our focus on energy efficiency in our procurement by introducing a quantified objective for procurements with a strong impact on Groupe ADP's energy consumption. This objective affects 50% of targeted procurements since 2016 and will affect 100% of these procurements in 2020. With this in mind we have set up a multi-disciplinary working party and an energy management training course for the purchasers affected.

PERFORMANCE MEASUREMENT

As part of our quality management, we operate a supplier performance measurement system. In certain specific cases we assess the quality of our suppliers and their compliance with their contractual commitments for the duration of the contract.

We are thus able to work with them to introduce a continuous improvement system and to set up an improvement plan if necessary. This system can give rise to supplier performance reviews for strategic segments. To this end, we organise meetings between our service providers and the Airport Directors for those procurement families with a strong impact on customer satisfaction (for example for service procurement).

Innovating with SMEs

Since 2012, we have been members of the [Pacte PME](#) (SME Pact) Association, which manages and encourages partnerships between major accounts and innovative SMEs. Our [Innovation Centre](#) identifies

SMEs capable of developing avant-garde solutions with us. We regularly organise meetings between our procurement staff and local SMEs.

A secure system

We have interconnected electronic tools covering all our procurement processes. We can thus exchange information with our suppliers in real time and guarantee the traceability of these flows. Three tools in particular help us to guarantee the security of our processes: a collaborative procurement platform for managing records and contracts, a system that helps with drawing up consultation documents and a platform for electronic signature of new contracts and amendments to existing contracts.

Well-developed dialogue

Dialogue with our suppliers relies on three main tools for keeping them informed and gathering their feedback:

- 1 – the [“businesses” section](#) of our website;
- 2 – the reversed barometer – we give our suppliers the opportunity to respond to a barometer survey that measures their satisfaction with our procurement practices;
- 3 – a [web page](#) for contacting our Supplier Mediator.

80%

In 2017 our suppliers indicated 80% overall satisfaction, the same score as in 2016. Moreover, Groupe ADP outperformed the Transport sector as a whole (maximum score: 74%) by six percentage points (source: *Pacte PME*).

Solidarity in procurement

In order to achieve our objective in terms of solidarity in procurement, we are working on two fronts: relations with the protected and adapted work sector and social inclusion.

PROTECTED AND ADAPTED WORK

For the period 2016-2018, we set ourselves the objective of reaching one million euros of orders annually

with protected and adapted sector businesses by the end of 2018. In order to maintain constant improvement, we are identifying the procurement sectors offering opportunities. In 2017 we achieved a procurement throughput of €937 K with the protected and adapted sector.

In partnership with the Gesat grouping of adapted businesses, we worked on families of innovative procurements with strong potential for Groupe ADP (for example, computing services or minor building repairs).

We carry out a great many awareness-raising initiatives with our procurers and prescribers. We intend to increase our visibility in this sphere by developing our external communication.

SOCIAL INCLUSION CLAUSES

Since 2013 we have included social inclusion clauses in our procurement contracts. These clauses commit our suppliers to reserving some working hours for people experiencing social or work-related problems.

✓ 74,065 hours were worked by these people in 2016 and 2017 on the procurement contract for the [connecting building](#) between the terminals of Paris-Orly, which is 74% of the original objective of 100,000 hours for the entire duration of the construction project.

OUR PARTNER NETWORK

We surround ourselves with partners who are specialists in the domain of responsible procurement. Since 2011, we have relied on a partnership with the [Gesat](#). Thanks to this organisation, which acts as a facilitator between the protected and adapted sector and contractors, we have access both to the national database of establishments in the sector and a network of contractors. Our subsidiaries can also make use of these. We are gradually increasing our interaction with several players in the world of disability, including dedicated recruitment agencies. We are also members of the Observatoire des Achats Responsables (Responsible Procurement Institute, or ObsAR).

HUMAN RESOURCES

Our workforce policy contributes directly to the priorities of the Connect 2020 Strategic Plan and the Economic Regulation Agreement 2016-2020. It aims to improve collective performance while ensuring respect for diversity, equal opportunities and our employees' quality of life.

ROADMAP 2016-2020

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OUR HR PRIORITIES

P. 20



PROFESSIONAL DEVELOPMENT

P. 20



DIVERSITY

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WORKING CONDITIONS

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HEALTH

P. 26



QUALITY OF LIFE AT WORK

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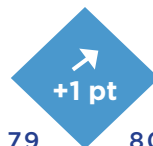


INDUSTRIAL RELATIONS

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VOLUNTARY EXTRA-FINANCIAL RATING 2016

(scope: Aéroports de Paris SA)



79 80
2014 2016

(+17 points in 2014 compared with 2012) Level: excellent

HUMAN RESOURCES ROADMAP 2016-2020 AND ACHIEVEMENTS IN 2017

Objectives for improvement 2016-2020	Progress	Our 2017 achievements
OPTIMISE		
• our resources in the interests of operational robustness;	✓✓✓	<ul style="list-style-type: none"> Recruitment of 74 managers and 102 non-managers in 2017. Agreement on workplace equality between women and men. Diversity Agreement.
• our organisations and departmental structures – rationalise them for greater effectiveness and responsiveness;	✓✓✓	<ul style="list-style-type: none"> Work on organisational change: customer service procedures; Paris-Orly and Paris-Charles de Gaulle 2020. Redeployment process and/or bridges between occupations. Introduction (underway) of induction process and internal redeployment in the context of the “Welcome to Paris” project.
• our tools and processes to ensure more rigorous management practices.	✓✓✓	<ul style="list-style-type: none"> Mob’RH tool: continuing the introduction of managed skill development for managers and its extension to non-managers. New collaborative systems such as co-developments, wikis and learning networks. More responsible management of personnel costs by Divisions.
ATTRACT		
• Become the employer of choice for talent.	✓✓✓✓	<ul style="list-style-type: none"> Redesign of the fast-track management process: Graduate Programme (mutual recruitment, dynamic network). “Onboarding” induction system introduced, including gamification and internet platform. Great Place to Work® survey (workforce barometer measuring well-being at work and trust). Forums and familiarisation exercises for airport occupations.
• Innovative system and way of working.	✓✓✓✓	<ul style="list-style-type: none"> “HR Innovation” challenge; trial of tools from four start-ups (conciergerie, workforce barometer, induction process and video capsules). Digital passport (e-learning relating to new digital tools).
• Promote the Groupe ADP brand	✓✓✓✓	<ul style="list-style-type: none"> Define what the employer brand promises, communication with employees, presence on business social media networks. Employer brand event including challenge for higher education establishments and Happy Trainees. Partnerships with schools.
EXPAND		
• Synergy and shared experiences with our networks.	✓✓✓✓	<ul style="list-style-type: none"> Support for those on work placements during their induction and departure, in liaison with Air France.
• New issues and markets with our regions.	✓✓✓✓	<ul style="list-style-type: none"> Actions connected with the Businesses and Local Areas Charter: operation “Our Neighbourhood’s Got Talent” (NQT) and partnership with Mosaik HR. Inter-ministerial badging of the Trades and Qualifications Campus managed by the Roissy-CDG Public Interest Group for Employment. Labour audits of our service-providers’ HR commitments.
• Export of our expertise.	✓✓✓	<ul style="list-style-type: none"> “Staff Exchange” programme with TAV Airports and Schiphol Group. Secondment and expatriation of our employees. International talent management.
<div> ✓ Getting underway ✓✓ Ongoing ✓✓✓ Advanced ✓✓✓✓ Achieved </div>		

1

OUR HR PRIORITIES

A strategic issue

Faced with a changing air transport sector and growing competitive pressure from other airports, we must innovate constantly. Our competitiveness depends on our employees' strong involvement, their willingness to take the initiative, and the synergy between their [talents](#).

IMPROVING PERFORMANCE
AND THE QUALITY OF WORKING LIFE

Our Human Resources Policy aims to improve individual and collective performance, while meeting our employees' legitimate career expectations. We anticipate and support changes in particular job roles and employment generally, while applying our four values: trust, commitment, boldness and openness. We are particularly attentive to industrial relations, well-being in the workplace, and the prevention of risks to health.

✓ Our 2016-2020 roadmap (page 19) sets out the commitments of our third Economic Regulation Agreement (2016-2020) and the three priorities identified by the Connect 2020 Strategic Plan: optimise, attract, and expand.

Balancing workforce
management

RECRUITING FOR OUR CORE BUSINESS

We have been expanding recruitment for the last three years within our core business channels. We are carrying this out partly within the context of the future jobs scheme and the generational contract, especially among the young people living in the areas in Île-de-France where our airports are situated. We are following a plan for controlling total payroll costs and the size of the workforce.

We control the numbers of external recruitments and maximise internal mobility.

GRADUATE PROGRAMME

We anticipate a medium-term supply of candidates for key posts in the organisation thanks to our Graduate Programme. The purpose of this programme is to attract young graduates from the leading higher-education establishments, and those with Master's degrees, into a range of job roles with us. The young people we recruit will follow a pathway of three mentored eight-month assignments, in three different entities, before taking up a position within our operational, technical or support functions.

FORUM FOR ACCESS TO EMPLOYMENT

In 2017 we participated in 15 forums for recruiting and providing an introduction to airport-related occupations. We have also been partners in the University-Enterprise Encounters Initiative by Sciences Po and Atout Jeunes et Universités (AJU) since 2015.

Our image as an employer

We are implementing an action plan intended to boost our image as an employer with students in higher education establishments and employees carrying out external mobility projects. We are also broadcasting a promotional video aimed at them on our Group website, YouTube and social media.

✓ In 2017 our presence on social media increased. Twelve occupation-specific videos are currently being produced to enhance our brand image on the internet.

FOUR BRAND PLEDGES

In 2016, to mark the start of our third Economic Regulation Agreement, the Chairman & Chief Executive Officer of Aéroports de Paris signed some twenty [brand pledges](#), including four that concern our staff and together form the golden thread running through our Employer brand.

Pledge 17 – Becoming part of a group that is performing well in a fast-growing industry.

Pledge 18 – Pursuing a career within an international group offering a wide range of occupations and a wealth of career opportunities.

Pledge 19 – Joining a group that is rapidly expanding, has customers at its heart and makes innovation a priority.

Pledge 20 – Being part of a group that is committed to strong values, plays a key role in its region, and demonstrates social responsibility.

A GOOD IMAGE AS AN EMPLOYER

In 2017 we appeared in several ratings of the best companies to work for. We were awarded 13th place in the Happy Trainees ranking of companies whose trainees are "the happiest", and won the Randstad Award in the "Transport and Logistics" category. We were also ranked 36th in the 500 "Best Employers in France 2017" list published by Capital magazine for the same category.

Our culture of social
responsibility

Together with the Environment and Sustainable Development Division, the Human Resources Division participates in the organisation-wide management of CSR in the relevant spheres and contributes to the actions that stem from it. It promotes the pledges made within our Group CSR Charter and to this end makes use of various incentivisation tools, both financial and non-financial. The Chairman & Chief Executive Officer has asked that a CSR objective be included in managers' objectives whenever possible.

2

PROFESSIONAL
DEVELOPMENT

Talent management, including career development, is a priority for our organisation and contributes to making our employer brand more attractive. It is underpinned by our endeavours to ensure the satisfaction and employability of the people we recruit. Career pathways, which are

See [our social report](#) on our Group public website, "Individual Shareholders/General Meeting" tab.

currently being developed, will clarify the opportunities available for our staff as See our social report on our Group public website, "Individual Shareholders/ General Meeting" tab. well as meeting the organisation's strategic requirements. They will have both Group and international aspects to them.

Anticipating change

Our employment policy aims to anticipate changing job roles and to steer career development while continuing to fulfil our corporate social pledges. In accordance with the objectives of our Connect 2020 Strategic Plan, we are optimising our resources and processes and transforming our organisations. In order to attract and retain talent, we are devising new ways of working and managing, as well as developing skills. We encourage self-determined mobility, which is important for career progression and enrichment and a lever for economic performance.

Strategic workforce planning (SWP)

THE 2016 AGREEMENT

On 29 January 2016 we signed a collective agreement relating to strategic workforce planning (SWP), skills training and the generational contract for the three-year period 2016-2018. This agreement signals our will to link these three issues together very closely and to encourage internal mobility and increase supply levels for posts.

✓ In July 2016 the Human Resources Division presented its vision on job roles and skills for 2016-2018 to the Works Council. Several documents aimed at managers were published and distributed via the intranet.

TALENT AND CAREER PROGRESSION

SWP is our key tool for steering career progression and mobility. It ensures we use suitable means of enabling employees to adapt their skills in line with changes within the organisation and sets out an attractive vision of their career progression. This guidance is based on our job role framework and a skills framework, both updated in 2017.

✓ In 2017 we set up an internal Occupations and Skills Observatory and launched three projects to address the challenges associated with the Group's growth: updating career review processes; building a tool for managing professional development based on short- to medium-term organisational needs; and a process for reviewing talent management internationally.

Mobility

OUR MOBILITY CHARTER

Our Group Mobility Charter, published in June 2015, sets out the mobility principles for our business and commits managers and Human Resources staff to applying them and promoting them in a transparent manner.

MY MOB': OUR MOBILITY TOOL

✓ We are putting our mobility policy into practice through our My Mob' programme with the help of staff, dedicated careers centres, events, and an intranet site dedicated to mobility. Two Careers Centres were opened in 2015, one at Paris-Orly and one at Paris-Charles de Gaulle:

✓ The computerised MyMob' HR tool helps managers assess the skills of their staff and brings together all the questionnaires relating to the performance and career development interview, objectives and employee appraisal. It was rolled out for managers in 2016 and non-managers in 2017. In 2017 we also overhauled the performance appraisal system for managers in order to increase their involvement with the organisation's overall economic performance. These new arrangements will apply with effect from 2018.

13 My Mob' mornings in 2017
(6 CV sessions and 7 Interview sessions)

Training

Our training programmes support our Employment Policy, mobility and the projects stemming from SWP. Their purpose is to help staff to adapt

to changes in the way work is organised, technological advances and changes in our culture and management practices, and to develop new skills to support redeployment.

✓ In 2017 we launched the "Welcome to Paris" project, which aims to foster a welcoming attitude and behaviour towards our customers on the part of all our staff.

✓ Our subsidiaries are developing training programmes relevant to their activities.

We spent over 3.5 million euros on job training and skills development in 2017.

NEW RECRUITS AND PROMOTIONS

Our organisation-wide induction programme, entitled "Onboarding" offers new recruits – managers and non-managers alike – a range of information, discussion and awareness-raising modules. We tell them about the organisation and its strategy, ethics, values and social pledges. A digital booklet for new staff and a smartphone app have been developed.

INDIVIDUAL TRAINING

In addition to the regulatory training that contributes to skill maintenance, our employees benefit from training pathways designed to suit their own needs and ambitions. Training for internal promotion or redeployment and individual training may take the form of an evaluation of prior experience (*Validation des Acquis d'Expérience* or VAE), a long-term training course or modular courses linked with taking up a new position. Training may be combined with work experience, especially in the context of a mobility project.

✓ We reserve a time budget of 22,000 hours specifically for training for internal promotion and redeployment.

✓ Every year we take a large number of sandwich-course students on apprenticeship or work experience contracts. As at 31 December 2017, 188

sandwich-course students were working within the organisation, including 166 on apprenticeship contracts and 22 on work-experience contracts.

Managerial development

Within their respective Divisions, managers assume responsibility for implementing Human Resources (HR) policies, with support from their local HR function. They set objectives for their units in terms of headcount, develop their staff's skills and help them work towards their career goals. They are partners in organisational agreements and their implementation. They contribute to risk prevention. They are made aware of the human values upheld by the organisation's social policy. We also involve them in putting together the training plan for their staff and we give them training for their role of acting on behalf of the Human Resources Division.

A NEW MANAGEMENT MODEL

Since 2015, a formalised approach to management development has provided a common reference point for line and project managers. The old "command and control" management model was overhauled and greater emphasis placed on good working relationships. This new leadership model, with its emphasis on goodwill, collective intelligence and agility, is more helpful in tackling the challenges involved in transforming our organisation.

✓ In 2017 we set up a steering body for transforming the management model, and opened a new market for supporting the development of collective intelligence and leadership.

✓ From 2015 to 2017, the "Attitude Manager" training course has helped our managers to apply these values to their day-to-day responsibilities. This course, which ended in 2017, was undertaken by 1,700 managers. A manager's guide and an online toolbox are available to them. The "Flight Path" modules, which focus on management basics and techniques, have been undertaken this year by over 600 employees of Aéroports de Paris.

Changing behaviour

Our managers benefited from some new measures in 2017 to support them at individual, team and organisation-wide level. At the individual level, there was a pilot project to trial 360° feedback, a technique for evaluating managerial skills based on colleagues' feedback. At the collective level, ahead of our organisational change projects, our staff were given support to help them change their behaviour and ways of working.

For the Top 100

The "Lead & Change" programme was introduced in 2017 for the 130 top managers, with positive feedback. Its theme was how good working relationships contribute to performance. The three-day course covers: self-awareness, a serious game (a workplace simulation to help trainees grasp the basics of the new model) and practical application within groups of participants (collective intelligence, co-development, open forum, *word café*, etc.). The programme continued in the form of support from coaches over a period of several months. The momentum will continue into 2018. A pilot group of non-management staff has already received similar support.

3

DIVERSITY

A long-term commitment

For several years now, we have had a proactive policy that commits us to promoting diversity and equal opportunities.

Our first Diversity Agreement

On 27 April 2017 Aéroports de Paris signed its first Diversity Agreement, the outcome of a process launched in 2012

with its first Diversity assessment. This Agreement consists of organisation-wide commitments for all discrimination criteria. These provisions are part of the ongoing agreements under which the organisation is already committed to equal opportunities (5th Agreement on Workplace Equality Between Women and Men, 9th Disability Agreement, 1st SWP Agreement).

✓ This Agreement is being supported by communication campaigns and awareness-raising. A summary is currently being prepared for those involved in recruitment. Where our service-providers and partners are concerned, we are communicating our commitments and continuing to incorporate social criteria into our consultation documents.

The Diversity Agreement in brief

The Diversity Agreement in brief
By signing its first Diversity Agreement, Groupe ADP has signalled its will to guarantee career progression for all its employees based solely on skills and experience. The Agreement refers to the 24 discrimination criteria listed by the law as constituting an offence. Within our organisation, four criteria have so far been the subject of negotiations, agreements and action plans (gender, disability, union membership and age).

Our commitments

We are committed to giving concrete expression to our policy via HR processes that ensure equal opportunities and treatment for all our employees. We have appointed a Diversity Officer who must implement and be the driving force behind the Diversity Policy. We have set up a review body for employees, run by the Diversity Officer. We have defined monitoring indicators and are making sure of everyone's commitment.

OUR FIRST DIVERSITY WEEK

In November 2017 we held our first Diversity Week. The Human Resources Division went to meet employees to raise their awareness of the subject,

See [our social report](#) on our Group public website, "Individual Shareholders/General Meeting" tab.

present the Diversity Agreement to them and inform them about the actions taken by our organisation. A booklet about diversity has been distributed to employees.

STEREOTYPES

Since 2015 we have been taking a range of measures to help our staff become aware of discriminatory stereotypes, especially sexist stereotypes.

DIVERSITY AND THE APPRENTICESHIP TAX

The way we share out the free portion of the apprenticeship tax reflects our approach to diversity. We make donations to help educational establishments that promote or encourage diversity, organisations that contribute to training disadvantaged young people such as *"Écoles de la Deuxième Chance"* (Second-Chance Schools), and specialist training centres adapted for people with disabilities.

Public-sector commitments

DIVERSITY CHARTER

Aéroports de Paris and its main subsidiaries are signatories to the [Organisational Diversity Charter](#), that promotes cultural, ethnic and social diversity within our organisation (2013 for Aéroports de Paris, 2014 for ADP International, ADP Ingénierie, a subsidiary of ADP International, and Hub One. A working party meets on a regular basis. In this context we have started work on developing a joint recruitment guide that focuses on diversity.

EQUALITY PACT

In March 2017 we signed the Department of Employment's "Pact for Equal Treatment of Job Candidates Regardless of Origin".

REGARDING OUR SPHERE OF INFLUENCE

We communicate and promote our approach by organising and participating in inter-organisational discussions. We raise the awareness of our partners and service-providers.

Gender equality in the workplace

FIFTH GENDER EQUALITY AGREEMENT

On 29 November 2017 we signed our fifth three-year Agreement to promote equality in the workplace between women and men for the period 2017-2019. The fourth Agreement, signed in 2014 for the period 2014-2016, was extended into 2017 to allow the Diversity Agreement to be negotiated.

✓ This fifth Agreement reaffirms, among other things, our will to improve the gender balance within particular occupations and to ensure equal pay. A Gender Equality Officer has been appointed. We are aiming for 40% of our managers and 50% of recruits to our Graduate Programme to be women, compared with 40% in our previous Agreement, as well as continuing our partnership with the women's network "Elles Bougent" (Women Taking Action) and planning other measures, including increasing the proportion of women in senior management.

PERFORMANCE

✓ Increasing the proportion of women on the Board of Directors and the Executive Committee

A total of 45% of our Board of Directors were women in 2017. We are participating in the "Board Women Partners" programme, the aim of which is to increase the proportion of women on Boards of Directors. Our Executive Committee has three women on it, amounting to 23% female membership as at the end of December 2017.

✓ **Our promotion rate** is favourable for women, with 4.2% of women promoted compared with 3.8% of men.

The proportion of women among our total workforce promotions was 40% in 2016, higher than the overall proportion of women. This may be due in part to an increased focus by managers on female candidates. A large proportion of recruits are still taken from technical and regulatory occupations, which have a very high proportion of men. Shifting the balance to include more women at senior levels within the organisation has plateaued.

Rankings for Women's Participation in the Labour Force

We are in 34th place in the 2017 rankings for the proportions of women in leadership positions within organisations, organised jointly by the Secretary of State for Gender Equality and Ethics & Boards. This list ranks companies on the French SBF 120 stock market index according to the proportion of women in leadership positions as well as their gender representation policy.

36.7%

That's the proportion of women managers in our organisation in 2017 (36.1% in 2016, 36.3% in 2015, 35.6% in 2014).

✓ **Pay gaps:** between 2011 and 2013, we analysed and corrected disparities in pay for 225 female employees, both managerial and non-managerial. Since 2014 we have been examining situations on a case-by-case basis. Our new Gender Equality Agreement 2017-2019 makes provision for carrying out a pay assessment and automatic analysis of any gaps. In 2017, of eleven requests that were looked into, seven resulted in pay being adjusted. The pay gap between men and women (based on average gross pay) increased to 10.0% in 2017, after remaining unchanged at 9.3% between 2015 and 2016.

✓ **A mandatory objective** relating to gender equality in the workplace has a bearing on the variable portion of Directors' pay.

OUR GENDER EQUALITY IN THE WORKPLACE NETWORKS

✓ Since 2015, we have been part of the Network of Businesses and Administrations for Gender Equality (REE) established the same year and overseen by the Secretary of State for Women's Rights.

✓ We are partners of the "Elles Bougent" association which promotes technical and engineering occupations to female students at secondary schools and further and higher education establishments: 38 of our female employees have become

“godmothers”. In 2017 we took part, together with “Elles Bougent”, in a day dedicated to occupations in the digital sector, at the “Women’s Networks and Careers” forum and the “Women in Science and Engineering” event.

✓ In October 2017, for the 4th time, over 100 of our female and male employees took part in the Odyssea Foundation’s annual charity run to raise money for the Gustave Roussy Institute for Breast Cancer Research.

Disability

In 2017 we celebrated the 26th anniversary of our Disability Policy. Our 9th three-year Agreement, for 2016-2018, in support of employing people with disabilities, was signed by all the unions on 25 January 2016. Like the previous Agreement, it aims to facilitate and encourage the recruitment and continuing employment of people with disabilities and to provide increased support to the protected and adapted sector. Some of its measures apply to employees caring for a child or partner with a disability.

THE FOUR STRANDS OF THE 2016-2018 AGREEMENT

The 2016-2018 Agreement is organised around four themes:

- action to support continuing employment;
- the issues of induction and job training, including hiring for the ordinary workplace;
- obtaining support from adapted businesses and from establishments and services for helping people with disabilities to find employment;
- raising awareness among relevant people within the organisation.

QUANTITATIVE COMMITMENTS

For the duration of the 2016-2018 Agreement, Aéroports de Paris has an objective to recruit at least 42 people who qualify under the mandatory employment of disabled workers (OETH), namely:

- at least 15 permanent contracts;
- at least 6 sandwich-course contracts;
- 15 support-in-employment contracts (CAE) and/or fixed-term contracts

(CDD);

- at least 6 disabled trainees from specialist training centres, secondary and higher education establishments and into-work and back-to-work organisations.

7.5%

That was the proportion of jobs held by disabled staff at Aéroports de Paris in 2017. Since 2014 we had achieved a rate of 6.46%, which exceeds the legal requirement of 6%.

✓ In 2017 people with disabilities represented 2.8% of external recruitments, and 441 people with disabilities were part of the Aéroports de Paris workforce.

ESATS (ESTABLISHMENTS AND SERVICES TO HELP PEOPLE WITH DISABILITIES FIND EMPLOYMENT)

We aim to achieve revenue of 2.4 million euros over the duration of the Agreement, with companies in the adapted and protected sector, or €800 K per year. In 2017 we entrusted €937 K of services to 21 suppliers from this sector.

OUR DISABILITY TASK FORCE

Our Disability Task Force is the go-to point of contact for disabled employees. Employee volunteers act as “induction buddies” for new recruits with disabilities. We are partners with the disability advisory clubs.

✓ Every year our Task Force takes part in a range of events related to employment for people with disabilities, such as the Handi Forum recruitment forum, and the “Disability, Jobs and Responsible Procurement” fair. Together with our Works Council, it organises a running and walking race that is open to all our employees, both able-bodied and disabled.

✓ Since 2013 we have been partners of the Institut National des Jeunes Sourds (Young Deaf People’s Association).

Generational contract

Our SWP Agreement 2016-2018 incorporates the provisions relating to the generational contract (for

combating youth employment, retaining older employees, passing on knowledge and combating discriminatory recruitment practices).

YOUNG PEOPLE

We back the promise to facilitate the hiring and workforce integration of young people.

We support young people via specific mechanisms for accessing training, living accommodation and transport.

✓ We have in particular set an objective for 30% of our permanent contract recruits to be young people under 29. In 2017 we achieved a rate of 48.9%.

✓ Since 2017, in order to increase diversity among recruits to our Graduate Programme, we entered into a partnership with Mozaïk HR, a recruitment and human resources consultancy specialising in promoting diversity.

OLDER PEOPLE

We aim to ensure retention of our older employees and are providing training to support their professional development. We offer older employees a full end-of-career planning process.

✓ The Agreement provides for older workers (minimum age 50) to account for 2% of employees recruited on permanent contracts, with over-55s making up 14.5% of the average workforce. In 2017 the recruitment rate was 5.1% of open-ended contracts and the proportion of over-55s in the average workforce was 22%.

With the high-priority areas of the city

Within the context of the [Business and Local Areas Charter](#) to which we are signatories, we are undertaking various initiatives aimed at secondary-school students and young graduates aged 18 to 26. In 2016 we signed the Seine-Saint-Denis Equality Charter.

✓ Since 2015 we have been partners of the association [Ma caméra chez les pros](#) which is supported by the Groupe ADP Foundation. This association invites secondary-school students in areas targeted for special help in education to come and find out about less well-known and less readily-accessible occupations, spending time in companies and preparing reports on their experiences. The report carried out at Paris-Charles de Gaulle won the "Grand Prix National 2017".

✓ We have also been partners, since 2015, of the [Our Neighbourhood's Got Talent](#) association which, among other things, provides opportunities for young graduates from the city's high-priority areas to find work.

4

WORKING CONDITIONS

An organisation-wide approach

REWARDING PERFORMANCE

Our remuneration policy is based on two principles:

- ensuring the internal fairness and external competitiveness of the remuneration offered;
- rewarding employees' performance and fostering a sense of being part of the organisation.

These principles are applied within the framework of an organisation-wide approach to remuneration that encompasses, over and above fixed and variable pay (including share ownership and a profit-sharing scheme), welfare schemes (health, insurance, pension), employee services (Group savings plan, staff restaurant, nursery, home-help vouchers, etc.) and working hours (deferral of paid leave; exchanging leave for pay; part-time working; working from home, etc.).

✓ Each subsidiary has its own pay and benefits system.

TRANSPARENCY

We systematically give our employees regular updates concerning our Pay Policy and any changes to it using a range of measures (collective information via the intranet, forums, roadshows, our internal newsletter, electronic newsletters, etc.). We use the HR network to reply directly to employees' queries.

Pay Agreement

The Pay Agreement signed on 16 January 2017 provides for a general increase of 0.5% on 1 July 2017. There was no Pay Agreement in 2016 and 2015, nor any unilateral measures.

CSR within the framework of pay

CSR OBJECTIVES

Our performance-based policy makes explicit provision for setting CSR objectives linked to our variable individual and collective pay system. We thus emphasise the key role of CSR in the organisation's performance and reward it financially. Every year, a reminder of this policy is issued in a note from the Chairman & Chief Executive Officer to all managers. Its concrete expression within the objectives set for teams and individual staff is assessed by the Environment and Sustainable Development Division.

PROFIT-SHARING AGREEMENTS

Our 10th Profit-Sharing Agreement, signed in 2015 and applicable for 2015-2017, takes account of five criteria:

- three that are economic (Group EBITDA, load-per-passenger ratio, revenue-per-passenger ratio;
- one concerning customer satisfaction measured via an ACI survey;
- and one CSR criterion, the rate of workplace accidents resulting in time off.

✓ Our subsidiaries ADP Ingénierie, a wholly-owned subsidiary of ADP International, and Hub One also have a Profit-Sharing Agreement.

✓ In 2017 the total amount of profit-sharing that appeared in the accounts for all Groupe ADP companies came to 15 million euros (14 million euros in 2016).

Employee saving and shareholding schemes

The Employee Savings Scheme consists of a Group Savings Scheme (PEG) and a Group Staff Pension Scheme (PERCOG); 93% of the employees of Aéroports de Paris SA are shareholders via the Company Investment Fund (employees' mutual fund) for ADP employee shareholders.

EMPLOYER TOP-UP CONTRIBUTIONS

Where Aéroports de Paris SA is concerned, we top up some of the payments made into the employees' mutual fund within the PEG. In 2015 we signed fresh agreements providing for a top-up payment into the PEG and PERCOG for the years 2016 to 2019. Employees investing in the PERCOG since 2010 are guaranteed ten years of top-up payments.

✓ In 2017 the top-up payment made by the organisation for this purpose was 9 million euros (9 million in 2016 and 8 million in 2015).

BOND MUTUAL FUND

To maintain the momentum of the Employee Savings Scheme, a bond mutual fund for ADP employees, invested mainly in unquoted bonds issued by Aéroports de Paris, will be introduced within the framework of the 2017 profit-sharing bonuses.

SOLIDARITY FUND

Indirectly, the solidarity investments offered to members of the Employee Savings Scheme contribute to the spread of a culture of responsibility. Such is the case with the Amundi Solidarity mutual fund for employees. The solidarity portion of the fund is invested in the France Active investment company, which finances, among other things, ecological projects, projects to combat social exclusion, and projects to help integrate young people into the world of work. This fund has the CIES label for socially responsible investment.

SUPPLEMENTARY HEALTH-CARE COVER

Our employees benefit from supplementary health-care cover. At Group level, work was carried out in 2017 to unify our supplementary health-care cover. This resulted in 2018 in our having a single level of service, from the same insurer, for all our subsidiaries.

5

HEALTH

Health Policy

The Aéroports de Paris Health & Safety at Work Policy emphasises prevention and adapting work to people. It is the subject of regular communication with employees.

OUR PREVENTION PROGRAMME 2016-2020

Our annual plan for the prevention of occupational risks is determined and monitored by the Occupational Risk Prevention Department, which ensures the organisation-wide coherence of preventive action. We use a long-term occupational risk prevention programme across the whole of Aéroports de Paris SA. Its aim is to improve working conditions and reduce workplace accidents. Occupational risks are the subject of an annual assessment.

The scope of our prevention programme includes:

- road and pedestrian traffic accidents (almost 50% of workplace accidents in our organisation);
- psychosocial risks;
- risks associated with asbestos, noise, ionising radiation, vibration, use of chemical products, electricity, lifting and handling, and muscular-skeletal disorders;
- and risks associated with coactivity.

Towards a culture of prevention

OUR ACTION PLAN

Since 2015 we have been following an action plan for prevention and safety laid down by the Executive Committee following an analysis of workplace accident statistics.

- **Objectives:** to reduce accidents significantly and prevent the recurrence of serious accidents, whether involving our own employees or users of the installations we make available to the businesses that operate at our airports.
- **Three priorities:** prevention of

attacks and verbal abuse; prevention of risks associated with movement and transportation; and prevention of psychosocial risks (PSR).

These priorities are the subject of a communication and commitment from the Chairman & Chief Executive Officer to all employees.

✓ In 2016 a communication plan was introduced to involve managers and employees in implementing actions. An explanatory leaflet was distributed.

✓ In 2017 a new strategy was formulated, aimed at developing a shared culture of prevention across all levels of the company. A number of actions were undertaken to tighten up prevention management, including designing a toolkit of managerial practices for risk prevention, creating a training module and putting together a guide to factoring human beings into change projects.

STEERING AND MONITORING

An interdepartmental Prevention Steering Committee, chaired by a member of the Executive Committee, meets every two months to evaluate and monitor the actions put in place. An update on workplace accidents is presented to the Executive Committee every 15 days. It incorporates data from the subsidiaries and subcontractors on our main construction sites. In 2016, for the first time, we carried out a study of accidents involving some of our service providers.

CONSTRUCTION SITE SAFETY

Since the summer of 2017 a safety action plan has been implemented on our construction sites. It comprises initiatives relating to culture (receiving visitors, notices displayed, awareness-raising, feedback and analysis), actions aimed at our service-providers (information and safety clauses included in invitations to tender, penalties in the event of workplace accidents) and systematic supervision and monitoring actions.

Safety Days

Since 2015, as part of our ongoing action plan, we have been organising two Safety Days per year. We run workshops for managers and activities that are open to everyone at our three airports in the Paris region.

We lay particular emphasis on road and pedestrian traffic risks and first aid.

In 2017 the number of workplace accidents with time off dropped significantly (-19%), as did frequency and seriousness rates. On the other hand, travel-related accidents increased.

Difficult working conditions

Since 2015, factors relating to difficult working conditions have been taken into account in our information system. We have introduced systematic automated monitoring of the regulatory factors that affect us in relation to difficult working conditions: working at night, and crews working in sequential shifts. From 2016 new factors contributing to difficult working conditions have been taken into account for Aéroports de Paris SA, in compliance with the relevant regulations. The corresponding union declarations are made by our Human Resources Division in accordance with the regulations.

For expatriates

Expatriates and Group personnel posted abroad are covered by a system of protection based on constant monitoring of the levels of safety in the countries concerned. This warning system operates in real time. Expatriates and envoys have access to an intranet site and are made aware of safety issues.

Our management and monitoring tools

We have an integrated information system that came into operation in 2016 and brings together all our occupational risk evaluation procedures, difficult working conditions factors, monitoring and analysis of workplace accidents and occupational diseases. In our Operational Units we have deployed a regulatory monitoring tool for "hygiene, safety,

working conditions and the environment", supplemented by a compliance analysis tool for putting corrective actions in place. We also use a tool for monitoring coactivity, which is regularly updated.

A computerised management tool updates all safety data records and the regulatory requirements relating to chemical products used by employees at all our sites.

CERTIFIED MANAGEMENT

Our Paris-Charles de Gaulle and Paris-Orly airports are OHSAS 18001 certified for the management of health and safety at work. Our Occupational Health Department subscribes to the national [Changes in and Reporting of Occupational Health](#) initiative (EVREST).

Preventing psychosocial risks

Preventing psychosocial risks (PSRs) is one of the priorities of our action plan for preventing occupational risks, drawn up in 2015. The plan provides for:

- familiarisation and training of those involved in the warning network, making PSR prevention a part of managers' job training;
- assessing PSRs and analysing accidents to prevent situations which make people feel unhappy or uneasy;
- carrying out projects with PSR prevention in mind, especially before reorganisations, encouraging and supporting full understanding of the issues, contributions from all, autonomy and cooperation.

OUR LISTENING AND PREVENTION SYSTEM

We have introduced a listening system made up of our warning networks. In late 2017, over 200 working groups met to assess psychosocial risks and to jointly determine the actions needed to bring about improvement.

A SINGLE DOCUMENT

Our methodology for assessing psychosocial risks is such that we have been able to produce a single document covering all our work units. We have introduced a procedure for dealing with instances of individual and collective unhappiness and disquiet. All our employees can familiarise

themselves with it on our company intranet.

A METHODOLOGY GUIDE

In the midst of transition and profound cultural change, we thought it necessary to put together a methodological guide to enable us to anticipate the impact of change on people in the company. The guide was written in 2017 by an interdepartmental group of managers and representatives of the Human Resources Division, of the organisation-wide Health, Safety and Working Conditions Committee and of the Occupational Health Department.

✓ Supporting change 2016-2020

Within the context of the Paris-Orly 2020 project, which entails massive changes in our organisational structures, we have made monitoring of psychosocial problems part of our support programme.

6

QUALITY OF LIFE AT WORK

Private life and working life

For employees of Aéroports de Paris SA there are several measures in place to support work-life balance including parental leave, part-time working, nurseries, financial aid, help with accommodation and a teleworking agreement.

TELEWORKING AND THE "TIME SAVINGS ACCOUNT"

In December 2016, in response to a strong desire on the part of our employees, and consistent with the modernisation of our organisational structures, we signed our first three-year Teleworking Agreement for the period 2017-2019. In December 2016, Aéroports de Paris SA also signed an agreement concerning the *Compte Épargne Temps* (CET), or "Time Savings Account".

✓ Our Teleworking Agreement is based on teleworking being strictly voluntary, and on preservation of a social connection, respect for employees' home lives, reversibility, and the absence of any differential treatment of teleworking employees. Teleworking is the subject of an amendment to the employment contract. Rollout was carried out in stages throughout 2017. It was combined with individual and team support measures. It was the subject of many communications via our intranet network, which included the broadcasting of a video about good teleworking practices. 50% of Group staff are eligible for teleworking.

Teleworking represented **1.5 days per month per employee** between April 2017 and the end of October 2017, for 693 employees. A more representative and comprehensive assessment will be carried out in the first few months of 2018.

PARENTAL LEAVE AND PART-TIME WORKING

We have introduced paid paternity leave and elective part-time working, granted as of right to parents of children aged from three to six years (the law provides for this only for parents of children aged three or under) and ensured parental leave has a neutral effect on promotion.

GIFTING OF DAYS OFF

In January 2016 we entered into an agreement with all the representative trade unions which allows any employee to make an anonymous gift of a day off to a colleague understood to be dealing with the serious illness of a child, spouse or partner. This gift of a day off means the beneficiary will be paid during his or her absence.

NURSERIES

Two intercompany nurseries have been open for over five years at Paris-Charles de Gaulle and Paris-Orly.

CESU (STATE-FUNDED EMPLOYMENT VOUCHERS)

We offer our employees on permanent

contracts financial aid within the context of company agreements. This aid is paid in the form of a voucher that can be used to pay for domestic help such as cleaning, within the limits of the allocated budgets.

HOUSING

We have opened a website dedicated to housing action. We pool our resources with those of our subsidiaries, other large companies and the Comité Habitat, an organisation within the Planète'Aéroport association.

Great Place to Work® opinion survey

We measure our employees' perceptions of their quality of life at work. Since 2015 this survey, which our staff complete anonymously, is conducted by the international institute Great Place to Work®, which produces an annual ranking of companies according to how much their employees enjoy working there. This assessment, which provides elements for comparison with companies of a similar size, is part of our brand commitments and our continuous improvement process. The survey asks questions about five criteria: credibility, respect, fairness, pride, and camaraderie.

✓ The results of the 2017 survey were presented to our staff. Action plans will be drawn up in 2018.

51% of our employees took part in the Great Place to Work® survey in 2017.

Employee-driven innovation

We have several initiatives in place to encourage our staff to suggest innovative solutions in relation to social responsibility themes, from protecting the environment to passenger services, and including health and safety and quality of life at work. Our employee-driven innovation scheme, Innov'idées, is one such initiative. Driven by ideas put forward by employees, the scheme rewards their ingenuity, makes them feel more involved and gives their careers a boost. Their suggestions make our processes more efficient, improve customer service and health and safety at work, and have positive effects on our CSR policy. The best ideas are presented at the Initiative

Day in the presence of managers and Executive Committee members.



INDUSTRIAL RELATIONS

Organisation of industrial relations

Quality employer-employee dialogue fosters the development of a climate which encourages collective and individual efficiency. In keeping with the principles of the International Labour Organisation (ILO), we encourage and support such dialogue by recognising the trade unions and acknowledging employees' right to union membership and training and the wish to communicate via union processes and meetings and staff representatives.

Three CHSCT agreements

Our employer-employee dialogue is structured around our Group Committee for Groupe ADP and, for Aéroports de Paris, the Works Council, seven Health, Safety and Working Conditions Committees (CHSCTs), an organisation-wide CHSCT – set up in 2013 – and a central authority made up of staff representatives and over 50 union representatives, under an agreement concerning union rights.

✓ **Three new agreements** were signed on 9 January 2017. They redefine the CHSCTs' remit, introduce an CHSCT coordination authority and redefine the resources allocated to these committees. The organisation-wide committee will handle the company's Prevention Policy.

Hub Safe's withdrawal from the scope of the Group's consolidated accounts led to renegotiation with the union representatives within the Group of a new configuration agreement, signed unanimously by the unions concerned. The first meeting of the new committee was held at the end of November 2017.

**THE REBSAMEN ACT AND THE
MACRON ACT**

In accordance with the Rebsamen Act, we signed two agreements on 10 January 2017. The first of these relates to changes in mandatory negotiations. The second amends the communication and consultation methods of the Works Council. A review has been initiated to adapt these measures to the new provisions set out by Ordinance no. 2017-1386 of 22 September

2017, which relates to new arrangements for social and economic dialogue within businesses, and supports the exercising and improved status of union responsibilities.

✓ Each of these agreements has been communicated to all employees via the intranet and internal newspapers.

✓ Agreements were also signed in 2017 in the other Group companies that have staff representation.

“What’s the CHSCT?” : see the glossary at the end of this document.

CLIMATE AND ENVIRONMENT PLEDGE

We are committed to taking practical measures in relation to climate and the environment. We are developing renewable energy sources at our sites and striving to improve energy efficiency and reduce our carbon emissions. We monitor water and air quality at our airports very closely. We preserve biodiversity. We share good practice within the airport community.

OUR ROADMAP 2016-2020

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VOLUNTARY EXTRA-FINANCIAL RATING 2016

(scope: Aéroports de Paris SA)



ENVIRONMENT ROADMAP 2016-2020 AND ACHIEVEMENTS IN 2017

Objectives for improvement 2016-2020	Progress	Our 2017 achievements
ENERGY		
• Improve energy efficiency by 1.5% per year over the period 2016-2020 (7% over five years).	✓✓	<ul style="list-style-type: none"> • 2017 results: 2.8% • Continued replacement of traditional lighting systems with LED (terminals, car parks, aviation areas). • Installation of lighting automation systems to supply lighting as needed.
• Raise the share of renewables in our total energy consumption to 15% by 2020.	✓✓✓	<ul style="list-style-type: none"> • 2017 results: 15.8%
• Reduce our carbon emissions per passenger by 65% between 2009 and 2020.	✓✓✓	<ul style="list-style-type: none"> • 2017 results: 69.9%
SUSTAINABLE CONSTRUCTION AND DEVELOPMENT		
• Certify 100% of our buildings with an environmental badge (HQE™, BREEAM® or other).	✓✓✓	<ul style="list-style-type: none"> • HQE™ and BREEAM® certifications for the Pavillon d'Honneur at Paris-Orly and HQE™ certification for the head office building at Paris-Charles de Gaulle.
• Develop a sustainable development standard for our airports.	✓✓	<ul style="list-style-type: none"> • Work begun on updating the standard for the "electricity, water and waste" aspects.
• Update the procedure for polluted sites.	✓✓✓	<ul style="list-style-type: none"> • The procedure was completed and distributed to the relevant stakeholders.
AIR, ÉMISSIONS, CLIMAT		
• Increase the proportion of clean vehicles (hybrid, electric, etc.) in our light vehicle fleet to 25% by 2020.	✓✓✓	<ul style="list-style-type: none"> • 2017 results: 24% of vehicles in our light vehicle fleet are electric or hybrid. • 234 electric or hybrid service vehicles. • 315 charging points at the airports.
• Maintain Airport Carbon Accreditation (ACA) Level 3 in 2020 for our three main airports.	✓✓✓	<ul style="list-style-type: none"> • ACA Level 3 for Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget renewed in 2017. • Commitment to be carbon neutral by 2030 (ACA Level 3+).
• Limit emissions of aircraft on the ground and of runway equipment and vehicles.	✓✓✓	<ul style="list-style-type: none"> • Introduction of pre-departure sequencing at Paris-Orly. • Deployment of 400 Hz sockets on new aircraft contact stands.
• Continue taking action to reduce emissions from vehicles accessing our airports and from internal traffic (company and inter-company business travel plans).	✓✓✓✓	<ul style="list-style-type: none"> • Introduction of teleworking. • Deployment of new videoconferencing tools. • Expanding the network of pedestrian and low-emission links. • Commissioning of an innovative digital car-sharing platform in the context of the inter-company business travel plan.
WATER		
• Reduce our internal consumption of drinking water per passenger by 5% by 2020 compared with 2014.	✓✓✓✓	<ul style="list-style-type: none"> • Reduction of 8.9% in 2017. • Adjustment of all toilet facilities in the Paris-Orly terminals (consumption reduced by a third). • Completion of work to connect toilet facilities and water-cooling towers to the non-potable water system.
• Continue improving management of winter pollution.	✓✓✓	<ul style="list-style-type: none"> • Completion of glycolated water segregation systems at Paris-Charles de Gaulle.
DÉCHETS		
✓ Getting underway	✓✓ Ongoing	✓✓✓ Advanced
		✓✓✓✓ Achieved

• Achieve 45% recovery and recycling rate for internal non-hazardous waste by 2020.	✓✓	• 2017 recovery and recycling rate: 33.1% (2.6 points higher than 2016). • Continue taking action to separate biowaste at source and to treat it.
• Achieve 70% recovery and recycling rate for construction site waste by 2020.	✓✓	• More stringent requirements for sub-contractors.
• Offer the biowaste collection service to 100% of our customers by 2020.	✓✓✓	• Energy recovery and recycling via a used cooking oil and biowaste collection service offered at all our sites.

BIODIVERSITY

• Devise and implement an ecology management plan for our development work.	✓✓✓	• specific recommendation in our development guides.
• Carry out a biodiversity study for development projects and for all our airports.	✓✓✓	• Completion of the "Biodiversity, development and landscape" blueprint for Paris-Charles de Gaulle. • Work started on versions for Paris-Orly and Paris-Le Bourget. • Ongoing observation with Hop' Biodiversité at Paris-Orly and start of observations at Paris-Charles de Gaulle.
• • Maintain a reduction of 50% in our consumption of phytosanitary products (such as pesticides and weedkillers) between 2008 and 2020.	✓✓✓	• Completion of a study of phytosanitary product consumption at the Paris airports between 2008 and 2017. • Consolidation of reduction to zero phytosanitary products at Paris-Orly and reduction measures at Paris-Charles de Gaulle.

✓ Getting underway

✓✓ Ongoing

✓✓✓ Advanced

✓✓✓✓ Achieved

1

POLICY AND PLEDGES

Our ambition

Within an increasingly strict legislative, regulatory and political framework, we have for the past 20 years been implementing a proactive environmental and energy policy, especially with regard to combating climate change and improving air quality. We are the only major European airport group that undergoes extra-financial rating at its own request, and have set ourselves the objective of scoring 83/100 in our 2020 voluntary extra-financial rating, an improvement of 5 points on the 2014 score. In the "Environment" category, the parent company Aéroports de Paris SA received a rating of 88/100 in 2016, 3 points better than in 2014.

Our environmental policy is systematically reviewed and updated to take account of our five-year strategic plans, the most recent of which was for 2016-2020.

Three principles

Our environmental and energy policy, signed in December 2015 by our Chairman & Chief Executive Officer, falls within the scope of the 2020 European Climate and Energy Package for combating climate change. It increases the extent of our collaboration with all our stakeholders. It conforms to the three objectives of our 2016-2020 Strategic Plan: "Optimise, Attract, Expand".

1 – Optimise by exceeding regulatory requirements.

2 – Attract by boosting existing measures and involving all departments, staff, suppliers, the airport community as a whole and all our other stakeholders.

3 – Expand so that our leadership in sustainable development and CSR contributes to the Group's growth

and influence, both in France and internationally, and to its competitiveness and prestige.

Six themes

Our policy includes ambitious objectives for six themes (energy, water, waste, air and emissions, biodiversity, and sustainable construction and development), in keeping with the direction set by Economic Regulation Agreement 2016-2020 and the Energy Transition Act for environmentally-friendly growth of 18 August 2015.

Management

Our aim is to control all risks, while complying with the requirements of the legal and regulatory framework within which we operate. All our management systems are an integral part of our internal control system and play a key role in risk control.

Paris-Charles de Gaulle et Paris-Orly have certified Integrated Management Systems (IMS) (May 2008 for Paris-Charles de Gaulle, October 2013 for Paris-Orly). The IMS complies with international standards for quality management (ISO 9001), environmental protection (ISO 14001) and management of health and safety in the workplace (OHSAS 18001). It takes account of the airport safety and security rules set by EU regulations and the DGAC (French Civil Aviation Authority). In 2017, Paris-Charles de Gaulle and Paris-Orly successfully underwent IMS renewal audits.

Paris-Le Bourget (2005), the Issy-les-Moulineaux heliport (2009) and the Toussus-le-Noble aerodrome (2015) have an Environmental Management System (EMS) that complies with the ISO 14001 standard (2009 version).

✓ Our Environmental Management System at Paris-Charles de Gaulle was declared compliant with the ISO 14001 standard (2015 version). Audits of compliance with the revised standard are planned for Paris-Le Bourget, Paris-Orly and Toussus-le-Noble during 2018. The ISO 14001 standard, as updated in 2015, places greater emphasis on environmental management as part

of the company's strategic direction. It encourages the use of sustainable resources, the control of the company's climate impact, the adoption of a lifecycle perspective (we take account of products and services from cradle to grave) and the introduction of a strategy for communication and dialogue with stakeholders.

Our Energy Management System

(EMS) has been certified as compliant with international standard ISO 50001 since June 2015. It covers all company operations at the three airports in the Paris region. The 2017 monitoring audit noted an improvement in operational control.

Performance monitoring

The Environment and Sustainable Development Division is responsible for reporting against the indicators for energy, the environment and CSR. These data, which are not centralised, are derived from various software applications or collected separately.

Training

Throughout the year, our employees are made aware of the importance of conserving and protecting the environment and controlling energy consumption.

Information on these subjects is shared via internal communication tools, including the electronic document management system, the internal newsletter Connexions and the Groupe ADP intranet site. A training course focusing on energy and the environment was revamped in 2018. A new training course on energy management has been in use since 2016 and 200 employees will have been trained by 2020. Specific initiatives have also been launched (free distribution of LED bulbs to employees, creation and broadcast of humorous films to raise awareness of controlling energy consumption, etc.).

Green employees

Since 2015, employees wishing to get involved in protecting the environment while they work can join the Green Employees Community: 69 staff members so far have signed up online to the Groupe ADP Green Charter, a list of everyday environmentally-friendly actions.

These green employees are genuine ambassadors for good environmentally-friendly practice and meet on a quarterly basis to decide on their top-priority actions. At the final meeting of the year they draw up an action plan for the coming year.

Five actions were rolled out in 2017: recycling coffee capsules, encouraging people to use ashtrays, an information campaign about Sam FM (a tool for dealing with reported incidents), using central units with low electricity consumption, and using both sides of the paper when printing payslips.

In 2017 a team of green employees from the Askia Building (Paris-Orly) helped bring about the recycling of over 35,000 coffee and tea capsules over 6 months. Also at Paris-Orly, other volunteers undertook an awareness-raising campaign concerning the cleanliness of the Orly South Terminal.

Promoting good practice

Through our Environment Partners Clubs (CPEs), set up in 2003, we bring together the businesses operating at our three airports in the Paris region. These clubs are places for discussing and reviewing good practice. They organise events and take joint action with us at national and European level. Some 100 businesses are members of the CPEs.

In June 2017 we put a new version of the [Ecoairport](#) site online. It can be accessed by airport-based businesses that are CPE members and provides them with environmental news and information to help them take practical action to support

sustainable development. Promoting good practice in relation to the environment includes sharing it with

all our stakeholders. During European Sustainable Development Week, we invited several start-ups to come and exhibit innovative solutions for managing waste and water, sustainable travel, improving air quality, networking and participatory action.

Our laboratory

The State tasks us with the environmental monitoring of the Paris airports. This mission is undertaken by our laboratory, which has ISO 9001 certification and is accredited by the Comité Français d'Accréditation (French Accreditation Committee, or COFRAC).

The laboratory monitors ambient air quality at the Paris airports by means of a network of permanent and temporary measuring stations. It carries out inventories of airport operations emissions, monitors the quality of airborne emissions from thermal plants and carries out studies of interior air quality (terminals, car parks, etc.). It has four monitoring stations enabling it to continuously measure nitrogen dioxide (NO₂) levels, fine particle concentrations (PM₁₀ and PM_{2.5}) and ozone (O₃) concentrations.

Waste water from operations at Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget and industries in the airport area undergoes rigorous monitoring.

The Aéroports de Paris laboratory uses a network of measurement points (piezometers) to monitor the level of the water table and the quality of the rainwater running off into the natural environment.

The laboratory continuously measures aircraft noise at and around the Paris airports. By combining these values with aircraft trajectories, a noise level can be attributed to each aircraft having taken off from or landed at Paris-Orly and Paris-Charles de Gaulle. We also provide the authorities (particularly the DGAC) with the measurements and analyses they need for making decisions about controlling and monitoring airborne noise.

Lastly, the laboratory is responsible for environmental monitoring of soil quality using the methodology prescribed by the Ministry for Ecological and Inclusive Transition. The purpose of this monitoring is to check that the condition of site environments is compatible with their use and/or redevelopment projects, and, if necessary, to instigate the treatment of site pollution. Our procedures for preventing and managing soil pollution risks were updated in 2017.

✓ Since 2014 the laboratory's public website, [Ev-labo.aeroportsdeparis.fr](#), has provided access to real-time measurements and monthly and annual reports concerning noise, atmospheric pollution and water quality.

44 million euros

That's the total amount of environmental investment planned under our third Economic Regulation Agreement (2016-2020).

2

ENERGY

Our objectives for 2020

2017 was our second year of implementing our Energy Policy. It's our ambition to improve our energy efficiency by 1.5% per year, on average, over the period 2016-2020 and to raise the proportion of our total consumption provided by renewable energy to 15% by 2020.

We are taking several measures to achieve this. We are reducing our energy consumption (electricity, heating and cooling). We are making our buildings more energy-efficient by using new and more efficient technology for lighting, ventilation and electromechanical facilities. We are increasing the proportion of renewable energy within our energy mix.

Despite increasing traffic, we are aiming to reduce our carbon emissions by 65% per passenger between 2009 and 2020. This objective, which boosts our involvement in the fight against climate change (see page 37) was made public in June 2015 in the [Joint Manifesto](#) we signed with Air France KLM and the *Groupe des Industries Françaises Aéronautiques et Spatiales* (French Aerospace Industries Group, or GIFAS).

In 2017 we set ourselves the objective of being carbon neutral by 2030

Structuring of energy management

Our Energy Management System (EMS) was certified as compliant with international standard ISO 50001 in June 2015. We were the first airport management group of this size (101.5 million passengers in 2017) to obtain this certification. It recognises our commitment to improving our energy efficiency and reducing our carbon footprint. The EMS has enhanced our Integrated Management Systems and Environmental Management Systems (IMS/EMS).

By adopting this approach, we have identified our installations' "Significant Energy Uses" (SEUs), meaning the processes that consume the most energy. The action we are taking is aimed at improving the energy efficiency of our processes and the facilities used to provide the desired level of service. An Energy Manager is responsible for managing the EMS at each of our three main Paris airports and within our Real Estate Division. A Company Energy Manager oversees all the EMSs to ensure their robustness, cohesion and efficiency.

Within the framework of our EMS we have, since 2016, been putting in place local Energy Performance Indicators (EPIs) at all our airports. We can thus monitor processes and areas very closely and, given the increased frequency of checks, more readily detect excessive consumption and correct it. We keep records of warnings, their nature and the corrective action taken.

This feedback and analysis helps prevent future excesses.

Energy efficiency

OUR PLAN FOR IMPROVING ENERGY EFFICIENCY

Our improvement plan is structured around three priorities:

- 1 - making** our installations robust and sparing in their use of energy;
- 2 - optimising** operations (operation and maintenance) from the point of view of energy-efficiency;
- 3 - improving** the quality of the built environment and facilities.

LOW-CONSUMPTION INTELLIGENT LIGHTING IS A PRIORITY

Lighting represents 25% of our energy consumption and is one of the priorities targeted by our energy-efficiency improvement strategy. We have embarked on a large-scale programme to gradually replace our lighting with economical systems combined with intelligent lighting management. Our aim is to use the latest low-consumption technology to provide the optimal amount of light, when and where needed. We are focusing on using LED lights in our new installations and in all renovations. By using these systems throughout, we are creating a consistent lighting ambiance and thus enhancing customers' comfort.

✓ In 2017 the lighting system in the PEF car park at Paris-Charles de Gaulle was completely modernised. The 6,000 traditional sources were replaced with 5,000 LED bulbs. The advantage is threefold: better colour rendering for users, an expected 40% reduction in electricity consumption and a noticeable reduction in maintenance costs. LED lighting was also installed in the Air India areas at Paris-Le Bourget, car parks P1, P2 and P3 at Paris-Orly and the new head office building at Paris-Charles de Gaulle.

Renewable energies

In 2017 we produced enough renewable energy (RE) to meet 15.8% of our internal energy needs for our three airports combined. €12.7 million has already been invested in geothermal energy production, which includes €3

Using less energy to keep cool

At an airport, energy is used not only to produce electricity, light and heat. It also produces cold. Our buildings' industrial-scale air-conditioning systems, considered as a whole, consume a great deal of energy. Cooling and air-conditioning account for 15% of our total electricity consumption and almost 5% of our greenhouse gas emissions. In these circumstances, how can we meet the growing need for air-conditioning while reducing energy consumption? In the central cooling system at Paris-Orly we have replaced an obsolete cooling unit with two variable-speed units, fitted with "floating high pressure" (FHP) technology. This device adjusts cooling requirements to the external temperature: the cooler it is outdoors, the less the cooling fans are used. With this technology, the cooling units at Paris-Orly consume a third less electricity than traditional cooling machines. We expect cold production to increase by 10,000 MWh per year by 2030, while the associated electricity consumption will increase by only 1,000 MWh per year.

million in subsidies from ADEME and the Île-de-France region, while €8.65 million has been invested in recycling biomass, including €3 million in subsidies from ADEME.

SOLAR, GEOTHERMAL, BIOMASS

Several energy-production systems based on renewable energy are in operation at our airports in the Paris region. They focus on solar, geothermal and biomass energy. These arrangements were supplemented in 2015 by the introduction at Paris-Le Bourget of an original system combining an array of photovoltaic panels mounted on a shade canopy with a heat pump.

✓ At Paris-Orly the geothermal plant that has been in service since 2011 should ultimately produce enough warmth to heat the terminals and the Cœur d'Orly business district while saving the emission, at normal running speed, of 9,000 tonnes of CO₂ per year

✓ In 2012 Paris-Charles de Gaulle started using a high-output thermo-frigo pump that heats and cools Hall M, together with a biomass plant that provides 25% of airport's required heating and when operating normally saves the emission of 18,000 tonnes of CO₂ per year.

✓ Since late 2015 Paris-Le Bourget has had 600 m² of photovoltaic solar panels and a geothermal plant that produces heat (meeting almost 70% of the internal heating requirements of Aéroports de Paris) as well as cold. In total, it covers the equivalent of 30% of the internal energy consumption of Aéroports de Paris at the airport and saves the emission of around 120 tonnes of CO₂.

GREEN ELECTRICITY

As a further measure to reduce our carbon footprint we signed up to an offer from our electricity provider which committed them to supplying us with 60% of our electricity from renewable sources in 2017 (compared with 50% in 2015).

An energy specialist provides statements certified by a third-party expert, confirming that this quota was produced by hydro-electric power stations, wind

farms or photovoltaic farms. At Paris-Le Bourget airport 100% of the electricity is from renewable sources, while at Paris-Charles de Gaulle and Paris-Orly 80% of electricity will be from renewable sources by 2020.

Sustainable construction and development

THE SUSTAINABLE AIRPORT CITY

Development of land and construction and renovation of buildings, both on our own behalf and on behalf of businesses established at our airports, represent a significant proportion of our real estate activity. We also invest in the growth of the "airport city", a concept that refers to the urban development projects that a large airport attracts to the area under its influence, such as Roissypole or the future Cœur d'Orly business quarter. We also contribute towards setting up ecodistricts, and we comply with green construction rules.

CERTIFIED GREEN BUILDING PRACTICES

Within all our real-estate projects we promote compliance with the High Environmental Quality (HQE™) and/or Low-Energy Building (BBC) rules. We will have our future buildings certified under HQE™ (a French certification), BREEAM® (a British certification that applies worldwide), or any other relevant label. We will be systematically exploring the possibility of getting our airport projects certified. We encourage our partners and customers to build in accordance with these principles.

From 2016 to 2020, new airport projects and projects with an investment of over 60 million euros will be subject to a commission during which the building's energy efficiency will be checked.

✓ The international pier at Paris-Orly South Terminal, which became operational in 2016, is the first building designed and executed by Groupe ADP to have its technical installations and quality of execution subjected to a commission to confirm their genuine energy efficiency. Consuming 16% less energy than stipulated by the 2012

thermal regulations, the international pier emits 60% less CO₂ than the average for airports. It has HQE™ NF Tertiary Building certification (Level: Excellent).

✓ After only 20 months' work, on 20 March 2017 Groupe ADP officially opened its new head office building at Paris-Charles de Gaulle. It is part of a group of three buildings, being linked to both the Baïkal office building and the airport's new Environmental Resource Centre. We compensate for carbon emissions from our head office at Paris-Charles de Gaulle by investing in low-carbon projects. The three buildings, designed by Groupe ADP's own people, are seeking HQE™ Excellent and BREEAM® Very Good certification. This same level of HQE™ certification is the goal for the future connecting building between the South and West terminals at Paris-Orly, the opening of which is planned for 2019.

LEDs for everything

Because they last 40 times longer and consume 5 times less electricity than incandescent bulbs, LED sources are an efficient lighting solution. This is why we use them so extensively. In December 2017 we also distributed 15,770 free LED bulbs to our volunteer staff. Our partner in this operation will be granted the Energy-Saving Certificates (CEEs) provided for under the Grenelle II Act.

► In 2017, the work of improving the energy efficiency of the three main Parisian airports we operate represented 78% of our investments designated as "sustainable development".

3

AIR, EMISSIONS AND CLIMATE

Committed as we are to the fight against climate change, we consider the reduction of our carbon footprint as one of the pillars of our environmental policy. Having paid close attention to the messages of the Intergovernmental Panel on Climate Change (IPCC), we are convinced that we can and must act to help to “stabilise global warming at a non-hazardous level”, the main objective of the United Nations Framework Convention on Climate Change (UNFCCC).

✓ In 2017 this ambition was expressed in particular through our promise to make all our operations carbon neutral by 2030.

Our carbon emissions reduction plan

Groupe ADP has made reducing its carbon footprint one of the pillars of its environmental policy. By the end of 2016 we had cut our carbon emissions per passenger by 63% compared with 2009, exceeding our original objective. As a result, in December 2016 we set ourselves a fresh challenge by raising the objective for carbon emission reduction to 65% by the end of 2020. Between 2009 and 2017 we have already cut our internal carbon emissions per passenger by 69.9%.

INTERNAL CARBON PRICE

Since the beginning of 2017 we have included an internal carbon price in the economic evaluation of projects costing more than 3 million euros. This tool helps us build a more resilient business model by anticipating the financial impact of carbon neutrality.

✓ In March 2017 we signed the “Decarbonise Europe Manifesto” drawn up by think-tank “The Shift Project” and lent our support to the Carbon Pricing Leadership Coalition, whose mission is to encourage the emergence of a real carbon price at international level.

POSITIVE ENERGY

In order to reach carbon neutrality, we are going to increase the proportion of renewable energy sources in our electricity supply, with 80% green electricity in our 2020 consumption, compared with an average of 60% in 2017.

For some of our future buildings we are aiming for positive energy. Such is the case for the Terminal 4 project at Paris-Charles de Gaulle, which will produce more energy than it consumes.

2025 TIME HORIZON

In 2016, in compliance with the obligations laid down by the Government Decree of 10 May 2016, pursuant to the law relating to the energy transition for green growth, we communicated to the French Environment and Energy Agency (ADEME) our estimated reductions in carbon intensity and atmospheric pollutants for the time horizons of 2020 and 2025, together with the associated reduction plan.

WITH PARIS CLIMATE ACTION

In October 2015 we signed Paris Climate Action's Paris Climate Partnership Agreement. We take our climate objectives from this. We are also committed to taking action in relation to our buildings, our operations, our waste production, our consumption modes, transport and renewable energy.

Our climate solutions

To reduce our emissions, we are taking action to tackle three key sources: thermal plants, energy consumption and service vehicles.

✓ **Installing geothermal plants** at Paris-Orly, and **biomass** and **photovoltaic** plants at Paris-Charles de Gaulle, has reduced our carbon emissions by 27,000 tonnes per year.

✓ **Renovating and constructing low-energy buildings** has reduced emissions attributable to our consumption of heat and electricity by 4,000 tonnes per year.

✓ **Replacing our service vehicles** with electric or low-emission vehicles reduced the carbon footprint of our fleet by 26% between 2009 and 2017.

✓ **In partnership** with the DGAC (French Civil Aviation Authority), Paris-Charles de Gaulle and Paris-Orly have increased their use of pre-departure sequencing (PDS) with the help of a computerised tool. The outcome of a joint process (Collaborative Decision Making), PDS reduces an aircraft's taxiing time between leaving the parking stand and taking off, which not

Decarbonising cars

To reduce our airports' carbon footprint, we are making changes to our vehicle fleet and encouraging our stakeholders to equip themselves with “low carbon” vehicles. A programme has been in force since 2015 to fit out our car parks with charging points for electric and hybrid cars. In 2017, 164 of them were already in operation in our public and private car parks, 53 more than in 2016. This total will have increased by a third by 2020. We have in addition a fleet of 234 electric and hybrid cars. Converting to electric will not be our only means of decarbonising land transport. Towards the end of 2017, in partnership with Air Liquide, we introduced a hydrogen refuelling station at Paris-Orly to support the use of electric taxis with fuel cells. A similar station will be installed at Paris-Charles de Gaulle in 2018.

only saves appreciable amounts of fuel but significantly reduces carbon emissions into the bargain. Continuous descent is used for some approaches, reducing the demands made on the engines, and thus their fuel consumption and carbon emissions.

THE HUMAN FACTOR

To raise employee awareness, throughout 2017 the Environment and Sustainable Development Division broadcast on the company intranet a series of video clips with an environmental theme. Entitled *"Bref, sauvons la planète"* ("Let's Get On With Saving the Planet"), the series – a spoof of real television series – consisted of six episodes featuring positive steps that everyone can take to reduce our impact on the climate.

Airport Carbon Accreditation (ACA)

WHAT IS ACA?

Since 2009 we have been participating in the Airport Carbon Accreditation programme set up by ACI-Europe, the European arm of Airports Council International, in relation to carbon management. The Airport Carbon Accreditation (ACA) programme assesses and recognises the efforts made by airports to reduce their carbon emissions. Performance assessments are verified by an independent third party.

✓ 4 accreditation levels

- 1 – Emission mapping (scope 1);
- 2 – Emission reduction (scope 2);

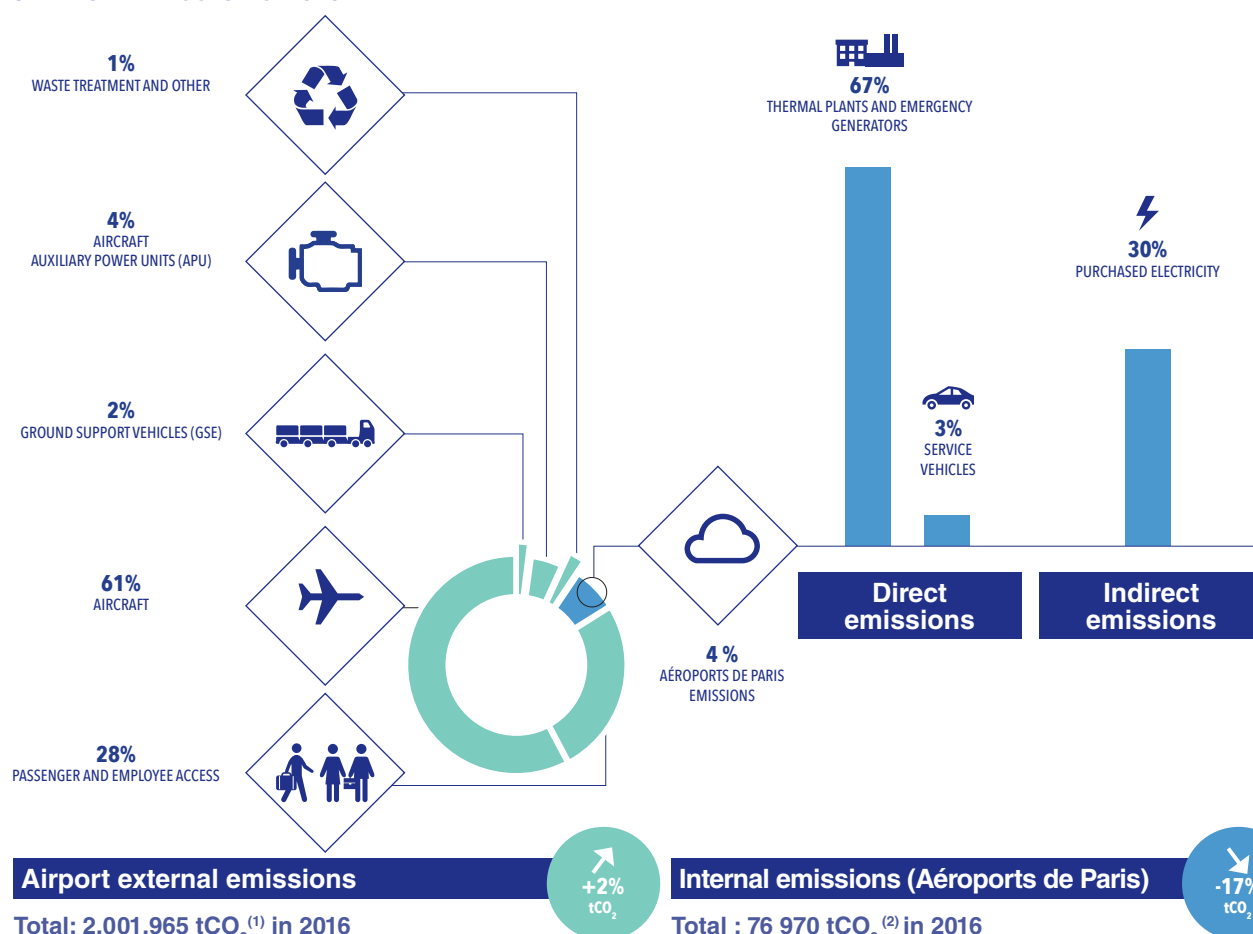
- 3 – Optimisation (scope 3);
- 3+ – Neutrality (for scopes 1 and 2).

OUR ACCREDITATION

Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget airports had their Level 3 Airport Carbon Accreditation renewed in 2017. ACA confirms our airports' internal emissions calculations and reduction measures (across the whole of Aéroports de Paris – scopes 1 and 2), as well as those of our stakeholders (external to Aéroports de Paris – scope 3).

The fight against climate change is not just about changing the way we operate internally (scopes 1 and 2); it also involves Aéroports de Paris partners at all our airports (scope 3).

CARBON EMISSIONS 2016



Total: 2,001,965 tCO₂⁽¹⁾ in 2016
(1,970,842 tCO₂ on average for 2013, 2014 and 2015)

(1) External emissions in 2016 for Paris-Charles de Gaulle, Paris-Orly, and Paris-Le Bourget. The increase is mainly due to more reliable calculations for particular emission sources.

Total : 76 970 tCO₂⁽²⁾ in 2016
(93,062 tCO₂ on average for 2013, 2014 and 2015)

(2) Internal emissions (Aéroports de Paris) in 2016 for the three airports. The decrease is due to the thermal plants' reduced consumption of fossil fuels, our increased production of renewable energy and local management of energy consumption.

See [Groupe ADP Carbon Emission Review 2016](#) on our website.

A number of joint actions have thus been taken to optimise aircraft taxiing time (using the Airport-Collaborative Decision Making approach, or A-CDM) and to reduce the use of aircraft engines on the ground.

At Paris-Charles de Gaulle and Paris-Orly, 400 Hz ground sockets have been installed to supply connected aircraft with electricity, replacing diesel electricity-generating units and auxiliary combustion chambers (APUs).

Internal carbon emissions (scopes 1 and 2) at the three Paris airports stayed steady at 76,970 in 2016. External emissions (scope 3) at the three airports increased to 1,924,995 tonnes in 2016.

ADAPTING TO CLIMATE CHANGE

Within the framework of the National Climate Change Adaptation Plan (PNACC 2011-2015), French airports were assessed in relation to heatwaves, rising sea levels, extreme climate events and changes in the prevailing winds.

Following this assessment, we established a map of natural risks, together with an action plan. These documents will be updated in 2018, when PNACC 2 will also be drawn up.

Better use of transport

We are optimising business travel and on-site movement, both for our own employees and those of the businesses operating at our airports. We promote shared modes of transport, contribute to their use, and spur ourselves on to take up more “active” ways of getting about, such as walking and cycling.

CAR SHARING

Almost 90% of employees at our airports come to work by car. For the past 12 years we have been running a travel scheme (the PDM, formerly the PDE) to reduce the environmental impact of commuter journeys and business travel. The three-year action plan for 2016-2018 involves the Group's subsidiaries in several aspects of the scheme. With the businesses operating at our airports, we have also introduced inter-company mobility plans (formerly known as PDIEs): in 2011 at Paris-Charles de Gaulle, 2012 at Paris-Orly and 2013 at Paris-Le Bourget.

✓ Since 2014, the R'Pro'Mobilité association has been responsible for the Paris-Charles de Gaulle inter-company mobility scheme. This covers nine business: Aéroville, Air France, CIF Keolis, FedEx Express, La Poste, Aéroports de Paris, Bolloré Logistics, Hub Safe and our subsidiary Hub One. These companies, which employ over 50% of the airport's workforce, are committed to promoting more environmentally-friendly ways of getting about. In September 2017, R'Pro'Mobilité set up a car-sharing platform, R'Pro'Covoiturage, for employees at the Paris airports. A car-sharing study was initiated in 2018.

✓ Since 2016, the inter-company mobility scheme at Paris-Le Bourget has also set up an association called “Bourget Pro'Mobilité” and has trialled an electric shuttle service between Le Bourget RER B station and the airport.

CDG EXPRESS

The future CDG Express, with a journey time of 20 minutes between Paris-Charles de Gaulle and Gare de l'Est in Paris, will also provide a low-carbon link,

thus helping to combat climate change. The task of carrying out legal, technical and financial studies for the CDG Express has been entrusted to CDG Express Études SAS, a joint-venture company between SNCF Réseau (the French national rail network) and Groupe ADP. The construction project is due to be completed by 2024. From 2030 onwards CDG Express will be transporting 7 to 8 million passengers a year. This project is being undertaken in response to a wish expressed by the State in 2013 in relation to the development of Greater Paris.

LINES 17 AND 18

Line 17 of the Grand Paris Express will link the Gonesse Triangle to Paris-Charles de Gaulle by 2030 and will be extended out to Saint-Denis-Pleyel. The Line 18 rail link between Paris-Orly and Versailles is due to connect Paris-Orly to the Plateau de Saclay technology cluster by no later than 2027.

Monitoring air quality

Our COFRAC-accredited laboratory monitors ambient air quality at the Paris airports by means of a network of permanent and temporary measuring stations (see page 39, under “Policy and Pledge”). In March 2016 we signed the joint Air Transport Sector Agreement, a continuation of the 2008 Air Transport Sector Agreement. We are also involved in formulating the third Atmosphere Protection Plan for the Île-de-France region, due to come into force in 2020.

See our laboratory website: Ev-labo.aeroportsdeparis.fr.

4

WATER

Cutting consumption

OBJECTIVE AND CURRENT SITUATION

We intend to reduce internal consumption of drinking water per passenger by 5% between 2014 and 2020.

We have introduced several measures to support this. At all our terminals, water consumption is monitored and the water supply automatically cut off in the event of unusual outflow. This metering enables us to quickly detect leaks and seal them off without delay. We recover rainwater and recycle it for a range of purposes. We use water-efficient facilities in our airport toilets.

NEW POLICY AND NEW OBJECTIVES

Under our "Water" strategic plans, we will be facilitating rainwater infiltration, thus limiting the risk of flooding in the event of extreme climate events.

Managing the water cycle

We undertake management of the entire water cycle at our airports, from distributing drinking water to treating runoff. We carry this responsibility for all our own operations as well as those of our partners.

WASTE WATER AND RAINWATER

Waste water is collected and disposed of via local authority conduits that take it to purifying stations in the greater Paris region. We manage our processes in line with the "Water" strategic plans, which are currently being updated.

✓ **Offset** – Paris-Charles de Gaulle and Paris-Orly together have 1,600 hectares of impervious surfaces. We have undertaken to limit and offset future impervious surfaces when renovating or developing our

Phyto-purification

At Paris-Charles de Gaulle we are trialling a system for purifying the glycolated water produced by runway and aircraft de-icing. The initial results, obtained in 2016 for a plot of land planted with vegetation selected by our laboratory technicians, showed a purification level of over 95%. In 2017 we undertook work to increase the system's effectiveness, including optimising the irrigation system and automating the process of adding chemicals to winter meltwater. This system, combined with an aerated gravel filter, achieves an average purification level of 99% in summer. A new trial phase is underway to ascertain the treatment system's effectiveness in winter.

airports, by creating holding ponds with a capacity of 500m³ per hectare.

✓ **Monitoring** – We have introduced a procedure for [monitoring](#) waste water and rainwater evacuation from the various on-site operations and industries based at the airport. We also monitor water table levels.

✓ **Treatment** – At Paris-Orly and Paris-Charles de Gaulle, in addition to holding ponds and pollutant isolation, we operate rainwater treatment facilities as a means of meeting the regulatory requirements for evacuation into the natural environment laid down by a local government order specific to each airport. Paris-Orly also has a 6,500 m² filtration marsh that optimises rainwater treatment. For better-controlled rainwater evacuation, Paris-Charles de Gaulle is currently finishing work on a project to restructure and interconnect its holding ponds. We expect to complement this project with pipework that will be several kilometres in length and will evacuate treated water from the holding ponds directly into the River Marne.

REUSING RAINWATER

At all our airports combined we recover and recycle over 72,600m³ of rainwater annually, which is equivalent to 5% of our annual consumption of drinking water. This recovery and reuse generates annual savings of around €150 K.

Soil

The Groupe ADP laboratory is also responsible for the environmental monitoring of soil quality, in compliance with the national methodology laid down by the Minister for the Environment. This monitoring enables us to check that environmental conditions at our sites are compatible with the way the sites are used and/or any development projects, and if necessary to treat pollution at the sites. Our procedures for preventing and managing soil pollution risks were updated in 2017.

5

WASTE

Our responsibility

As airport owners and operators, we manage the waste generated by our operations and those of our partners.

NON-HAZARDOUS WASTE

We organise the collection of non-hazardous waste and determine the sorting rules, container locations and transport arrangements.

✓ **Biowaste and non-hazardous waste** at our airports are sorted by type.

HAZARDOUS WASTE

We offer our partners joint management of hazardous waste. Hazardous waste is either recycled or treated according to the relevant regulations for each type of waste.

Our waste recycling objectives

As part of our 2016-2020 Environment and Energy Policy, we have made a commitment to reduce the waste generated at our airports and recycle it more effectively by 2020. The aim of this package of measures is to reduce the amount of natural resources we consume, and its implementation is spurring us on to:

- reduce waste production and encourage our partners to adopt the same practices;
- reach a recycling rate of 45% for internal non-hazardous waste;
- recycle 70% of construction site waste;
- take action within the context of the circular economy;
- offer a biowaste collection service to all our customers by 2020;
- reduce food waste at our staff restaurants.

✓ Our procurement contracts for waste collection and treatment, announced in 2016 for Paris-Orly and Paris-Charles de Gaulle, and 2017 for Paris-Le Bourget, provide for increased recycling rates by improving waste-sorting arrangements at the service provider's treatment centres.

We are combating food waste

At our airports we are raising contractors' awareness of biowaste management, and are taking action to raise awareness in liaison with the inter-company restaurant service providers and via the Employee Representative Committee, which manages six staff restaurants/bars at our sites.

✓ In 2017, 942 tonnes of biowaste were sent to the Bionerval anaerobic digestion plant near Paris-Orly, generating almost 330MWh of electricity. The digestates (the residue of anaerobic digestion) are passed on free of charge to farmers who reuse them as crop fertilisers. The used cooking oil

from the four staff restaurants at Paris-Orly is converted into agrofuels.

We are increasingly using selective collection

We have set up selective collection at our airports, our office premises and on the piers of Terminals 1 and 2 of Paris-Charles de Gaulle Airport. Separate recycling bins are available to passengers in all our terminals. All our office premises have a system for recovering and reusing paper and printer cartridges. In some terminals we have created the post of Pier Steward, who helps those producing waste to sort and separate it effectively.

✓ The selective collection of waste at Paris-Charles de Gaulle and Paris-Orly has been entrusted to the company Paprec. The procurement contract includes collecting and recycling the paper used within our organisation. We are members of CITEO, the green organisation charged by the State with increasing paper recycling.

REUSING WASTE

In the summer of 2016 we renovated Paris-Orly's Runway 4 and Paris-Charles de Gaulle's Runway 2 using aggregate from the demolished runways. Up to 30% of the residue was reused in this way. This reduced consumption of new raw materials, limited emissions from truck traffic and lowered the cost of treating end waste.

✓ The measures put in place by Groupe ADP for recycling the waste produced at its airports are bearing fruit. Of the 16,200 tonnes of internal waste collected in 2015, 27% was recycled. One year on, the recycling rate reached 30.5%. In 2017, 33.1% of the total tonnage of internal waste sorted and separated at the Paris airports was recycled.

PIER STEWARDS

In 2017 we increased the numbers of Pier Stewards. These technicians, who are from a subsidised employment company, help waste producers

at Paris-Orly and Paris-Charles de Gaulle to sort and separate their waste correctly. Their advice has led to a 2.6-point increase in the waste recycling rate in just a few months.

COMMUNITY-MINDED COLLECTION

Within the Paris Airports Environment Partners Club, some 15 businesses are collecting bottle tops on an ongoing basis. This helps the community and demonstrates solidarity by allowing an annual financial contribution to the Frédéric Gaillanne Mira Europe Foundation, which specialises in the training and provision of guide dogs for sight-impaired young people and children with other disabilities in France, Spain and Portugal. The bottle tops are collected by people on contracts supporting their entry into the workforce. This initiative is an effective learning tool that helps develop autonomy and confidence in people who are having difficulty finding work. In 2017, the number of collection points rose, as did the volume of bottle tops collected (1,740 tonnes compared with 1,153 tonnes in 2016).

Better disposal of items prohibited on board

Airport safety regulations prohibit passengers from boarding aircraft with bottles of perfume, shampoo, or any other liquid with a volume of over 10 cl. Containers confiscated at the security checkpoints used, until now, to be thrown into the same crusher as other waste. This resulted in the other waste being contaminated, making sorting impossible and thus reducing recycling rates. Since September 2017, we have been sending these products to a specific facility at Paris-Orly, where they arrive in special containers and are sent directly for incineration, thus keeping open the possibility of recycling the other waste.

6

BIODIVERSITY

The aspects we are working on

With over 6,600 hectares of land in the regions around Paris, we are directly involved in preserving biodiversity. This is one of the six themes of our 2016-2020 Environmental and Energy Policy.

Preserving biodiversity is an integral part of our corporate strategy and has three aspects to it:

- ✓ defining and deploying an ecology management plan for development work;
- ✓ carrying out a biodiversity study for development projects and for all our airports;
- ✓ reducing our consumption of phytosanitary products by 50% between 2008 and 2020.

Our programmes

In 2014 we carried out a biodiversity assessment on the land at our three main airports. Paris-Orly got involved with the [Hop'Biodiversité](#) association in 2015 and Paris-Charles de Gaulle joined it in 2016. This association studies and promotes biodiversity on the land at French airports. This measure also gives our employees and partners the opportunity to observe the remarkable fauna and flora residing in the natural areas within the airport enclave (1,200 hectares at Paris-Charles de Gaulle). The results collected will be fed into our own databases and those of the Natural History Museum. We will thus be able to develop our infrastructure while respecting the most fragile biotopes.

✓ The “Development, Countryside and Biodiversity” study was completed at Paris-Charles de Gaulle in 2017 and is currently being carried out at Paris-Le Bourget and Paris-Orly. The results for both airports are expected in 2018. We will incorporate the findings of this work into both our Development Policy and our projects. Our development guides already contain specific recommendations.

✓ The Paris-Charles de Gaulle site is home to 800,000 trees and shrubs, according to a census carried out in 2012.

Our alternatives to using phytosanitary products

In 2010, as part of the Ministry of Agriculture's Écophyto programmes (I, II and III) for cutting the use of phytosanitary products, we signed an

outline agreement on the business use of pesticides in non-agricultural areas. This agreement commits us to developing alternative ways of maintaining green spaces and reducing our use of phytosanitary products by 50% between 2008 and 2020. Already, Paris-Orly no longer uses phytosanitary products to maintain green spaces around the runways.

✓ All these measures are encouraging pollinating insects to recolonise our natural spaces. Our three main airports in the Paris region and the general aviation airport at Toussus-le-Noble are home to 22 beehives, which produce honey certified fit for consumption.

Everyday biodiversity

How can we marry preserving biodiversity with improving airport safety? Within the scientific partnership entered into with the Hop'Biodiversité association, the airside players have seen their role change. Animal hazard technicians have started systematically counting the bird species inhabiting the natural spaces controlled by the airport. In 2016, 64 species were recorded. Some, such as the Eurasian tree sparrow (*Passer montanus*) are not in any way a hazard for air traffic. The French population of this cousin of the house sparrow is dwindling, but it has an opportunity to flourish in the hundreds of hectares of grassland within the confines of our airports. Other species will have to be scared off in order to minimise collisions with aircraft. A further means of reducing bird-related risks is to encourage species of plants sought after by “non-hazardous” birds, and keep away from the runways those plants that attract problem species. This monitoring is bearing fruit.

At Paris-Orly the 2016 tally of bird-related incidents was only 2.3 per 10,000 aircraft movements, or half the limit set by the International Civil Aviation Organisation.

COMMUNITY PLEDGE

The aim of our community pledge is to ensure the value created by our airport operations benefits the regions in which we are based.
Active participation in their development is the eighth pledge within our Connect 2020 Strategic Plan.

OUR ROADMAP 2016-2020

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VOLUNTARY EXTRA-FINANCIAL RATING 2016

(scope: Aéroports de Paris SA)



COMMUNITY ROADMAP 2016-2020 AND ACHIEVEMENTS IN 2017

Objectives for improvement 2016-2020	Progress	Our 2017 achievements
GROWING WITH THE REGIONS		
• Running and promoting the airport city.	✓✓✓	Greater Roissy-Le Bourget <ul style="list-style-type: none"> • Participation in building the Economic, Employment and Training Area (BEEF) of Greater Roissy-Le Bourget. • Creation of a unique leadership and governance tool by merging the Hubstart Paris Région® Alliance with the Roissy-CDG Public Interest Group for Employment in the form of a radically reformed Public Interest Group. Greater Orly <ul style="list-style-type: none"> • Participation in the construction of Greater Orly.
REGIONAL DEVELOPMENT AND ATTRACTIVENESS		
• Attracting	✓✓✓	Greater Roissy-Le Bourget <ul style="list-style-type: none"> • Ongoing action by the Hubstart Paris Région® Alliance to promote the region (international partnerships, business tours, organising the 7th seminar on sustainable airport areas). Greater Orly <ul style="list-style-type: none"> • Ongoing action by Orly International (workshops on the economic development of airport areas, business tours, etc.).
• Support for SMEs and micro-businesses.	✓✓✓	<ul style="list-style-type: none"> • Plato networks. • Meetings for businesses in the Greater Roissy-Le Bourget area. • Orly International entrepreneurship event. • Creation of a housing assistance scheme at Paris-Orly and creation of the Orly Business Club. • SME pact. • Groupe ADP's Innovation Unit (Innovation page for start-ups on our public website).
SOCIAL COOPERATION AND EMPLOYMENT		
• Encourage and support careers advice and access to employment and training	✓✓✓	<ul style="list-style-type: none"> • The "Skills Hub" programme: an integrated solution for employment, careers advice, training, and aid for businesses. • The "Envol Pro" scheme: immersion in a work environment abroad (UK, Ireland, Spain) for young unemployed jobseekers. • The "Careers Advice" scheme: immersion of secondary school students in businesses in Greater Roissy-Le Bourget. • Introductory seminars for airport-related occupations. • Information and recruitment forums.
• Vulnerable people	✓✓✓✓	<ul style="list-style-type: none"> • NGO PlanétAIRport: action to provide economic and social support (training, helping people to become economically active, low-income housing, mobility) and regional endowment funds (awarded the "Coup de Cœur" prize among the "CSR Challenges" trophies in 2017). • Support for priority education. • The Seine-Saint-Denis Equality Charter: an annual action plan for employment, workforce integration and social and economic support. • Partnership contract with Les Ulis within the framework of the educational success programme.
• Promoting workforce integration and return to work	✓✓✓	<ul style="list-style-type: none"> • Workforce integration clauses in our procurement contracts in excess of 10 million euros. • €937 K of purchases in the adapted and protected sector for 2017.
<div> <div>✓ Getting underway</div> <div>✓✓ Ongoing</div> <div>✓✓✓ Advanced</div> <div>✓✓✓✓ Achieved</div> </div>		

Objectives for improvement 2016-2020	Progress	Our 2017 achievements	
QUALITY OF LIFE			
• Mobility	✓✓✓	• 10 bus routes (Filéo) for on-demand transport 24 hours a day, 7 days a week, 365 days a year (since 1998).	
• Childcare for employees working unsocial hours.	✓✓✓	• Two inter-company nurseries.	
DIALOGUE WITH LOCAL RESIDENTS AND ELECTED REPRESENTATIVES			
• Elected representatives	✓✓✓	• Partnership actions for economic, environmental and social ends. • Company visits.	
• Local residents	✓✓✓	• Environmental Resource Centres (ESDRCs): a new ESDRC at Paris-Charles de Gaulle which is part of the Groupe ADP head office and our ecosystem. • Regular updates about Paris-Orly redevelopment work (2015-2018). • Two football tournaments for young people (Paris Aéroports Cup) at Paris-Charles de Gaulle and Paris-Orly. • Several exhibitions and cultural events.	
NOISE			
• Managing funds for assistance with soundproofing, originating from the tax on aircraft noise pollution (TNSA).	✓✓✓	• Continuation of programmes already underway.	
• Participation in Environment Advisory Committees.		• Contribution to aircraft noise reduction as part of an interdisciplinary working group. • Continuation of programmes already underway.	
• Surveillance and monitoring of noise levels by our laboratory.	✓✓✓	• Information accessible to the public via our laboratory website. • Continuation of programmes already underway.	
CHARITABLE INITIATIVES			
• Financial or organisational support for local charitable action.	✓✓✓	• Actions undertaken by the Groupe ADP Foundation. • €1,000 K for 54 projects in 2017.	
• Involvement of Groupe ADP employees.	✓✓✓	• 169 employees involved, including 50 association godmothers and godfathers and 92 employees in mentoring programmes.	
✓ Getting underway	✓✓ Ongoing	✓✓✓ Advanced	✓✓✓✓ Achieved

1

POLICY AND PLEDGES

Since 2015 we have been setting the gold standard for corporate social responsibility among the five leading European airport management companies (London-Heathrow, Fraport, Aena, Schiphol Group and Groupe ADP – according to ratings by Sustainalytics in 2015).

Our leadership was confirmed when we achieved first position in a worldwide benchmarking of the CSR performance of the Top 10 international airport groups, carried out in 2017 by Ethifinance. Within the framework of our Strategic plan for 2016-2020 we have formalised our company pledges.

We have placed particular emphasis on our will to promote the airport areas, to share economic development, to encourage and support training and employment and to protect the local residents' environment. We invest 2.2 million euros annually in our partnerships.

Our economic and social impact

Our activity and that of all airport players has a direct impact on the development of the local economy and quality of life in the regions where we are based. Our three main airports – Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget – are identified as strategic economic drivers by the Regional Plan for Economic Development, Innovation and Internationalisation in the Île-de-France Region (SRDEII).

2017 IMPACT STUDY

We regularly measure the economic and social impact of our activity. In 2017 we commissioned a socio-economic impact study from the Utopies consultancy. Based on data from 2016, the study quantified and analysed the impact in terms of employment and wealth creation of the activity of our three Paris airports: Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget.

✓ In 2016, these three airports supported 2.2% of employment in France and created 30.3 billion euros of wealth for the national economy. At regional level in Île-de-France, the overall economic activity generated by the Paris airports system represents 3.9% of its GDP and 7.9% of employment with 570,860 jobs.

✓ The economic activity generated by Paris-Charles de Gaulle Airport has supported a total of 403,300 jobs, including 90,190 people employed directly at the airport. The economic activity generated by Paris-Orly Airport has supported a total of 157,440 jobs, including 28,360 people employed directly at the airport. The economic activity generated by Paris-Le Bourget Airport has supported a total of 10,120 jobs, including 3,490 people employed directly at the airport.

570,860 jobs
are generated by the activity
of the Paris airports system.

Six brand pledges

Our development strategy, which supports the competitiveness of the air transport sector and the attractiveness of our country, has as one of its priorities the sharing of growth with the regions where we are based. In 2016, on the occasion of our third Economic Regulation Agreement, Augustin de Romanet, Chief Executive Officer of Groupe ADP, signed some 20 brand pledges including six concerning the regions.

Pledge 11 – Making life easier for those working at our airports.

Pledge 12 – Developing the local economy.

Pledge 13 – Protecting the environment of local residents. **Pledge 14** – Encouraging training, employment, and social integration. **Pledge 15** – Promoting local regions in order to attract international businesses.

Pledge 16 – Affirming our world leadership in corporate social and environmental responsibility.

Three key objectives

Our Economic and Social Cooperation Policy is based on three key objectives.

1 – Support for policies promoting access to employment for those living in the départements affected by our three main airports.

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

3 – A relationship of mutual trust with local elected representatives, associations and residents.

Action in which our stakeholders are closely involved

Our Economic and Social Cooperation Policy is led by the Environment and Sustainable Development Division.

This Division takes action with the help of its regional delegations, which are tasked with ensuring that airport activity development is acceptable to our stakeholders and working with them to build shared interests and a shared future. They work with some Divisions within the Group to take practical action relating to our pledges.

2

GROWING WITH THE REGIONS

In partnership with regional and local institutional players and private-sector players, we are participating in the co-construction and development of the airport areas in Greater Roissy-Le Bourget and Orly for the benefit of their businesses and residents.

We have contributed, in those domains in which we are competent, to rethinking the strategic positioning of these regions within the framework of the State-Region Agreements. Our shared objective is to increase the attractiveness and dynamism of these regions within dedicated organisations and alliances.

A public-private partnership strategy

GREATER ROISSY-LE BOURGET

The Greater Roissy-Le Bourget area has been delineated by the Île-de-France region under the Regional Plan for Economic Development, Innovation and Internationalisation (SRDEII). It combines the urban area of Roissy Pays de France and the public body Paris Terres d'Envol run by the Greater Paris metropolitan area. It benefits from the dynamism created by Paris-Charles de Gaulle and Paris-Le Bourget Airports and by nationwide growth projects.

✓ In 2016 we supported the construction of the Economic, Employment and Training Area (BEEF) of Greater Roissy-Le Bourget and participated in the strategic positioning of the aeronautical cluster and of international exchanges within this area. Five economic growth areas have been identified: tourism and business events, transport and logistics, aeronautics, airport services, and international sales.

GREATER ORLY SEINE BIÈVRE

We are participating in the construction of Greater Orly, which is getting underway with the project to establish Grand Orly Seine Bièvre as an official area. This area, re-delineated under the Notre Act, is the largest in the Greater Paris area after Paris itself, with 670,000 inhabitants and 24 communes.

This innovation area is home to several burgeoning excellence networks.

Our operational tools

We take action through three shared governance bodies: [Hubstart Paris Region](#)® and the Public Interest Group for Employment for the Greater Roissy-Le Bourget region, and [Orly Paris](#)® for the Orly region.

HUBSTART PARIS REGION® AND THE ROISSY-CDG PUBLIC INTEREST GROUP FOR EMPLOYMENT

For several years now, we have been actively contributing to the governance and actions of the Hubstart Paris Region alliance and of the Roissy-CDG Public Interest Group for Employment. Until the end of 2017, these two partnership arrangements were the operational tools for the actions on economic and social cooperation in which we participate alongside public and private-sector bodies in the Greater Roissy-Le Bourget area.

✓ In January 2018, at the instigation of the Île-de-France region, Hubstart Paris Region® merged with the Roissy-CDG Public Interest Group for Employment as a radically reformed Public Interest Group. This new entity is a unique leadership and governance tool for the area that brings together a group of 12 public and private-sector bodies which is chaired alternately by the State and the Region.

52
regional promotion initiatives in 2017 for Hubstart Paris Region®.

✓ Partners of the CDG-Hubstart Public Interest Group for Employment:

The State, the Île-de-France region, the départements of Seine-et-Marne, Seine-St-Denis and Val-d'Oise, the multi-community area of Paris Terres d'Envol, Groupe ADP, Air France, Europa City, the regional Chamber of Commerce, and the regional Chamber of Trades and Crafts.

ORLY PARIS®

We have been participating since 2009 in the governance of the Orly Paris® regional pact of the Orly Economic Hub, the leading economic hub in the southern Paris region. The aim of the pact is to boost economic performance and improve access to employment for local residents, in order to facilitate the development of Greater Paris.

✓ Initiatives to promote the region and support access to employment are deployed by the supporting organisation Orly International. We supply it with human resources and skills for its major events.

34
regional promotion initiatives in 2017 for Orly International.

✓ Principal partners in the Orly Paris® III Pact and Orly international:

The Île-de-France region, the local councils of Essonne and Val-de-Marne, the State, the consular chambers, the Association for the Development of Orly Rungis (ADOR), to which Groupe ADP belongs, the development agencies, the inter-commune bodies, the regional management of *Pôle Emploi* (the national employment agency).

Regional engineering

The new regional leadership and governance tool picks up and coordinates the missions devolved to the Roissy-CDG Public Interest Group for Employment and the attractiveness and promotion missions of Hubstart Paris Region®.

Missions

- ✓ promoting the region under a unique brand to attract international businesses and project leaders;
- ✓ boosting the attractiveness of the region for inhabitants, employees and visitors;
- helping inhabitants to access employment, helping businesses to recruit, training in the skills needed in the region's five key growth areas.

Areas for action

- ✓ Three growth projects, launched in 2016 and 2017: "Business Hub", Cité des Métiers, and the trades and qualifications campus "Airport and International Exchange Hub".
- Five priority growth areas for the region.

3

REGIONAL DEVELOPMENT AND ATTRACTIVENESS

Attracting

In order to strengthen the international reputation of the Paris airports region and to increase its attractiveness, Hubstart Paris Region® for Greater

Roissy-Le Bourget and Orly International for Orly Paris® are using various measures aimed at French and foreign investors:

GREATER ROISSY-LE BOURGET

Hubstart Paris Region®, which is especially active at international level with 52 initiatives in 2017, increases the size of its network every year and for 7 years has been organising, alternately in France and abroad, a well-received international seminar.

11 business tours by Hubstart Paris Region®

✓ 7th seminar on sustainable airport areas

The SAA seminar on sustainable airport areas, put on by the Hubstart Paris Region® alliance in late October 2017, brought together 15 airport areas from Europe, Asia and the United States, some 50 speakers and 200 participants. This 7th edition, which was held at Paris-Charles de Gaulle, took as its theme: “Urbanity and hospitality, keys to success for an attractive and sustainable airport area”. It also hosted the third Metropolis workshop (World Association of the Major Metropolises) which focused on sustainable airport areas.

✓ United States and Asia

Work has continued to develop a partnership network with airport areas worldwide. In November 2017 a fourth partnership agreement, with Taoyuan Aerotropolis (Taiwan), was added to the three previous ones (Grand Atlanta in July 2011, renewed in September 2016; Shanghai-Pudong in November 2012; and Beijing New Aerotropolis Holding in July 2016).

✓ Hubstart Paris Region® and the Airport Region Conference jointly organised a working seminar on the theme of employment and training within airport areas, in which Orly International participated.

GREATER ORLY

In 2017 Orly Paris® in particular intensified its liaison at international level.

✓ Economic development workshops

Within the context of initiatives by Orly International, Groupe ADP participated in workshops on airport economic development and shared the results of its training and employability initiatives during a business tour organised by Paris-Orly Airport at the Training Centre for Airport Apprentices (CFA) in Essonne. A number of countries were represented: Korea, Senegal, Finland, Germany, Austria, Belgium, Poland, Norway and the Netherlands.

✓ Foreign investors

In 2017, Orly Paris® and Air France jointly held, for the third time, a round table of the France-Americas Circle on the subject of: “Paris-Orly, a region and an airport, gateway to the Americas”. This seminar follows on from the Rendez-Vous Premium d’Orly Paris®, the purpose of which was to showcase the business opportunities in the region.

Several business tours by Orly-Paris®.

[To find out more about the Hubstart Paris Region® initiatives](#)

[To find out more about the Orly Paris® initiatives](#)

Support for SMEs and micro-businesses

Our airports’ local economic fabric consists mainly of SMEs and micro-businesses. We have some 10 or so levers for action to support them, including the SME Pact and supporting innovation.

NETWORKS AND CLUBS

✓ The Plato networks

We are a financial partner and sponsor organisation of the Plato networks led by the Chambers of Commerce and Industry. Within these networks, large businesses, via volunteers from among their senior managers or directors, share their experience with SME and micro-business directors and support them for 2 years.

Plato: some statistics

The “Greater Roissy-Le Bourget 2016-2018” Plato network

- About 50 SMEs
- 12 manager-coaches

- Annual contribution to Groupe ADP: €10 K; 1 volunteer senior manager, loan of premises at Roissytech.

The Greater Orly Plato network

- 11 businesses
- 11 manager-coaches
- Annual contribution to Groupe ADP: 1 volunteer manager.

✓ Enterprise Club

We contributed to setting up the Orly Enterprise Club, whose members are businesses from the commune and several businesses intimately involved in the airport’s growth, such as Air France Industries.

✓ Supporting associations

We support, simply as members or via subsidies, several associative networks that encourage and support enterprise creation and growth and economic initiatives. Since 2013 we have been lending our support to the “Cap’Jeunes” initiative of the Val-de-Marne-based association VMAPI, which gives advice and start-up lump sums to enterprises founded by young people aged under 26.

Membership fees and subsidies to associations in 2017

- €67.9 K for Paris-Orly.
- €23.8 K for Paris-Charles de Gaulle.

MEET-UPS

✓ Greater Roissy-Le Bourget business meet-ups

The eighth edition of the Greater Roissy-Le Bourget business meet-ups was held at Paris-Charles de Gaulle in October 2017. On this occasion SMEs and micro-businesses met one another, as well as meeting purchasers from major potential customers. This event included a workshop, “How to present yourself and make a successful pitch”, and speed meetings*. It was attended by 18 purchasers from large organisations and 78 SMEs and micro-businesses. It was organised in partnership with the regional CCI (Seine-et-Marne, Seine-Saint-Denis and Val-d’Oise), Hubstart Paris Region® and Groupe ADP.

* See glossary

✓ Entrepreneurship meet-ups

October 2017, Orly International organised the fourth edition of the Entrepreneurship Meet-Ups, which

attracted 250 visitors. We ran a conference there for SMEs, start-ups and large potential customers on the development of the airports and their future technological requirements.

“Faites de l'international”

“Faites de l'international” is an annual national meet-up put on by the Chambers of Commerce and Industry for French SMEs, to facilitate their establishment abroad and to support their export activities. In 2017, on the initiative of Groupe ADP, the three CCIs in the Greater Roissy-Le Bourget area mounted, for the first time, a joint operation for the 10th edition of this event: 250 SMEs met almost 100 expert advisers.

Supporting innovation

In our capacity as members of the [Pacte PME](#) association, which we joined in 2012, we are helping innovative SMEs. Our [Innovation Unit](#) identifies those with the potential to work with us to develop avant-garde solutions. Our public website has pages dedicated to innovation, which present start-ups with opportunities to collaborate with Groupe ADP, together with our Best Practice Charter. We are targeting three domains: the smart airport, new modes of transport and robotics. We are partners with some 15 or so bodies and organisations dedicated to supporting start-ups and innovative SMEs.

5 million euros

invested in start-up development between 2014 and 2017.

RÉPINIÈRES

✓ Hubstart Paris Centre

The Hubstart Paris Region® business incubator supports the setup of businesses within the five priority growth areas for the Greater Roissy-Le Bourget area. In 2017 it took in and supported 26 newly-established businesses. With the merger of the Roissy-CDG Public Interest Group for Employment and Hubstart Paris Region®, effective since 1 January 2018, the incubator is going to become an independent entity, the status of which is currently under consideration.

✓ Housing assistance

Orly Paris® offers housing assistance to people setting up a new business, so they can live close to the industrial premises, offices or land where they operate.

INNOVATING FOR THE ENVIRONMENT

In 2017 we entered into a partnership with the “Water, Environment, Soil” cluster set up by the Greater Orly Seine Bièvre regional public body. The purpose of this association is to generate impetus and momentum for innovation in these three fields by contributing to the growth of businesses operating in them. We have committed ourselves to turning the Environment & Sustainability Centre at Paris-Orly into a showcase for technologies and solutions put forward by these businesses.

4

SOCIAL AND EMPLOYMENT COOPERATION

For about 20 years now we have been investing in employment aid schemes tailored to the specific needs of airports (Groupe ADP's pledges 12 and 14 in 2016). We have defined three key spheres of intervention: careers advice and information, training and innovation, and assistance for vulnerable people.

Our levers

Our action relies in particular upon:

- public employment and training policies;
- the Skills Hub project, led by the Roissy-CDG Public Interest Group for Employment on behalf of a consortium of business and public-sector bodies;
- some 10 or so partnerships with public and private-sector economic players in the area;
- the associative bodies for the social and solidarity-based economy of the Planét'AIRport brand.

Skills Hub

We are involved in setting up a local centre for excellence and in the dynamic development of employment channels via the “Skills Hub” project. This project was set up as part of the “Investing in the Future” programme with the aim of better meeting the recruitment needs of businesses in Greater Roissy-Le Bourget and helping local residents become better able to access and remain in employment.

The project is receiving cofinancing amounting to 2.6 million euros from a consortium of 25 members including Groupe ADP and steered by the Roissy-CDG Public Interest Group for Employment, and has received an additional sum of 2.9 million euros from the French government investment fund, the Caisse des Dépôts (agreement signed 4 September 2017).

The Skills Hub has been set up to provide:

- support for businesses and a regional strategic workforce plan (SWP);
- careers advice for jobseekers via a careers information centre;
- an integrated sandwich course project;
- training modules covering key employment skills for the local area.

Looking ahead

We are working with the economic players in the regions where we are based to construct systems for regional strategic workforce planning (SWP). This means anticipating the needs of businesses and project leaders and providing them with up-to-date information, both quantitative and qualitative, about changing job roles and the training available

GREATER ROISSY-LE BOURGET

For the Greater Roissy-Le Bourget area, the regional SWP is part of the local Skills Hub project.

GREATER ORLY

For the Greater Orly area, Orly Paris® took the lead in setting up a regional strategic workforce plan in 2017. As partners of the Grand Orly Seine Bièvre regional body, which has also set up a regional SWP, we are helping it to think about the type of training to be offered at the future Greater Paris Green Building Campus.

Advising, informing, recruiting

CITÉ DES MÉTIERS

The overall offer of the future Cité des Métiers careers information centre in Greater Roissy-Le Bourget, as planned by the “Skills Hub” project will include:

- advice on careers, employment and occupational skills and training;
- jointly-provided and shared resources, facilities and services;
- public and private-sector employment and training services, all together in one place.

✓ This project will be entitled “*Cité des métiers d'Universcience/Cité des Sciences et de l'Industrie*”.

✓ Groupe ADP will be investing 250,000 euros over 5 years to develop premises for the *Cité des Métiers* and the new Hubstart Public Interest Group for Employment at Roissypole.

THE CAREERS ADVICE SCHEME

Since 2015-2016, our Careers Advice scheme has been endeavouring to attract schoolchildren into the priority occupations within the Greater Roissy-Le Bourget area. The scheme covers secondary schools in the districts prioritised by urban policy in the three départements we occupy. Teaching staff select small groups of motivated pupils whom we then place in businesses for an immersive experience, and take to meet people working in the relevant occupations.

Over 150 pupils benefited from the Careers Advice scheme in 2016-2017.

WORKING WITH THE NATIONAL EDUCATION SYSTEM

✓ Since 2016, instead of inviting school groups to meet us at our airports, we have sent our own staff into schools to talk about what we do and the kinds of work we offer. This initiative, which was undertaken for safety reasons in the wake of the 2016 terror attacks, was successfully repeated in 2017.

✓ For pupils in their final year of middle school (aged 14-15) there is the option to find out about careers with us, and for pupils in their final 2 years of school (aged 16-18), we organise programmes of visits with the help of businesses and the teaching staff of middle and high schools.

CAREERS INFORMATION SEMINARS

Several times a year, at the Environmental and Sustainable Development Resource Centres at Paris-Charles de Gaulle and Paris-Orly, we hold [Airport Careers Information](#) seminars that are open to unemployed jobseekers. We provide information about airport-based occupations and the requisite training for them, in partnership with careers guidance services, businesses, public-sector services and training organisations.

VOCATIONAL TRAINING FOR CAREERS ADVISERS

In 2017 we embarked, together with the Emploi Roissy CDG Public Interest Group, on a process of boosting increasing careers' advisers vocational skills (national employment service, local initiatives, etc.). Once familiarised with the occupations and sectors in our local areas, they are better equipped to advise jobseekers.

FORUMS AND MEET-UPS

In partnership with the national employment service we organise themed recruitment forums and take part in various advisory forums on airport-based occupations organised by local authorities and educational establishments.

Advisory forums

13 for Greater Roissy-Le Bourget.

Recruitment forums in 2017

3 for Grand Roissy-Le Bourget.

6 for Orly Paris®.

✓ Orly Paris® Employment Meet-Up

Organised by Orly International, the regional promotion organisation we helped set up, the 2017 [Employment meet-ups](#) of Orly Paris® involved 90 businesses and 150 partner organisations. They attracted 3,600 visitors from Essonne and Val-de-Marne. They led to 763 pre-recruitment interviews, with 28% of applicants shortlisted and 60 people hired.

✓ Mature Workers Morning

These advisory get-togethers offer people aged 45 and over who are seeking work or undergoing a career change the opportunity to meet businesses and training organisations. They are designed in partnership with the national employment service and PLIE Nord Essonne. They have been held for the past three years at the Environment & Sustainable Development Centre at Paris-Orly.

Training and innovating

CAMPUS

✓ The Trades and Qualifications Campus for Greater Roissy-Le Bourget was badged in September 2016 by the Ministry for National Education. It became operational in 2017.

Envol Pro

Envol Pro is a trial European mobility scheme led by the Roissy-CDG Public Interest Group for Employment. The scheme offers young jobseekers in the Greater Roissy-Le Bourget area an immersive business language course in the UK, Ireland or Spain. Being at ease in a multicultural environment is a prerequisite for airport-based occupations. In 2017, 86 trainees took part in Envol Pro, with 100% of them completing the entire course and 82% of them finding work, a work placement or training on their return to France. This project is financed by the Erasmus agency on behalf of the European Commission.

The campus will offer basic and vocational training packages, including some with an international component, within the region's priority sectors. The [Trades Campuses](#) are centres of excellence devoted to an occupational sector linked to a national or regional economic issue.

✓ Green Campus

Within the context of our partnership with the Greater Orly Seine Bièvre EPT we are providing support to the Green Building-Grand Paris Campus, which will in 2021 become part of the future national network of vocational education centres for energy transition.

Vulnerable people

PLANÈT'AIRPORT, A COMMUNITY-MINDED NGO

We are founder members of the NGO [Planèt'AirPort](#) which undertakes social economy initiatives aimed at helping vulnerable people. Every year the NGO facilitates access to employment for over 2,000 people living in the areas around our Paris airports. In 2017 Planèt'AirPort received the "Coup de Cœur", one of the "CSR Challenges" trophies.

A "TILT" towards social inclusion

Planèt'AirPort consists of 4 service systems and a regional endowment fund.

- ✓ Training: Planèt'AirPort training courses.
- ✓ Integration through economic activity: First Stade.
- ✓ Low-income housing: Housing committee.
- ✓ Transport: Papa Charlie.
- ✓ 1 regional endowment fund (ADIFE).

PLANÈT'AIRPORT TRAINING

Planèt'AirPort Training offers skills training and qualifications for airport occupations and bespoke individual and group training (Teach'Air). Around 1,300 people are trained every year.

✓ At regional level

• **Skills Hub Project:** Planèt'AirPort Training fulfils the part of the Skills Hub regional project, launched in 2017, devoted to making sandwich courses more vocationally focused (page 49) and will cost €50 K.

• **AERO Skills:** Planèt'AirPort Training is a partner in this regional solidarity group which has since 2011 been running a programme that leads to a qualification and is financed by the Île-de-France region.

• **In 2017,** Planèt'AirPort Training, in partnership with Promhôte and Camas, trained 889 jobseekers in airport occupations within the framework of the "Vocational Training" tender put out by from the Île-de-France region relating to the 2016 government plan for "500,000 more training courses".

FIRST STADE

A body for re-integration via economic activity, [First Stade](#) is part of the social economy. It offers, among other things, local transport services and recyclable waste collection. At the end of their re-integration period, people employed by First Stade find and keep a job. First Stade receives a subsidy from Groupe ADP of €84 K every 3 years (2016-2018) and had 71 member businesses in 2017 (61 in 2016, 46 in 2015).

HOUSING COMMITTEE

The [Housing Committee \(Comité Habitat\)](#) has worked out an offer of subsidised housing around the three Paris airports for employees of local businesses and public authorities that have signed up to it. Its services range from emergency accommodation to rent-to-buy. Two subsidised residences take in employees working on-site at the airports – near Paris-Charles de Gaulle since 2008 and at Athis-Mons near Paris-Orly since 2017.

Almost **400 families** were rehoused in 2017.

PAPA CHARLIE

Since 1997, [Papa Charlie](#), Europe's leading subsidised rental organisation, has been hiring out vehicles for a modest sum to

first-time employees in the Île-de-France region. On average, over 200 people annually take advantage of this rental deal to enable them to commute to work. Papa Charlie owns a fleet of 80 recent, low carbon-emission vehicles. It is recognised as a Best Practice organisation by the UN Global Compact..

ADIFE

The regional endowment fund [ADIFE](#) provides financing on request for training projects and employment support projects conducted by local associations in the east of the Val-d'Oise département.

First social economy awards

In 2017 the Roissy-Pays de France urban community organised the first Social Economy Awards. These trophies, supported by €12 K of funding from ADIFE, reward local innovation and job-creation projects with an endowment of €3,000. There are four categories: inclusion of vulnerable people, transport, sustainable development and a "Coup de Cœur" ("Our Favourite") prize.

✓ In 2017, ADIFE's achievements included:

- renewing its aid (€50 K) for the Prépa'Aéro pre-qualification training, which is provided by Planèt'AirPort exclusively for jobseekers from the priority districts of east Val-d'Oise.
- cofinancing for the second time the "Un stage pour tous" ("One course for all") initiative by United Way (UWI), for trainees from the final year of middle school (aged 14-15);
- provided €12 K in subsidies for a counter-service restaurant for employees at the Sarcelles-Villiers-le-Bel business park (Val-d'Oise), set up by the professional integration organisation Baluchon, and with First Stade taking responsibility for transporting the ready-prepared food: 80 meals delivered daily since 1 December 2017.

► **Envol Pro Consortium:** the national employment service, the Plaine de France local service, Bondy local service, and the Second-Chance School of Val-d'Oise.

HIGH-PRIORITY EDUCATION

We have, since 2009, been supporting the high-priority education network (Éclair, RAR, RRS, REP+) created for pupils at schools in the high-priority districts and communes associated with our airports. Since 2010, we have been co-founding Second-Chance Schools, including five near Paris-Charles de Gaulle and two near Paris-Orly. The purpose of these schools is to provide workforce integration for young people who have been out of the school system for over a year. We finance their initiatives by paying a portion of the apprenticeship tax to them.

✓ In 2017 we signed a partnership contract with the commune of Les Ulis (Essonne) within the framework of the Educational Success Programme (PRE).

BUSINESSES AND LOCAL AREAS CHARTER

We are keeping the promises made under the Ministry for Urban Development's Businesses and Local Areas Charter and the Diversity Charter.

5

QUALITY OF LIFE

The quality of life of those who work at our airports is the subject of Pledge 11 of the 20 Brand Pledges made by Groupe ADP in 2016.

Inter-company nurseries

Our airports have two inter-company nurseries, set up on our own initiative. At Paris-Orly, the *P'tits Loup'ings* nursery, known as the "Environmentally-Friendly Nursery", provides 60 cots and takes around 150 children per year. The *Globe-Trotteurs* nursery, at Paris-Charles de Gaulle, has 100 cots and takes 200 children a year. It consists of *L'Ombre à l'aile*, which is open during unsocial hours, and *L'Envol*, open during normal office hours. Our partners are the local and regional authorities, the DGAC (French Civil Aviation Authority), public-sector

services and businesses based at the participating airports. In 2017 Groupe ADP contributed €4.5 K to finance 41 cots for its employees' children at the Globe-Trotteurs nursery.

Filéo bus routes

Since 1998 the Filéo network has been providing regular public transport services for the employees of Paris-Charles de Gaulle. This on-demand transport service was set up by Île-de-France Mobilités (formerly known as Stif).

It has 10 bus routes that run 24 hours a day, 7 days a week. We are the only private-sector company sharing its operating costs (€322 K in 2017) with Île-de-France Mobilités, together with the local councils of Seine-et-Marne and Val-d'Oise and the public body Paris Terres d'Envol. We are reviewing the terms of our involvement for the period 2018-2023.

6

DIALOGUE WITH LOCAL RESIDENTS

A relationship based on trust

Keeping our airports' local residents informed is part of our corporate Mission Statement. We have, of our own accord, gone even further by cultivating trust-based relationships with local and regional authorities, associations and residents. Our airports' regional delegations drive forward initiatives intended to benefit local residents and their elected representatives. We sit on Environmental Advisory Committees (CCEs), working parties on noise and Advisory Committees for Assistance to Local Residents (CCAR).

OUR MAIN COMMUNICATION CHANNELS

Our main channels for communicating with local residents and elected representatives are our two Environmental & Sustainable Development Resource Centres

(ESDRCs) at Paris-Charles de Gaulle and Paris-Orly, and a website via which we provide information online.

✓ **The ESDRCs** design or host educational seminars on air industry occupations, as well as employment-related forums and conferences. They stage about 10 exhibitions a year, as well as events with an airport-related, environmental, cultural, sporting or community theme. They participate in local and regional efforts focusing on environmental and employment themes specific to our airports. They have "Disabled Tourism" certification.

✓ www.entrevoisins.org passes on information to local residents, elected representatives, businesses and the general public concerning the air industry, our airport operations, noise, the environment and our economic and social cooperation measures.

A new Environment & Sustainable Development Centre

In September 2017, the ESDRC at Paris-Charles de Gaulle moved into the main building of our new head office, situated on land controlled by the airport. With it now established at the heart of our operations, our commitment to the cause is very clearly apparent. The ESDRC is now readily accessible by public transport and so is attracting not just local residents but a wider public too. Its comfortable spaces and latest-generation multimedia facilities are ushering in an era of friendly, targeted communication with the regions where we are based.

Consultation with elected representatives

Consultation with elected representatives is organised mainly via partnership initiatives with an economic, environmental or social purpose. We share information on a regular basis about our large-scale development projects, right through to their completion, mainly via the staff of the ESDRCs. We offer visits to businesses

operating at our airports and work with local communities to set up information-sharing forums and educational, cultural and sporting activities.

4 job meetings with the workforce-integration and employment bodies for Paris-Orly.

✓ Since 2016 we have been implementing an action plan aimed at developing closer ties with the 20 communes most exposed to noise in the vicinity of Paris-Charles de Gaulle. In order to ensure that large-scale construction work carried out at Paris-Orly will be acceptable, we have strengthened communication with elected representatives and Environment Advisory Committee projects.

Relationships with local residents

In addition to the employment-related events and educational seminars they host or organise, the ESDRCs offer local residents visits and opportunities to meet up throughout the year, often linked to current affairs. Many of these are aimed chiefly at young people.

Visits

Over 15,000 visits on average per year to each ESDRC.

Exhibitions at the ESDRCs

Paris-Orly: 7, including one created by local children.
Paris-Charles de Gaulle: 6

SPORT, CULTURE AND CREATIVITY

✓ Soccer, social cohesion and sexual equality

Football, which encourages social cohesion, has for the past 3 years been a star attraction at the ESDRCs, which organise the Paris Aéroport Cup every year in partnership with the Groupe ADP Foundation and football clubs from our local areas. In 2017 this football tournament attracted almost 600 young players (Under-11 and Under-13). The ESDRC at Paris-Charles de Gaulle has, for the third time,

organised *Foot d'Elles*, a mixed-sex football tournament for five teams of boys and girls aged 11-16.

✓ Haiku and the Book Prize

Using fun activities to encourage children to read is a good way to combat illiteracy and educational failure. On the occasion of the 19th Printemps des Poètes (Springtime of Poets), the ESDRC at Paris-Charles de Gaulle invited local residents, both children and adults, to have a go at haiku, a Japanese form of poetry that is both elegant and joyful, led by a storyteller and an expert on Japan. The ESDRC at Paris-Orly, not to be outdone, invited schoolchildren from the last 2 years of primary school and the first year of middle school (overall, an age group of 9 to 12) from the neighbouring communes to form a judging panel for the fourth edition of its "Book Prize". The prize-winning book by Clémentine Beauvais, entitled "*Carambol'Ange*", has been made available in the Relay sales outlets at Paris-Orly Airport.

✓ Visits

In partnership with the Groupe ADP Foundation and the Cgénéral Foundation we have organised visits to Paris-Charles de Gaulle and Paris-Orly airports and meetings with people who work for Groupe ADP for representatives of the state school system (secondary school teachers and administrators). Our aim is to bring the worlds of education and business closer together throughout the summer as they focus on scientific and technical occupations.

✓ Cultural Fridays and Creative Thursdays

For the past 3 years, the ESDRC at Paris-Orly has been offering the general public lectures on general cultural topics on one Friday a month, as well as Thursdays devoted to creativity and leisure activities.

CHILDREN'S LOCAL COUNCILS

We support the initiatives of Children's Local Councils (CMEs) and Young People's Local Councils (CMJs) that benefit the environment and foster involvement in the local community. In

2016 we first asked them to organise the "Lunettes Nomades" (Nomadic Glasses) operation in partnership with Aviation Without Borders and, since 2017, Opticians and Spectacle Makers Without Borders. A collection, which finished in May 2017,

The circular economy and responsible procurement

Under our Responsible Procurement Policy, the ESDRCs enter into agreements with protected-sector organisations for the provision of catering and cleaning services, and promote charity programmes concerning the circular economy.



NOISE AND SOUNDPROOFING

The underlying principle

In France, the control and reduction of aircraft noise falls within the remit of the General Civil Aviation Authority (DGAC), i.e. the French government and not the airports. Our responsibility as airport operators includes managing the soundproofing assistance scheme around our airports in the Paris region.

✓ A specific unit within our organisation, consisting of 15 people, runs and coordinates this scheme. Our [laboratory](#) provides the authorities with acoustic measurements and analyses and publishes online, for local residents to see, the acoustic assessments of aircraft noise.

Minimising noise pollution

At Paris-Orly a curfew has been in place between 23:30 and 06:00 since 1968. In 1994, regulations also limited to 250,000 per year the number of time slots we can allocate at this airport. At Paris-Charles de Gaulle a limit on night-time traffic and an overall gauge of weighted noise measurements (IGMP) were introduced in 2003.

► **Paris-Orly Book Prize:** this prize is organised in partnership with multi-media libraries in the Greater Orly Seine Bièvre area, the Groupe ADP Foundation and Relay@adp.

✓ Adjustments to the landing tax according to the aircraft's acoustic category and to the tax on air transport noise pollution (TNSA) are providing additional encouragement to use less noisy aircraft as well as penalising night flights.

Assistance with soundproofing work

FINANCING

Assistance with soundproofing work is granted, upon a favourable report from the Advisory Committee for Assistance to Local Residents (CCAR), to homes and tertiary-sector buildings located within the noise pollution maps (PGS) of the three main Paris airports. The tax on air transport noise pollution, which is collected by the French Civil Aviation Authority (DGAC) and partially repaid to Groupe ADP, finances soundproofing measures that benefit local residents.

Financial Report 2017

- Tax on air transport noise pollution: 40.7 million euros.
- Acoustic reports and soundproofing work: 39.5 million euros.
- Amount paid to local residents (towards reporting and work): 40.8 million euros.

QUALITY

We offer a project management support service to local residents to guarantee them good-quality work at the most competitive price. Upon completion of the project the quality of the work is checked. We also collect residents' feedback on service quality.

Informing and discussing

At our Environment and Sustainable Development Centres, local residents can obtain information using the Vitrail software package we have developed. It provides, more or less in real time, a representation of air traffic in the Île-de-France region and the associated noise-reduction measures and delivers information concerning flyovers by departing or arriving aircraft. The air traffic controllers receive visits from local residents twice a week.

► **Envol Pro Consortium:** the national employment service, the Plaine de France local service, Bondy local service, and the Second-Chance School of Val-d'Oise.

✓ We look into [requests for information](#) and any complaints from residents not falling within the remit of the State-dependent air traffic control service provider. In 2017 we made a request form available on our public website www.entrevoisins.org. A reply is provided within 3 hours.

Consultation: the CCEs

The Commissions consultatives de l'environnement (Environment Advisory Committees or CCEs) are the preferred tools for consulting people living in the vicinity of the airports. They are convened and chaired by the local Prefect and consist of three equal contingents of representatives from the aeronautical occupations; local community organisations and local residents' associations; and environmental protection associations. They must be consulted on questions relating to the implications of airport operations for the areas affected by noise pollution. They ensure the monitoring and implementation of environmental quality charters. They can refer matters to [l'ACNUSA](#) in the event of breaches of these charters or to request studies or expert advice.

✓ **Within the Paris-Charles de Gaulle CCE**, a working party, on which we are represented, was set up in 2014 to research ways of reducing noise pollution. The outcomes of this work included the introduction of technical solutions:

- continuous descent of aircraft at Paris-Charles de Gaulle between midnight and 5:30 a.m. (since September 2016).
- modification of an aerodynamic mechanism on A320s, the most common aircraft at Paris-Charles de Gaulle. This has noticeably reduced the noise produced.

Environment Advisory Committees in 2017

Paris-Charles de Gaulle : 2
Paris-Orly : 1
Paris-Le Bourget : 1



CHARITABLE INITIATIVES

Our charitable initiatives fall within the scope of Brand Pledge 14, made by Groupe ADP in 2016: "Encouraging training, employment and social integration."

Our corporate foundation

The Groupe ADP Foundation is a corporate foundation that works to help areas affected by our Paris airports as well as other areas outside France.

FIELDS OF INTERVENTION AND PRINCIPLES

We have chosen to focus our efforts on a key field for intervention, that of education, by tackling school dropout rates and illiteracy. Both in France, in the vicinity of our Paris airports, and in areas in which we operate abroad, we are taking action on all fronts, from earliest childhood to adulthood, to support educational success for all. Our foundation relies on action being taken at local level and with the help of local associations. We set up three-year partnerships that are fully tailored to local needs. Our aim in doing so is to keep the momentum going, and to have a more powerful impact.

EMPLOYEE INVOLVEMENT

Our foundation also depends on the involvement of our employees, who can apply their skills to help the associations we support.

In 2017, 169 employees got involved with the associations supported by the foundation: 48 as sponsors of an association, by devoting half a day a month taken out of their work time; 92 as participants in mentoring programmes for local young people, via *L'Alliance pour l'Éducation*, *l'Institut Télémaque* and the *Elles Bougent* association.

Congé Solidaire® (Solidarity Leave) was introduced in 2017: three employees went on a humanitarian mission linked to education in Madagascar and Benin.

Groupe ADP Foundation prizes

The Groupe ADP Foundation prizes for 2017 were awarded to four associations. Each winning project received financial support. One prize, awarded by our employees, went to the association entitled “*La Cravate solidaire*” for its “*Coup de Pouce aux jeunes pousses*” workshops; subsidy: 2,000 euros. Three “Coup de Cœur” (“Our Favourite”) prizes, awarded by the Foundation’s Board of Directors, went to:

- The association “The Real Me”, which helps women who are victims of prostitution; subsidy: 4,000 euros;
- The “Salydarité” association, which supports the development of primary schools in Senegal with the help of the high-school students and adults living in Livry-Gargan (north of Paris); subsidy: 3,000 euros;
- The Bethel association, which helps young male drug addicts and alcoholics to rejoin the workforce; subsidy: 2,000 euros.

write can follow a support programme which their parents are involved in. Since the partnership started in 2015, 520 children and their parents in Île-de-France have benefited from programme.

Every year, 8,000 euros are allocated to it under a three-year agreement.

✓ Passeurs d’Arts

Passeurs d’Arts uses music as a means of combating early school leaving. Secondary school pupils who are struggling can join orchestra classes and take up an instrument, with free tuition from a professional musician. In 2017, a three-year partnership was formed: we are providing finance of 15,000 euros per year to support this project in Garges-lès-Gonesse, for the benefit of primary and secondary school pupils from the town’s high-priority districts.

INTERNATIONAL

✓ Aïna - Enfance & Avenir

In Madagascar we are providing 15,000 euros of financial support to Aïna - Enfance & Avenir. This association provides help to extremely vulnerable children with no schooling and their under-age mothers, via charitable nursery schools.

Solidarity in procurement

Our Human Resources and Responsible Procurement Policies regarding adapted-sector organisations commit us to demonstrating our solidarity with them on a large scale. We also run a number of workforce-integration projects.

→ SEE

the section on responsible procurement on page 15.

COMBATING ILLITERACY AND THE SCHOOL DROPOUT RATE

✓ Le Coup de Pouce Clé

We are continuing to support the illiteracy prevention project “Coup de Pouce Clé”, carried by the Coup de Pouce association. Children in their first year of primary school with apparent difficulties with learning to read and

Sponsorship and volunteering our skills

Alongside the Groupe ADP Foundation programme, our employees participate on a voluntary basis in the Plato networks that provide advice and help to SMEs. They are often members of an NGO in a personal capacity. Since 2012 we have been providing sponsorship in kind, by collecting things belonging to Groupe ADP and distributing them for the benefit of workforce-integration associations.

B2B AND B2C CUSTOMERS

Our continuous improvement process covers service quality, our ambition for excellence and our identity as an airport services integrator. Every year, with this in mind, we strengthen our links with the airlines, who are closely involved with the steps we are taking. We have already embraced the digital revolution to boost the wellbeing of our passengers and the competitiveness of the airlines, and will finish the full transformation of our airports into “smart airports” by 2020.

ROADMAP 2016-2020

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VOLUNTARY EXTRA-FINANCIAL RATING 2016

(scope: Aéroports de Paris SA)



[2017 Reference document](#)

CUSTOMER ROADMAP 2016-2020 AND ACHIEVEMENTS IN 2017

Objectives for improvement 2016-2020	Progress	Our 2017 achievements
COMMITMENTS FOR 2016-2020		
<ul style="list-style-type: none"> Applying the Connect 2020 Strategic Plan. Making service commitments to passengers and airlines. 	<ul style="list-style-type: none"> ✓✓✓✓ ✓✓✓✓ 	<ul style="list-style-type: none"> Connecting Customers Programme ratified in 2016. Commitments of the Paris Aéroports brand – Paris vous aime – concerning passengers (5 promises) and airlines (5 promises).
PASSENGERS		
<ul style="list-style-type: none"> More destination and departure locations, from and to Paris. A very high level of service made possible by the propagation of a culture of operational excellence, shared by the entire airport community. Optimising transfers. Treat passengers as individuals. Passengers in the airport can experience Paris. A personalised relationship with passengers, brought about by digital communication tools. 	<ul style="list-style-type: none"> ✓✓✓✓ ✓✓✓✓ ✓✓✓ ✓✓✓ ✓✓✓ ✓✓✓✓ 	<ul style="list-style-type: none"> 110 intercontinental stopovers for passengers departing from Paris. 39 new routes opened in 2017, including 9 long-haul. Propagation of the customer culture, both internally and with our partners, since 2008. In 2017, 100 operational managers trained. Continuation of programmes run jointly with our partners to raise their awareness. Operational quality committees. Simplified transfer routes (direct shuttles between Terminals 2G and 2E at Paris-Charles de Gaulle, for example). Improved information tools: practical, contextualised information available in real time via the Air France-KLM mobile app. Airport Helpers®. Frequent flyer scheme. Welcome Chinese Program label since 2015. Disabled and reduced-mobility persons: new support package and new services. New and varied shops and services. Paris Worldwide. Instant Paris lounge and new hotel offer. 43 new shops, including new bars and restaurants. Deployment of cultural spaces. My Paris Aéroport: new “My Travel Assistant” function. E-commerce platform: booking of car parking spaces, plane tickets, hotel accommodation, car rental, baggage services and tickets for cultural attractions. Automated boarding (smart check-in). Automatic baggage check-in.
AIRLINES		
<ul style="list-style-type: none"> Improve punctuality of flights. Enable customers to move quickly and easily through the airport. Support the development of the airlines. 	<ul style="list-style-type: none"> ✓✓✓ ✓✓✓ ✓✓✓ 	<ul style="list-style-type: none"> Airport Collaborative Decision Making – certification obtained in 2010 at Paris-Charles de Gaulle and retained ever since, and obtained at Paris-Orly in 2016. Countdown for airlines. Automatic check-in and baggage drop. Automated controls: 82 Parafe self-service barriers by the end of 2017. 6 new information terminals. Transport information: 50 screens in the baggage reclaim halls; 7 free-standing transport information displays; 2 “Info Spaces” installed in 2017. Display of waiting times in baggage reclaim hall. Jointly-operated security checkpoints. 3 billion euros of investment over 5 years for renovating our terminals and increasing their capacity. Initial study by the Observatoire de la Connectivité (Connectivity Observatory) carried out in 2016. Participation in the IATA exhibition. Ambitious programme of support for Cargo operations.
✓ Getting underway	✓✓ Ongoing	✓✓✓ Advanced
		✓✓✓✓ Achieved

Objectives for improvement 2016-2020	Progress	Our 2017 achievements
AIRPORT-BASED BUSINESSES		
<ul style="list-style-type: none"> Improved satisfaction levels among airport-based businesses. 	✓✓✓	<ul style="list-style-type: none"> Business satisfaction level in 2017: almost 80%. Section of the parisaeroport.fr site reserved for businesses since 2015.
<ul style="list-style-type: none"> Quality standards. 	✓✓✓	<ul style="list-style-type: none"> Continuation of programmes already underway Renovation and construction programme that meets the highest environmental standards. Better quality of life and safety.
✓ Getting underway	✓✓ Ongoing	✓✓✓ Advanced
		✓✓✓✓ Achieved

1

OUR PLEDGES

Strategy and Policy

Since 2016 we have been rolling out our [Connect 2020](#) Strategic Plan, which is partly based on our third [Economic Regulation Agreement with the State](#) for 2016-2020. This plan reasserts our will to improve the quality of service provided to our customers, our ambition for excellence and our role as an integrator of services and solutions within the aviation industry. Our roadmap for 2016-2020 maintains our focus on improving passenger flow through the terminals, punctuality, hospitality, assistance for disabled and reduced-mobility persons, and baggage reclaim.

THREE PERFORMANCE LEVERS

In order to achieve the ambitious Connect 2020 objectives, we are making use of three performance levers with the power to appreciably improve the satisfaction of passengers, airlines, our service providers and the State-run services.

- 1 - Infrastructure and services, including renovation of the oldest terminals.
- 2 - Efficient communication and well-controlled waiting times, which are high-priority issues from the perspective of passengers and airlines.
- 3 - The customer relationship and customer care, for which we are developing tools for propagating the customer culture.

Levers 2 and 3 require the involvement of the entire airport community.

20 BRAND PLEDGES

When we created our « Paris Aéroport » and its slogan « [Paris vous aime](#) » (Paris loves you) in 2016 we made 20 stakeholder pledges that explicitly link our corporate strategy to exercising our corporate social responsibility. Ten of these pledges concern our passenger customers and the airlines.

ONE PROGRAMME

The key objectives from the Strategic Plan are the basis for our Connecting Clients programme. It sets out the basics for which we hold ourselves accountable: punctuality, communication, reduced waiting times, ease of navigation, easy-access amenities, and a courteous manner.

MEASUREMENT TOOLS

✓ **D15 quality indicators** Under our Economic Regulation Agreement, 15 quality indicators measure the level of quality of our service to passengers and airlines.

They are built into our managers' roadmap and have a bearing on the variable portion of their pay. Of these 15 indicators, 10 have a financial impact on Groupe ADP under the 2016-2020 Economic Regulation Agreement. In 2017 the majority of indicators improved on the objectives set.

✓ The ASQ-ACI classification system

We have chosen the Airport Service Quality classification system by Airports Council International (ASQ-ACI) as our tool for measuring the overall quality of our service. It is based on measurements of the satisfaction of passengers passing through ACI member airports, and uses a scoring scale that goes from 1 to 5. We are aiming for a score of 4 out of 5 when measurements are taken in 2020. We are also carrying out satisfaction surveys with the businesses that rent from us at our airports.

32nd

In 2017, Paris-Charles de Gaulle Airport moved up to 32nd position worldwide in the Skytrax World Airport Awards overall Top 100 ranking.

Our cornerstones

DIALOGUE WITH OUR STAKEHOLDERS

Achieving our objective implies extensive and sustained dialogue with our B2B customers, which are the airlines, and our B2C customers, which are our passengers. With this in mind we have developed various communication and consultation tools for taking account of our stakeholders' expectations. (See page 12.)

A SERVICE BENCHMARK

Our plans for improvement are based on paying attention to our P'RéféréCiel customer benchmark, which is updated regularly in order to maintain our standards at the highest possible level and to take account of the progress made in our sector. Its content can be accessed by all our employees via the intranet and, for our staff on the ground, on their tablets. It provides a baseline for every new development project, whether it be a new service offer or an infrastructure renovation.

Collective engagement

For the success of our project and to strengthen our position as a services integrator, we are counting on the collective engagement that has thus far made us a solutions integrator. We are focusing more strongly on the exchange of good practice through consultation. For issues like these, on which we cannot act alone, we are leading joint projects involving the entire airport community: airlines, ground handling, providers of security and cleaning services, customer service staff, retailers, State-run services, etc.

PASSENGER SATISFACTION SCORES

		Satisfaction score or rate	
		2016	2017
Departure, transfers	ASQ/ACI survey (score out of 5)	3,76/5	3,74/5
Arrival	BVA survey (%)	91,2 %	91,2 %

CUSTOMER ATTITUDE

In recognition of customer care as one of the cornerstones of the customer relationship, we have, since 2016 as part of our “Connecting Customers” programme, been rolling out the “Hospitality” project which is being carried out jointly with the airport community.

✓ In 2017 this consideration led us to define a set of behaviours that reflect the business, people-focused and aesthetic service values of the Paris-Aéroport brand. This project, entitled “Customer Attitude” is, combined with the “Welcome to Paris” programme, transforming our customer care. Initially aimed at all our staff, who worked with us to put it together, it will be open to our partners in 2018. A communication plan has been implemented and the first training sessions started in September 2017.

WITH THE AIRLINES

We manage quality and operational efficiency in liaison with the airlines with the help of:

- the Airport Collaborative Decision Making (Airport CDM) tool, currently used airside and which we want to extend to the terminals;
- the Operational Quality Committees (OQCs), which bring together the airlines, ground handling service providers and Groupe ADP. In 2016 the Committees’ started meeting monthly rather than quarterly in some operational units.

ON THE GROUND

We have developed joint methods for working on the ground that unite our own staff and those of the airlines, their ground handlers, our service providers and the State-run services. Participants carry out on-site analyses of malfunctions and test solutions that will become standard procedure for all. We focus in particular on the flow of passenger traffic, punctuality, hospitality, assistance for disabled and reduced-mobility persons, and baggage reclaim.

✓ Since 2014, we have thus been jointly operating the Focus Flight process at Paris-Charles de Gaulle: all stages of a flight (check-in, boarding, arrival, transfer) are analysed from the customer’s point of view in order to rapidly make changes.

WITH OUR SERVICE PROVIDERS

Our contracts with our partners and with contractors operating at our airports include service quality and environmental criteria, and we make regular checks to ensure these are being complied with. We conduct awareness-raising campaigns about service quality with businesses having contact with passengers, such as retailers and taxi firms.

Innovation

In 2017 we launched the “Innovation Hub” programme, with a budget of 16 million euros. It embodies a new innovation dynamic, which calls for collective intelligence and co-development. It draws on a rich ecosystem of incubators, start-ups, academies, competitiveness clusters and even think tanks. We are leading [three](#)

major innovation programmes::

the Smart Airport, new modes of transport and robotics. We have devoted a number of spaces to innovation: the “Shaker” technology showroom and innovative projects incubator, located on the premises of our head office at Paris-Charles de Gaulle; and the “Business Spaces” at our airports where start-ups can present their solutions to business travellers.

Our organisational structure

Our Customer Division brings together all the expertise and skills we deploy on behalf of passengers, the airlines and the businesses that use our airports. Our Customer Director sits on the Board of Directors.



PASSENGERS

5 brand pledges

In order to provide passengers with an ever more positive experience, we are constantly improving the quality of each stage of their stay at our airports, on departure, on arrival and during transfer. In 2016 we formalised 5 brand pledges to them, which address their key expectations.

- 1 - We will make you feel secure: safety is a high priority.
- 2 - We will let you manage your own time: the passenger’s journey through the terminal is becoming more efficient, simpler and more autonomous.
- 3 - We will recognise you: passengers are received in a way that makes them feel both expected and welcome.
- 4 - We will spoil you: we guarantee a varied and high-quality selection of shops, restaurants and bars.
- 5 - We will amaze you: with surprising and enjoyable events designed for passengers.

5 PRIORITY TARGETS

In order to create services tailored to our passengers’ specific expectations we have identified 5 priority targets: families;

A shared vision of the airport of tomorrow

In June 2017 we launched an international competition entitled “Play Your Airport” and invited four categories of contestant – students, businesses, travellers and Groupe ADP staff – to invent the airport of the future. This challenge, for which collective intelligence was needed, suggested the common threads of the city within the airport, the passenger experience, smart terminals and zero environmental impact. The aim of this experiment was to elicit projects with strong potential to radically change the current airport model, and thus identify talent. The projects presented showed us an airport that would be more connected, more sustainable (green technology, an energy-producing airport, etc.), more entertaining and more collaborative. Almost 2,000 participants from 77 countries took up the challenge. In February we selected 12 finalists and 4 winners.

frequent flyers; passengers travelling with budget airlines; foreign passengers who make a significant financial contribution; and transfer passengers.

The Smart Airport

We are counting on the deployment of digital technology to enhance the passenger experience within a new airport model: the Smart Airport, designed with three travel phases in mind (before, during and after). We are modernising our infrastructure by making it interconnected, with the aim of making passengers more and more autonomous and of making their journey through the airport easier and faster. Smartphones deliver real-time services and information, both practical and leisure-related, concerning both the journey and the airport.

✓ The “Paris Aéroports” smartphone app has new functions added to it every year. Available in 11 languages and updated in real time, its purpose is to guide passengers through our airports by GPS and to keep them informed about their flights and all the services on offer.

✓ In May 2017 we opened an e-commerce platform where passengers can book parking spaces, plane tickets, overnight hotel stays, rental cars, tickets for cultural attractions or even an entire trip from end to end.

My Paris Airport loyalty programme

Since 2016 My Paris Aéroport has also given its members access to a digital loyalty card. The My Paris Airport loyalty programme rewards our most frequent customers by offering them services to make their journey easier, as well as commercial benefits. It also helps us become better acquainted with their expectations. In December 2017 we had over 250,000 members.

Welcoming passengers

In addition to our “Customer Attitude” programme, which we launched in 2017 (see page 60), we have finalised and implemented several joint measures for quickly improving the welcome passengers receive at our airports.

GOOD PRACTICE AND TRAINED STAFF

To ensure our passengers a high standard of customer care, we put together a good practice guide in 2014. A charter asks staff at security checkpoints to follow the good practice guide. We run joint campaigns with all our partners to raise the awareness of their staff.

AIRPORT HELPERS®

Since 2013, passengers and people accompanying or meeting them can approach the Airport Helpers® who are a familiar sight along the passenger journey through the airport: in 2017 over 3,300 employees working at our airports, including our own staff, volunteered to become information sources. They wear a “Happy to help you” badge.

NON-EUROPEAN PASSENGERS

We are developing a number of services for non-European passengers. We respect their cultures and make our staff and partners aware of the need to do so. In 2015 we obtained the Welcome Chinese Program label, which guarantees Chinese tourists service standards tailored to their culture.

MY CONCIERGERIE

In February 2017 we launched “My Conciergerie”, a door-to-door support service available on departure, on arrival and during transfer.

5,000

employees assigned to customer care in 2017.

Making the customer journey quicker and easier

An ever quicker and easier journey through the airport is one of our

passengers’ key expectations, as they want to make good use of the time they spend at our airports.

CHECK-IN AND BOARDING

Speed depends in particular on completing the formalities as smoothly and efficiently as possible. In several terminals we are continuing to roll out multi-airline self-service check-in points and automated baggage drop-off stations. We are starting to install automated boarding gates (“self-boarding”). At the same time, we are working jointly with our partners to make our check-in areas more user-friendly.

CHECKS

In 2016, we committed ourselves to ensuring that the [security check](#) does not exceed 10 minutes in 90% of cases and to communicate waiting times in real time. With this in mind we are implementing a range of solutions with good results. In 2017, checks took less than 10 minutes in 94% of cases at Paris-Charles de Gaulle and Paris-Orly.

✓ The Parafe biometric recognition system ensures that European passengers now spend only 30 seconds undergoing identity checks. The police and security control areas have been enlarged and are now jointly operated, thus speeding up passenger throughput, and customer care staff help passengers to get ready to go through. For several years now, our single security checkpoints for Schengen Area citizens in transit save them a second security check between flights. “Family” access during holiday periods gives priority to passengers accompanied by young children.

82 Parafe automated self-service gates in total at Paris-Charles de Gaulle and Paris-Orly.

BAGGAGE RECLAIM AND TRACKING

Since 2015 we have been taking measures to improve the baggage transport process. These include the introduction in 2017 at Paris-Charles de Gaulle of a real-time tracking tool for baggage

being transferred between flights. Every week we review performance with the airlines and their ground crews.

THROUGHPUT MANAGEMENT

In 2015 we created a throughput management tool developed with a start-up. This tool provides us with an overall view of passenger throughput.

Information and guidance

In addition to the mobile services available via the My Paris Aéroport app, the [information and guidance](#) systems set up in our airports are key components of smooth, efficient throughput. We are continuously improving them by making use of the increasing capability of digital technology. Our Guidance Unit is piloting a dynamic layout policy that makes the interior space more user-friendly.

PRECISE INFORMATION FOR ARRIVALS

In 2017 we continued to deploy a very comprehensive system for passengers in Arrivals.

✓ **In the baggage reclaim hall**, three screens installed above the conveyor belts enable passengers to track the progress of baggage delivery, find out about the modes of onward transport available and watch a tourist-oriented film. Free-standing information points display a map for locating public transport.

✓ **In the public area**, near the exit from Arrivals, the "Transport Information" space now displays (since 2017) the range of public transport available, fares, timetables and routes. Transport ticket machines are available in some terminals.

CITY-AIRPORT LINK

✓ **The direct bus** – For a more effective connection between our airports, the SNCF railway stations and central Paris launched, in 2016, the "Direct Bus" service in association with Keolis. The service can be accessed by all passengers, regardless of the airline used.

✓ **RER B** – We regularly organise meetings with the senior management of RER Line B (SNCF and RATP) to step up the customer care provided on this line. For example, since 2015 some 10 or so multilingual customer care agents have been on hand 7 days a week to help foreign travellers at the RER B stations "Gare du Nord" and "Aéroport Charles de Gaulle 1 and 2".

Airport safety and security

LIQUID AND SOLID EXPLOSIVES

✓ In January 2014 we set up checks of certain categories of liquids, gels and aerosols transported by passengers, in accordance with European regulations. We inform passengers about this throughout their progress through the airport and via our sales website.

✓ Since September 2015 we have been applying the European regulations relating to the detection of explosives [in hand luggage](#) and on passengers. We have installed facilities at all security screening checkpoints at Paris-Charles de Gaulle and Paris-Orly that are certified by the Civil Aviation Technical Department.

SECURITY TESTING CENTRE

In order to prepare for and support technological and regulatory changes relating to security, we opened a dedicated testing centre in 2017.

AIRPORT SAFETY

In 2017 the national certificates held by each of our three Paris airports were converted to European standards. Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget airports thus now hold a European Security Certificate in compliance with the requirements of Regulation No 139/2014 which came into force in 2018. These certificates are henceforth binding on them as regards aviation infrastructure, operational processes and continuous improvement systems relating to airport security.

PASSENGER DATA CONFIDENTIALITY

Together with the Ministry of Foreign Affairs we have created an [internet portal](#) that enables passengers to provide, easily and free of charge, the data relating to their journeys abroad. Designed in collaboration with the French Data Protection Authority (CNIL), it ensures the security and confidentiality of personal data is fully guaranteed.

Cleaning

Our good cleaning practices are based on benchmarking and quality standards together with a performance evaluation tool shared by our service providers and our own staff. Since 2011 we have been modernising and enlarging our toilet facilities in the terminals.

Catering

A PLAN FOR IMPROVEMENT

Our catering services are run according to an improvement plan and a customer care charter, both published in 2013. Regular steps are taken to check compliance with these criteria and we keep catering service providers informed via quality improvement feedback loops. We regularly run awareness-raising workshops for the bars and restaurants. These workshops focus mainly on the eating habits and food preferences of foreign passengers.

AN EVER-GROWING OFFER

Our offer becomes a little more varied every year, ranging from fast-food outlets to gastronomic restaurants with table service, and including fair-trade and organic products. In 2015 we set up the joint venture Epigo with Select Service Partner, a British company specialising in catering at airports and railway stations.

Comfort and relaxation

We are making our spaces more comfortable and user-friendly, and ensuring they look fresh, have a calm ambiance, and are well-lit and maintained at a comfortable temperature. We are pressing on with renovating the seating and increasing

the number of seats provided. In 2016 we finished fitting water fountains in all our terminals.

TRANSIT PASSENGERS

✓ Instant Paris

Since June 2016, the [Instant Paris](#) lounge, located in the international area of Terminal E at Paris-Charles de Gaulle, offers long stop-over passengers an area of 4,500 m² and an airside hotel with 80 rooms. It includes a refreshment area, a dining room, a library, corner lounges and a games room. We have invested a total of 17 million euros.

✓ A joint effort with the airlines

At the same time, in the context of our projects to improve transfer journeys, we set up in 2017 with Air France-KLM a joint 3-year action plan for passengers at the Paris-Charles de Gaulle hub.

✓ The hotel offer

As creators of sustainable airport cities, we are developing the hotel offer inside our airports. At the end of 2017 the hotel capacity of Paris-Charles de Gaulle had reached 3,181 rooms across 10 hotels, and that of Paris-Orly stood at 899 rooms across 4 hotels.

FAMILIES

We are gradually opening nurseries to take in families with children under the age of 3 years.

Their format includes individual rest alcoves and a kitchenette. Nine Child Areas, the design of which is based on the Parisian square, have been opened, including 6 in 2017.

Leisure or work

From multimedia lounges to gaming areas and consoles, and including sport and music corners, our boarding areas offer a wide range of services so that passengers can make the most of their free time. Our boarding lounges are equipped with sockets for charging computers and smartphones and unlimited free WiFi access. We have opened several business areas equipped with communication facilities.

EVENTS

We seize every opportunity to promote the visual and musical arts and big sporting events. Since 2016 we have been using all the walls of our terminals for mounting photo and art exhibitions. Our "Espace Musées" museum area, which is open to passengers at Paris-Charles de Gaulle, celebrated its fifth anniversary in 2017. It has, for the first time, housed an exhibition of contemporary art. Paris-Orly puts on its Jazz Thursdays every week. At both airports, we have put on concerts for the "Fête de la musique" music festival in June. Our Paris Worldwide smartphone app encourages users to find out about the capital's tourist and cultural attractions.

Disabled and reduced-mobility persons

We ensure disabled and reduced-mobility persons are given assistance and made to feel welcome [from the time they arrive at the airport until they are seated on board the aircraft](#) and again, in the other direction, when they reach their destination. Facilities and spaces have been adapted for every type of disability, all the way along the passenger's route through the airport. The staff of our partners who provide assistance to disabled and reduced-mobility persons can be readily identified by the uniform they all wear.

Since 2016 we have been operating a support package devised in consultation with the airlines and with associations for disabled and reduced-mobility persons. It includes personalised assistance and specific services, ergonomic check-in desks, self-service wheelchairs, etc.

We check the quality of service provided by means of a set of indicators managed by a computerised monitoring tool shared by all our service providers and soon to be opened up to the airlines. In 2017 we renewed our assistance procurement contracts for disabled and reduced-mobility persons and set up performance incentivisation schemes for our service providers and for the airlines.

With regard to regulations, our schedules for programmed accessibility (Ad'ap), signed off in December 2015 by the Préfecture de Police de Paris, set out the timetable for our commitment to improve the accessibility of our public facilities for disabled and reduced-mobility persons.

Passenger rights

A [specific page](#) on our sales website informs passengers about their rights. We have also set up a process for dealing with complaints from passengers and those meeting or accompanying them. Our Customer Division collects and acknowledges receipt of complaints relating to passengers' progress through the Paris-Charles de Gaulle and Paris-Orly airports. We subscribe to the "Mediation, Tourism and Travel" scheme and are members of the Complaint Management Association (Amarc). In 2017 there were 6,240 complaints (4,838 in 2013, 5,485 in 2014, 5,766 in 2015, 6,749 in 2016).



AIRLINES

Airline expectations

HIGH-LEVEL SERVICES

We owe the airlines [high-level airport services](#) and high-quality services for the passengers who are our shared customers. Against a background of growing competition between the world's great capital cities, victory can only be achieved together. Our performance thus depends on paying close attention to their needs, which is facilitated by the consultation and ongoing two-way communication we keep strengthening every year. High-quality measurement indicators and collegial monitoring structures support this approach of continuous improvement.

FAIR TREATMENT

Groupe ADP is subject to stringent legal obligations in terms of fair treatment of airlines and use of resources. We follow a code of conduct that complies with the national directives of the DGAC (French Civil Aviation Authority). We also comply with the international guidelines of the International Air Transport Association (IATA) relating to the dissemination of traffic information.

Our pledges

Because the competitiveness of the airlines depends partly on our robustness, we have made [five brand pledges](#) concerning them:

- 1 - Improve punctuality.
- 2 - Streamline passenger flow.
- 3 - Optimise transfers.
- 4 - Provide personalised customer service.
- 5 - Support their development.

These commitments are confirmed in the form of the ambitious objectives of our third Economic Regulation Agreement for 2016-2020, which is the basis for improving the quality of our service to airlines. These objectives are also linked to the commitments made regarding passengers: punctuality, a smooth and swift journey through the airport, optimised transfers and customer service, all of which save passengers time while optimising airline operations.

Operational quality and robustness

Improving quality and ensuring operational robustness in our terminals both depend on improving ground processes and infrastructure performance. We are investing in renovating our terminals and infrastructure, increasing our capacity (Appendices 10 and 11) and automating ground processes, including for passengers. These operations increase the safety and operational efficiency of the airlines while making an appreciable contribution to passengers' positive perception of our terminals.

With all this in mind we plan to invest 3 billion euros over a period of 5 years.

This programme establishes four priorities:

- 1 - Maintaining our existing property;
- 2 - Optimising capacity using a "one roof" approach, which includes three major connecting building projects at Paris-Orly and Paris-Charles de Gaulle;
- 3 - Operational efficiency and competitiveness concerning transfers;
- 4 - Improving road and rail access, with the highest priority being given to the [CDG Express](#) project.

✓ Since late 2016, Terminal 2A at Paris-Charles de Gaulle has embarked on refurbishing its aircraft stands in order to increase its capacity to accommodate jumbo jets. This work will continue until spring 2019.

✓ The Paris-Charles de Gaulle Hub was completely reorganised in 2016 as part of Air France-KLM's Perf Hub project. The Hub's new time-slot structure is improving operational performance and the quality of the commercial offer, as well as economic and financial performance. Departures/arrivals connectivity has improved and as a result more aircraft seats are being filled.

✓ Since late 2015, all the aircraft stands of Halls L and M at Paris-Charles de Gaulle have been equipped with countdown devices, developed with Air France-KLM and Delta Airlines, which improve punctuality. The airline is kept constantly informed of the time it has left for carrying out ground operations when the aircraft is in contact.

The Connectivity Observatory

In 2016 we set up the Air Connectivity Observatory with the tourist development agency Atout France, under the aegis of the Ministry of Foreign Affairs. The Observatory's mission is to monitor changes in the market for the benefit of players in the transport and tourism sectors, as well as local communities, in order to help them measure France's competitiveness and to work together to set the right direction for their development strategies.

✓ In May 2017 it published its first study, which focused on the 10 leading long-haul departure markets.

Supporting airlines' competitiveness

A DESIGNATED TEAM

Increasing the number of destinations provided, both from and to Paris, is one of the four key aspects of boosting our performance in the context of our "Connecting Customers" programme. A designated B2B team within the Customer Division is dedicated to diversifying the network by encouraging airlines, both existing and prospective customers, to open new routes (Route Development). This team has developed leading-edge skills in the analysis and identification of key markets and its recommendations now carry a great deal of weight with the airlines.

✓ We regularly take part in key airline route development and tourism forums such as World Routes, IATA exhibitions and Top Résa, and we have appreciably increased the number of direct visits to airline head offices.

PARTNERSHIPS

Whenever new routes from our airports are opened, we can mount communication and promotional campaigns together with organisations such as Atout France, the Île-de-France Regional Tourism Committee and the Paris Tourist Information Centres. This type of partnership was put into operation for the first time in 2017 when the route from Paris to Chennai (in India) was opened, and will be repeated in 2018.

✓ In 2017 we:

- approached 85 airlines at trade fairs and forums;
- made 38 visits to airline head offices in China, India, Latin America and Africa.

New airline customers and new routes in 2017

- 39 new year-round routes were opened (30 medium-haul and 9 long-haul), including 24 at Paris-Charles de Gaulle and 15 at Paris-Orly;
- 8 new seasonal routes and 12 new destinations were opened.

Support for the Cargo sector

A KEY STRATEGIC PART OF OUR BUSINESS

Paris-Charles de Gaulle Airport is one of the top 10 cargo airports in the world, ranked in first place in Europe and ninth place worldwide (ACI ranking 2016). The [Cargo sector](#) accounted for approximately 40,000 jobs at Paris-Charles de Gaulle in 2017. Cargo City at Paris-Charles de Gaulle occupies 600,000 m² of single-room buildings, which is unique in Europe.

The Cargo sector has for many years now been of key strategic importance for our business.

With this in mind we are developing attractive real-estate solutions with immense operational potential, with the aim of doubling tonnage capacity. For the period 2016-2020 we have scheduled the creation of an additional 100,000 m² of cargo facilities and the creation of intermodal services. We are also tightening up security.

UNIFYING PROJECTS

We are conducting several unifying projects, including within our Cargo Operations Quality Committees and the Air Committees of the Association des Utilisateurs de Transport et de Fret (the Association of Transport and Cargo Users, or AUTF).

We have been supporting the transition to e-freight (the process of digitalising customs checks) for over three years now, together with the electronic communication platform Cargo Information Network (CIN), which we helped set up.

CIN is today used by 80% of the Cargo community at Paris-Charles de Gaulle and Paris-Orly.

CEIV PHARMA CERTIFICATION

Together with the Cargo community at Paris-Charles de Gaulle Airport we are taking steps to obtain the pharmaceutical certification CEIV Pharma, granted by the International Air Transport Association, IATA.

This certification guarantees compliance with good practice in the distribution of pharmaceutical products, where handling is concerned.

In 2017, 6 big names in Transport and Logistics held this certification at Paris-Charles de Gaulle.

Cargo operations statistics

- In 2017 Paris-Charles de Gaulle and Paris-Orly handled 2.3 million tonnes of cargo, including 2.2 million for Paris-Charles de Gaulle, which holds first place in Europe where cargo is concerned.
- 100,000 tonnes of cargo and mail handled at Paris-Orly.
- Handling capacity: 3.6 million tonnes of cargo.
- 3 major hubs: Air France-KLM, FedEx, and La Poste (the French postal service).
- 90% of national cargo.
- 19 all-cargo airline customers.
- 1 internationally-respected animal-handling station.

Our dialogue and consultation tools

CONSULTATION

We are implementing a tool for daily consultation with airlines and the Air Traffic Control Division at Paris-Charles de Gaulle and Paris-Orly.

Airport Collaborative Decision Making (Airport-CDM) is used for making joint operational decisions.

It helps with managing infrastructure availability and contributes to strengthening our safety culture. A CDM website keeps all partners informed in real time.

Paris-Charles de Gaulle has been Airport-CDM certified since 2010

and Paris-Orly since 2016. This tool is supplemented by a range of communication measures for joint management of contingencies and special situations, and for keeping passengers informed.

So far Airport-CDM has been applied only airside, but is currently being developed for processes within the terminals.



AIRPORT-BASED BUSINESSES

What our tenant businesses expect from us

As lessors of business premises on our land within the Paris region to over 700 [entreprises](#), we endeavour to provide them with a high-quality service that meets their expectations as closely as possible.

How we meet those expectations

GOOD CUSTOMER CARE

Our sales and technical teams provide a customer care service especially for business customers. [A section of our \[parisaeroport.fr\]\(http://parisaeroport.fr\) website](#) is reserved for them (excluding businesses occupying premises within the terminals). We use this space to provide them with welcome booklets and other specific tools.

We hold awareness-raising meetings for our customers on subjects relevant to their premises-related problems.

NEW BUILDINGS

We build energy-efficient buildings that comply with environmental quality regulations (see Environment section, page 37.)

Some 10 projects will be delivered in 2018 and 2019 including the Baïkal office block and the Melia Hotel at Paris-Charles de Gaulle, the Roméo business park at Paris-Orly and a centre for conserving works of art at Paris-Le Bourget.

RENOVATED BUILDINGS

We follow a multi-year programme for renovating the buildings we own. We are in particular improving the energy efficiency, temperature control and urban integration of our real estate holdings (offices, business parks, cargo-handling facilities, warehouses, etc.).

This renovation work will result in buildings that better meet our tenants' requirements and significantly reduce their rental costs. Our renovation programme includes installing low-energy facilities, including in shared areas and toilet facilities.

We are continuing work on setting up a central technical management facility for controlling lighting and temperature, so as to minimise running costs.

223 million euros

invested in renovation for the period 2016-2020.

QUALITY OF LIFE AND SAFETY

We are improving the areas that provide access to buildings, by creating good-quality green spaces and installing street furniture appropriate to each district. We have renewed access signage and pavements, in order to make pedestrian routes safer and to make it easier for disabled and reduced-mobility persons to get about. We are continuing to roll out programmes to improve the safety of our real estate holdings within our districts such as Roissypole and Cargo City.

Dialogue

To enable businesses to keep themselves informed and to communicate with us, an operational extranet can be accessed from our Group internet site. Site visits and regular meetings with tenants (once a year per park or group of buildings) help encourage ongoing, local dialogue with the businesses occupying our airports.

We check the quality of services provided to tenants on our behalf by means of mystery visits from a third-party organisation. We conduct an annual satisfaction survey that enables us to determine the necessary corrective measures.

6 meetings with tenants in 2017

Raising awareness of sustainable development

The Real Estate Division is also charged with raising awareness among the various people it liaises with (employees, internal and external tenants) concerning sustainable development practices. This awareness-raising is particularly concerned with day-to-day living conditions (for example, waste management) and quality of life at work (opening a conciergerie, fast-food services, etc.).

For the adapted sector

In addition to the social inclusion clauses in its procurement contracts and the allocation of specific sites to adapted-sector businesses, our Real Estate Division has introduced a specific lease agreement with advantageous conditions for setting up an ESAT (a centre that helps disabled people find employment) at Paris-Orly Airport.

SUBSIDIARIES' PLEDGES



HUB ONE
P. 68

Voluntary extra-financial rating of for 2016:

73/100

+6 points since 2014 (67/100).

Level: Advanced (close to Excellent)



ADP INTERNATIONAL
P. 70

Voluntary extra-financial rating of for 2016:

63/100

+3 points since 2014.

Level: Advanced



ADP INGÉNIERIE
P. 72

Voluntary extra-financial rating for 2016:

Note globale 66/100

+6 points since 2014.

Level: Advanced

[2017 Reference document](#)

CHARTERS AND CODES OF PRACTICE

The three main subsidiaries of Aéroports de Paris SA – ADP International, ADP Ingénierie and Hub One – are signatories to:

- the Group CSR Charter (January 2015);
- the Diversity Charter (January 2015);
- the Responsible Lobbying Charter (2015-2016);
- the Responsible Supplier Relations Charter.

These commitments are proof of joined-up thinking concerning the priority actions to be taken in these domains.

Since the work conducted in partnership with Transparency International France between 2011 and 2014, the subsidiaries have all had in place a code of practice and anti-fraud and anti-corruption measures, all of which are regularly reviewed and updated.

INTERNAL CONTROL AND IT SECURITY

In 2016 the subsidiaries incorporated the IT Security Code of Conduct (COBOSI) into their internal regulations. A Charter setting out Groupe ADP's principles for risk management and internal control, signed by the Chairman & Chief Executive Officer in February 2016, has been disseminated within the parent company and subsidiaries.

A steering committee, under the authority of the Risk Management and Compliance Division, has since 2016 been piloting a project for a unified approach to internal control across the whole of Groupe ADP.

This initiative was officially launched by the Chairman & Chief Executive Officer in January 2016 and explained in detail to each of the Group entities at their Management Committee meetings.

An inventory has been compiled of the Group's processes and activities. This was accompanied by an analysis of the maturity of each entity with regard to internal control.

HUMAN RESOURCES

The Human Resources Division of the parent company Aéroports de Paris SA organises meetings with its counterparts in ADP International, ADP Ingénierie and Hub One. They work together on legal compliance monitoring and career mobility between Aéroports de Paris and its subsidiaries.

ENVIRONMENT

The subsidiaries are involved with the Group committees for these subjects and with environmental policy.

TRANSPARENCY

ADP International, ADP Ingénierie and Hub One voluntarily undergo the extra-financial rating process that has been carried out since 2014 by rating agency Ethifinance.



HUB ONE

Revenue 2017: €154 million

Staff headcount 2017: 456.

Identity card

Hub One is a group of ICT services for business environments.

It designs and realises the digitalisation of occupations, premises and functions in order to provide customised solutions for both large organisations and SMEs. Its solutions and expertise combine the activities of a telecom operator (fixed-line, radio and mobile), mobility and traceability integrator (via its wholly-owned subsidiary Hub One Mobility) and all related services.

Responsibility profile

Hub One is committed to a CSR strategy for 2016-2022 that applies to all the units in its Group.

This approach covers all its activities and rests on three pillars:

- being close to its ecosystem (customers, suppliers, partners, etc.);

- reducing its environmental impact;
- acting as a responsible employer by encouraging and supporting diversity and solidarity.

Its subsidiary Hub One Mobility follows the same model as the parent company, but to its own timetable and in line with its own specific characteristics and circumstances

APPROACH TO CSR

The framework for the approach to CSR is set by a Social and Environmental Responsibility Charter, which is an annual action plan with over 100 monitoring indicators. The Human Resources Division of Hub One SA manages and coordinates the approach. The CSR objectives are included in operational plans. The Group offers incentives for good CSR practice that apply across the entire Group, and has set clear objectives within its operational plans.

✓ In 2017 Hub One authorised the Utopies consultancy to carry out a study into the materiality of its CSR issues. The results will be known in 2018.

✓ Although not obligatory under Clause 225 of the Grenelle II Act, Hub One produced a sustainable development report and voluntarily submits to the extra-financial rating carried out by the Ethifinance agency.

Sustainable Development Awards

Every 2 years since 2011, Hub One has organised the Sustainable Development Awards. In 2017, for the fourth edition, the Sustainable Development Prize was awarded to the "Carbon Offset" project, the objective of which is to involve customers in an environmentally-friendly action. For every new contract, Hub One will plant trees in accordance with a predetermined offset scale. The Community Engagement Prize went to a project entitled "How about sharing a QLW* budget together?", which allocates a budget to each staff member so they can actively manage their own QLW and improve their own working conditions.

*QLW: Quality of life at work.

GOVERNANCE, ETHICS AND RISK

Hub One is a company with a Board of Directors. The organisation also has a Management Committee of 5 members and a wide-ranging Interdepartmental Committee. Its operational plans and risk maps include objectives for reducing risk. Training on these subjects is provided on a regular basis.

Responsible procurement

Hub One applies a Responsible Procurement Policy combined with qualitative and quantitative objectives, a register of strategic information about its suppliers and a CSR evaluation grid in its consultation documents. The proportion of procurements from SMEs and micro-businesses is monitored and the procurement policy favours local procurement as far as possible. Hub One is ISO 9001 certified. Its approach to quality includes its CSR issues (including stakeholder expectations).

Since 2017 a Risk, Quality and Legal and CSR Compliance Committee, which is a collegiate body, has been acting as Procurement Mediator and communication concerning responsible procurement has been strengthened.

Human resources**SWP AND MANAGEMENT DEVELOPMENT**

The company implements a strategic workforce plan (SWP) for its employees. Staff can also follow online talks about innovations made within the Group. In 2017 Hub One opened codevelopment workshops for managers, in order to develop collective intelligence and an open-minded attitude.

A management career path has been put in place.

QUALITY OF LIFE AT WORK

Since 2012 a teleworking agreement has been in place at Hub One. Its subsidiary Hub One Mobility signed its own in 2017 for employees who are managers. In 2017 Hub One SA and Hub One Mobility signed an agreement concerning quality of life at work and the gifting of days off.

Hub One has introduced relaxation workshops at all its sites, trained its managers on psychosocial risks and opened a listening and support platform aimed at prevention. Since 2015 Hub One has been taking account of this problem in its social barometer.

DIVERSITY AND EQUAL OPPORTUNITIES

Hub One maintains a strong focus on diversity and non-discriminatory practices. A joint agreement relating to the generational contract was signed in 2015 and an agreement on gender equality in the workplace in December 2014 for the parent company. Managers receive specific training on these subjects and are made aware of religious issues within the company.

INDUSTRIAL RELATIONS AND EMPLOYMENT CONDITIONS

In 2017 Hub One signed an agreement on mandatory annual negotiation and several amendments relating to profit-sharing, membership of the Group Savings Scheme (PEG) and Group Staff Pension Scheme (PERCOG) and additional contributions for 2016-2019.

Health and safety

Hub One keeps its stakeholders informed about communication technology in general and protection from electromagnetic radiation in particular. Supplementary to engineering regulations, the organisation has published guidance documents for its pre-sales engineers and project directors and put specific training in place.

In 2016 an audit by Bureau Veritas in Terminal 2C of Paris-Charles de Gaulle gave a favourable report on the Hub One facilities.

Environment

Hub One has drawn up an Environment Policy.

GREEN IT

As part of the "Green IT" programme, Hub One follows the European Code of

Conduct for the energy-efficiency of its data centres, and ADEME's "Data Centre Initiative" programme. Staff in some occupations are trained in ecodesign.

ENERGY, CLIMATE AND AIR QUALITY

Hub One has adopted performance indicators to help it drive forward improvements in its carbon footprint and energy efficiency.

✓ The organisation should see a reduction in the energy- and climate-related impact of its operations in 2017, following its move to the group of buildings in Continental Square. With the same aim in mind, it also makes a habit of reconditioning its equipment and/or recycling the constituent materials.

✓ Transport: Hub One signed up in 2016 to the intercompany transport plan R'Pro'Mobilitéé for organisations occupying Paris-Charles de Gaulle Airport. In 2017 it contributed to the launch of a joint car-sharing platform by the member organisations of R'Pro'Mobilitéé. It is developing a fleet of electric service vehicles and company cars and is installing charging stations for the parent company and its subsidiary, as well as bike stands.

Community engagement

Hub One invites its salaries to make micro-donations by rounding down their pay and giving the balance to a charitable organisation of their choice: Le Rire Médecin (health), Vagdespoir (disability) or La Fondation d'Auteuil (vulnerable young people). Hub One contributes €1 for every €1 donated. The Group has been a partner of Our District's Got Talent since 2014 and Planète Urgence since 2012. In 2017 it supported two new charities for the disabled: Juste pour son Sourire and Barth France. Hub One Mobility participates fully in these actions.

2

ADP INTERNATIONAL

(formerly ADP Management)

Revenue 2017: 15 million euros

(excluding ADP Ingénierie and

holdings in TAV Airports)

Staff headcount 2017: 59

Identity card

ADP International covers all occupations in the airport value chain, from initial financing to designing and operating an airport. This wholly-owned subsidiary of Aéroports Paris SA operates in 7 foreign countries and manages 8 airports directly or indirectly, for a total of over 45.6 million passengers (2017). This sphere of operations is separate from Groupe ADP's involvement in TAV Airports, which manages 12 airports for a total of 111.9 million passengers (2017).

Responsibility profile

APPROACH TO CSR

In 2017 ADP International activated its CSR Committee, made up of the general management, the Human Resources Division and the Risk Management Division, together with a newly-appointed CSR Manager. Its CSR Strategy has three strands:

- ethics (business transparency, increased among its contractors);
- human resources (protection of expatriates, prevention of stress and workplace accidents);
- environment (environmental management).

✓ ADP International conducts a technical support strategy that focuses on transferring skills to its contractors and including CSR criteria in all its contracts.

ETHICS AND COMPLIANCE

ADP International takes an approach to Ethics and Compliance that is consistent with that of Groupe ADP. Among other things, in 2017 it strengthened the Ethics and Compliance section of its internal regulations. It has disseminated the

code of good conduct that applies to all its employees within the international scope of Groupe ADP.

Human resources

Teleworking is currently being trialled. Like the other subsidiaries of Groupe ADP, ADP International is a stakeholder in the actions and procedures for rolling out the Diversity Charter, including those for avoiding discrimination in recruitment and promoting diversity in international recruitment. The increasing size of the ADP International workforce will lead in 2018 to a more prominent role for industrial relations and the introduction of employee profit-sharing schemes.

In the domain of health, ADP International has distributed a single risk-evaluation document and extended the use of satellite phones to all its expatriates.

An intranet platform for two-way communication has also been opened.

Environment and climate change

The main airports and airport groups managed by ADP International abroad implement environmental management systems that are ISO 14001 certified and quality management systems that are ISO 9001 certified. All airports with annual traffic in excess of 1 million passengers have at least Level 1 Airport Carbon Accreditation (ACA) for managing the reduction of their carbon emissions.

Contractors

✓ Rankings from ACI's ASQ survey in 2017

- Amman Queen Alia: 2nd out of airports with over 2 million passengers a year.
- Franjo-Tudman (Zagreb): 1st out of Europe's "Most Improved Airports".
- Seewoosagar Ramgoolam (Mauritius): 2nd out of Africa's airports receiving over 2 million passengers a year.

AIG IN AMMAN - JORDAN

✓ Integrated management

Since opening its new terminal in 2013, AIG has acquired a new integrated management system for which the

certificates were renewed in 2017 in accordance with international standards:

- ISO 9001 for quality management;
- ISO 14001 for environmental management;
- ISO 10002 for quality management – customer satisfaction;
- ISO 18001 – OHSAS for health and safety management.

✓ Environment

In 2017 AIG initiated the process of moving up from Level 3 (achieved in 2016) to obtain Level 3+ (neutrality) of ACI's Airport Carbon Accreditation in 2018.

In February 2017, AIG received the Silver Award for its category of airport under ACI's Green Airport Recognition Programme.

✓ Community engagement

AIG submits a Corporate Social Responsibility report annually to the World Bank. The report mentions the humanitarian aid given to the airport's neighbouring communities (€24,000 in 2017) as well as environmental initiatives such as the planting of 150 trees by AIG employees around the airport in 2017.

MZLZ IN ZAGREB - CROATIA

ADP International assists, together with TAV Airports, the contractor company MZLZ in the operation and maintenance of Zagreb International Airport. A new terminal with a capacity of 5 million passengers per year, a major project for the local economy, became operational on 28 March 2017.

✓ Approach to CSR

With the help of ADP International, MZLZ has set up governance for the Group's companies, appointed an Environment and Quality Manager and set up trade union and industrial relations bodies. MZLZ submits an annual Environmental and Social Performance Report to the International Finance Corporation (World Bank) as well as quarterly reports to project finance lenders.

✓ Integrated management

In 2017 MZLZ successfully renewed the three certifications for its Integrated

Management System (IMS): quality management (9001), environmental management (ISO 14001) and customer satisfaction (ISO 10002).

✓ **Environment and climate change**

The Environmental Committee set up in 2016 manages noise reduction, waste management and air quality measurement. In 2017, among other achievements, MZLZ started operating an air quality measurement station and set up noise management working parties with the airport's neighbouring communities.

In 2017 MZLZ was awarded ACI's Airport Carbon Accreditation Level 2. For its new terminal, which opened in 2017 and complies with HQE™ regulations, MZLZ was awarded the LEED Silver Award and the Croatian Green Building Council prize in the Green Building in the Private Sector category in March 2017.

ATOL - REPUBLIC OF MAURITIUS

✓ **HQE™ and climate change**

The SSRIA terminal of ATOL (Airport Terminal Operations Ltd) in Mauritius was designed and built by Groupe ADP in accordance with the principles of high environmental quality.

Since 2014 this airport has been voted Best Airport of Africa Region in ACI's ASQ survey and Best Indian Ocean Airport by Skytrax.

Since the terminal opened in 2013, energy consumption has dropped by 13% and carbon emissions have reduced by 5.2 tonnes per day compared with 2013, which is a reduction of 1,900 tonnes of carbon per year. In association with the parent company Airport of Mauritius (AML), the airport was accredited ACI-ACA Level 1 in 2017. The company is now preparing for Level 2 and 3 accreditation.

In accordance with the objectives of COP 21, ATOL has been involved in a Plan National d'Efficacité Énergétique (National Energy Efficiency Plan, or PNEE) in association with the Mauritius Chamber of Commerce and Industry. In 2017 an energy audit resulted in some recommendations being made. ATOL has also started recovering air conditioning condensation and has been building up stores of recovered rainwater.

✓ **Community engagement**

ATOL welcomes local residents in the terminal as well as visits from schools, universities and centres for disabled children. The company organises blood donation campaigns inside the terminal and contributes to organising and financing events at national level. In 2017 ATOL, which is a stakeholder in AML's social and charitable actions, authorised its first budget for financing its own charitable sponsorship and development aid initiatives.

NUEVO PUDAHUEL - SANTIAGO IN CHILE

ADP International, as part of the Nuevo Pudahuel consortium with Vinci Airports and Astaldi, was awarded the concession for Chile's Santiago Airport in October 2015. The work of building the new international terminal with a capacity of 15 million passengers began in 2016. A CSR system was put in place right at the start of the concession contract.

✓ **Environmental results 2017**

- CO₂ – awarded Level 1 Airport Carbon Accreditation by ACI and an equivalent certificate by the Chilean Minister for the Environment, the Programa Huella Chile.
- 150 tonnes of cardboard and glass recycled.
- All the environmental permits needed for construction of the new terminal were granted.
- Donation to the administrative district of Pudahuel, in which the airport is situated, of 450 trees purchased by passengers as part of a carbon footprint reduction scheme.

✓ **Environmental results 2017**

- CO₂ – awarded Level 1 Airport Carbon Accreditation by ACI and an equivalent certificate by the Chilean Minister for the Environment, the Programa Huella Chile.
- 150 tonnes of cardboard and glass recycled.
- All the environmental permits needed for construction of the new terminal were granted.
- Donation to the administrative district of Pudahuel, in which the airport is situated, of 450 trees purchased by passengers as part of a carbon footprint reduction scheme.

✓ **Community actions in 2017**

- Weekly English classes given by Nuevo Pudahuel employees at a school near the airport.
- Introduction of a scholarship for the people living in the neighbourhood of the airport.
- Free book downloading service in the terminal, used by 9,000 passengers since its launch in 2017.
- Setup of book exchange points in the boarding lounges.

RAVINAL AIRPORTS - MADAGASCAR

ADP International, in consortium with Meridiam, Bouygues Bâtiments International and Colas, was selected by the Madagascan government to design, finance, operate, maintain and develop the airports of Ivato (Antananarivo) and Fascène (Nosy Be). The concession was granted for 28 years with effect from 23 December 2016. It includes the construction and initial operation of a terminal with a capacity of 1.5 million passengers at Ivato.

✓ **CSR, environment, employment and education**

In order to meet local expectations and in particular the needs of young Madagascans, Ravinala Airports is developing a CSR policy based on education, protecting an exceptional environment and supporting local employment.

This policy is pursued together with Madagascan charities and in particular with the Groupe ADP Foundation. Ravinala Airports is also undertaking, out of respect for human rights, the resettlement of vulnerable people living near the airports of Ivato and Nosy Be. Where the environment is concerned, ADP International and Groupe ADP are providing assistance with promoting new environmental practices.

LIÈGE AIRPORT - BELGIUM

Groupe ADP has been a strategic partner of Liège Airport since 1999. Liège Airport has an ISO 14001 certified environmental management system. In 2014 it again received the "Lean & Green" label for its logistics practices and, in 2017, won first prize in the Randstad Regional Awards Liège, which rewards the most attractive company to work for.

✓ Liège Airport pursues an environmental policy that focuses on reducing its energy consumption and combating climate change. In 2017 it supplemented its natural gas cogeneration unit, which first became operational in 2015, with a module for trigeneration (cogeneration in which some of the thermal energy produced is used for chilling). Liège Airport was awarded Level 1 Airport Carbon Accreditation by ACI (renewed in 2015) and in 2017 prepared its application for Level 2 accreditation in 2018.

Also in 2017, Liège Airport introduced a Collaborative Environmental Management (CEM) system that brings together Belgocontrol (the Belgian national public health agency), Liège Airport and the airlines. The intended outcome is joint management of the effects of airport operations on the environment.

3

ADP INGÉNIERIE

Revenue 2017: 52 million euros

Staff headcount 2017: 392

[ADP Ingénierie](#) became a wholly-owned subsidiary of ADP International in 2017.

Identity card

As one of the world's five leading airport engineering companies, ADP Ingénierie provides auditing, advisory, design, supervision and project management services for large airport infrastructure. It operates on four continents and has strong historic roots in the Persian Gulf area.

The organisation is expanding both in fast-growing areas like China and South-East Asia and into mature markets, especially in Europe.

✓ ADP Ingénierie was restructured in 2017 into 3 business units: Asia, the Middle East and Europe. It has set itself the objectives of:

- moving closer to its customers both geographically and culturally;

- marketing its expertise both internally and externally;
- encouraging and supporting empowerment and recognition for all.

APPROACH TO CSR

ADP Ingénierie's approach to CSR is managed by its Transformation and Risk Division in accordance with Group policy.

The organisation has a Risk Committee and a CSR Steering Committee. It has introduced a CSR criterion into managers' pay.

Anti-corruption clauses feature in its contracts. The risks associated with sub-contracting are taken into account in its risk map. ADP Ingénierie is ISO 9001:2015 certified for all its operations.

HUMAN RESOURCES

ADP Ingénierie has a formalised Human Resources Policy.

The organisation has signed several collective agreements including:

- a collective agreement relating to the generational contract, renewed in 2016;
- a collective agreement on gender equality in the workplace for 2017-2019 (first agreement in 2014);
- an agreement on mandatory annual negotiation with staff representatives.

ADP Ingénierie seeks to ensure pay transparency. As part of applying Groupe ADP policy within its Diversity Committee, the organisation is raising staff awareness of this issue.

ENVIRONMENT

ADP Ingénierie's Environment Policy has been formalised and communicated to its suppliers. The organisation is developing a "Green Airport" offer.

From the planning stage onwards, projects aim for local or international environmental certification. A sustainable development benchmark is being applied.

There is a particular focus on issues of energy efficiency and energy saving.

The terminal of Bahrain International Airport, which was modernised in 2013, is expected to be LEED certified (Leadership in Energy & Environmental Design) and the future Beijing Daxing

Airport will comply with regulations for ensuring buildings are as energy-efficient and environmentally friendly as possible.

CUSTOMERS AND PROCUREMENT

ADP Ingénierie has been following the Groupe ADP Responsible Procurement Policy since 2015. The organisation drew up its Supplier CSR Charter in 2016.

Partner reputation audits are carried out virtually systematically.

The organisation has done a great deal of work to formalise customer complaint handling.

COMMUNITY ENGAGEMENT

For contextual reasons, ADP Ingénierie focuses mainly on sponsorship through skills. In order to take more effective action, the organisation maintains close links with the Groupe ADP Foundation.

CORPORATE SOCIAL RESPONSIBILITY INFORMATION

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APPENDIX 1

IDENTIFICATION OF RELEVANT
SUSTAINABLE DEVELOPMENT GOALS (SDGs)
FOR GROUPE ADP

SDGs AND BUSINESSES

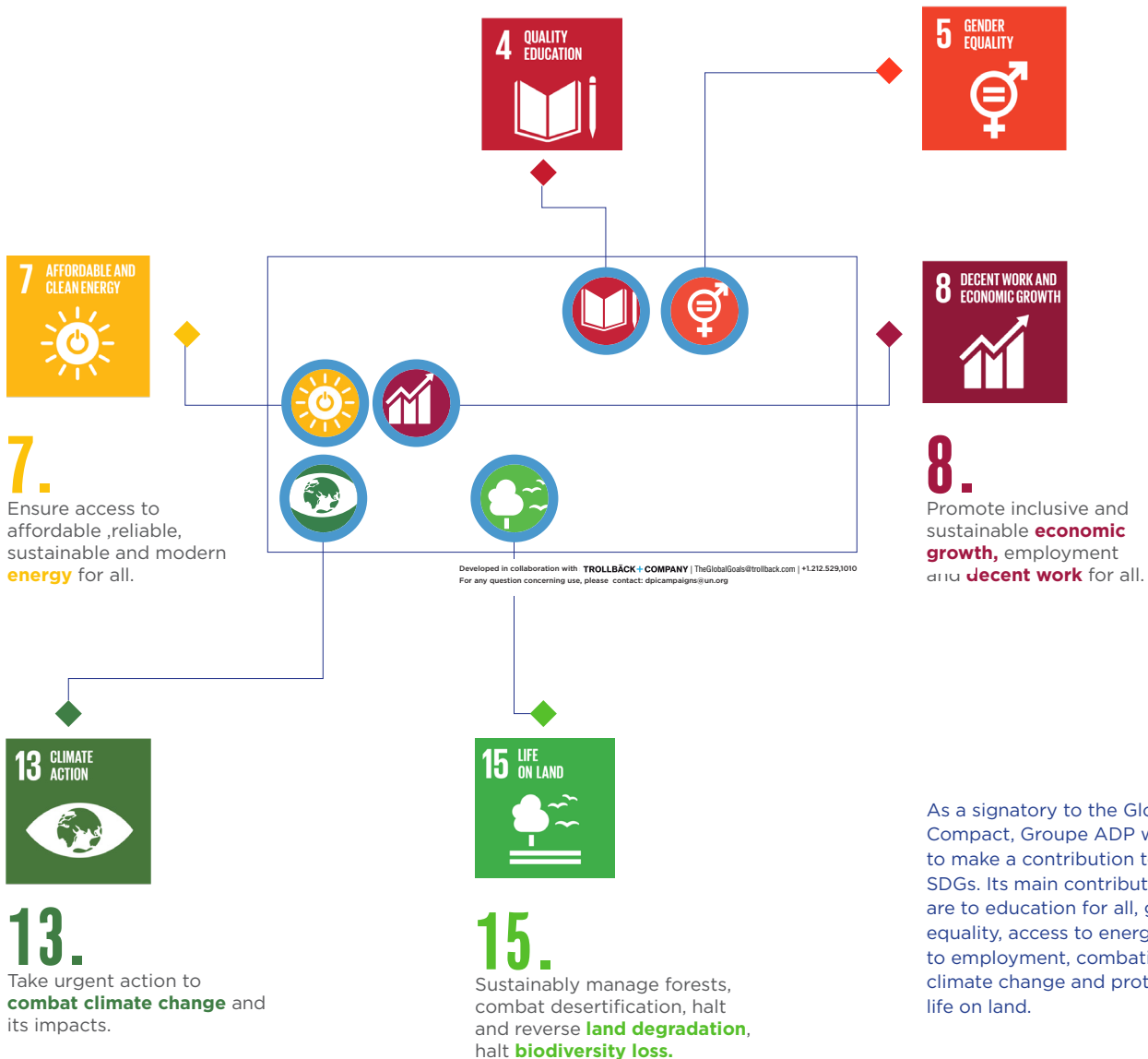
Adopted in September 2015, the UN's 17 sustainable development goals for the next 15 years came into force in January 2016. They focus on economic growth, social inclusion and protecting the environment. The UN regards businesses as an essential partner in achieving these objectives.

4.

Ensure inclusive and **quality education** for all and promote lifelong learning.

5.

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



APPENDIX 2

COMPLIANCE WITH UN AND ILO INTERNATIONAL CONVENTIONS

Our pledge to uphold the principles of the ILO and the Global Compact is given practical application through the actions undertaken in these contexts and described in the table below.

Principles of the Global Compact and the ILO

Actions undertaken

HUMAN RIGHTS

1. Uphold and abide by international law relating to human rights within the Group's sphere of influence.	Code of Conduct of Aéroports de Paris and those of its wholly-owned subsidiaries (ADP International, Hub One), Supplier CSR Charter incorporated into the procurement processes (sent for signature by candidates for procurement processes initiated by Aéroports de Paris).
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2. Ensure that companies within the Group do not become complicit in human rights violations.	<p>Code of Conduct of Aéroports de Paris and those of its wholly-owned subsidiaries (ADP International, Hub One), vigilance plan currently being formalised.</p> <p>Aéroports de Paris satisfies itself of suppliers' compliance with provisions regarding illegal work by obtaining for itself the legal documents attesting to their compliance with fiscal and social law and any legal obligation to declare foreign workers.</p> <p>In the context of procurement procedures, the scoring criteria for tender bids include a CSR evaluation that focuses particularly on whether the bidder's declared practices uphold human rights.</p> <p>Social rights audits (compliance with labour law regulations) are carried out in certain procurement sectors.</p> <p>The Procurement Division is an integral part of the process of applying the law regarding the duty of vigilance where suppliers and sub-contractors are concerned.</p>
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LABOUR STANDARDS AND THE PRINCIPLES OF THE ILO

3. Enforce the upholding of freedom of association and the effective recognition of collective bargaining rights.	Individual entitlement to union training, and signature of union rights agreement.
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4. Eliminate all forms of forced or compulsory work.	Inclusion of CSR criteria in the selection of suppliers/subcontractors. Contractual procurement documents include the Suppliers CSR Charter and the Aéroports de Paris standard general administrative clauses requiring suppliers and service providers to apply national workforce protection regulations and to comply with ILO conventions.
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5. Ensure the effective abolition of child labour.	By agreeing to respond to an invitation to tender candidates undertake to apply the Supplier CSR Charter, particularly its requirements relating to the abolition of child labour.
--	--

6. Eliminate discrimination in the workplace and within occupations.	Commitment by Aéroports de Paris to support the fight against discrimination via the signature of two agreements: Workplace Gender Equality (2017-2019) and the Diversity Agreement (2017-2019).
--	--

PROTECTING THE ENVIRONMENT

7. Maintain a preventive approach to environmental issues.	Environmental Policy of Aéroports de Paris.
--	---

8. Take initiatives to promote greater environmental responsibility.	Technology and innovation watch (renewable energy) by Aéroports de Paris
--	--

9. Encourage the development and widespread use of environmentally-friendly technology.	Technology and innovation watch (renewable energy) by Aéroports de Paris.
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ANTI-CORRUPTION

10. Take action against corruption in all its forms, including financial extortion and bribes.	<p>Signing of the Responsible Lobbying Declaration of Transparency International France.</p> <p>Audit in 2018 of fraud prevention 2015-2017 for Aéroports de Paris. Appointment of a Compliance Officer who reports directly to the Chairman and Chief Executive Officer and recruitment of an Audit and Risk Director responsible for compliance at international level.</p> <p>Review and update of the Code of Conduct for Aéroports de Paris appended to the Internal Regulations. Review of the current state of existing procedures and actions with a view to tightening up anti-corruption measures.</p>
--	--

APPENDIX 3

OUR CSR VALUE CHAIN

1

RESPONSABLE PROCUREMENT

- Retention of Responsible Supplier Relations certification.
- Incorporation of energy efficiency criteria into our consultations, in addition to environmental and social criteria.
- Improved payment terms.
- Renewal of ISO 9001 certification.
- Social audits of suppliers and service providers.

Procurement rising

2

EFFECTIVE OPERATIONAL CONTROL

- Modernisation of our terminals.
- Joint procedures with airlines and all players involved in airport operations (Airport-CDM certification).
- Reduction of our carbon footprint and that of our partners (Airport Carbon Accreditation for the climate; HQE™ or BREEAM® certification for construction; responsible renovation; renewable energy; our own business travel).
- Operational Quality Committees with airlines and ground handling.
- Real estate: dissemination of good environmentally-friendly practice to tenants in our buildings.
- Society and community: recruitment of people from the local area.

+2.3% cargo and mail operations

-0.4% aircraft movements

3

HIGH-QUALITY SERVICE

Passengers (B2C)

- Improved quality of service to passengers and to disabled and reduced-mobility persons.
- Faster and more streamlined passenger throughput.
- Improved safety and access to airports by public transport.
- Training in welcoming and serving customers for our own employees and those of our service providers.
- Satisfaction surveys on departure and arrival.

+4.5% passengers (Aéroports de Paris SA)

Companies (B2B)

- Improved airline performance.
- Tightened-up airport security and improved punctuality on departure and arrival.
- Contribution to making airlines more environmentally friendly (400 Hz sockets, traffic on the taxiways, CDM, PDIE (Inter-Company Business Travel Plan)).
- Help with developing flight routes departing from Paris and promotion of the Paris-Charles de Gaulle hub.

+39 routes

Business tenants at the airports (B2B)

- Improvement of building quality and comfort.
- Minimisation of rental costs.
- Assistance with best practice in environmental management.

4

CREATING VALUE FOR OUR STAKEHOLDERS

Wealth distribution

→ SEE

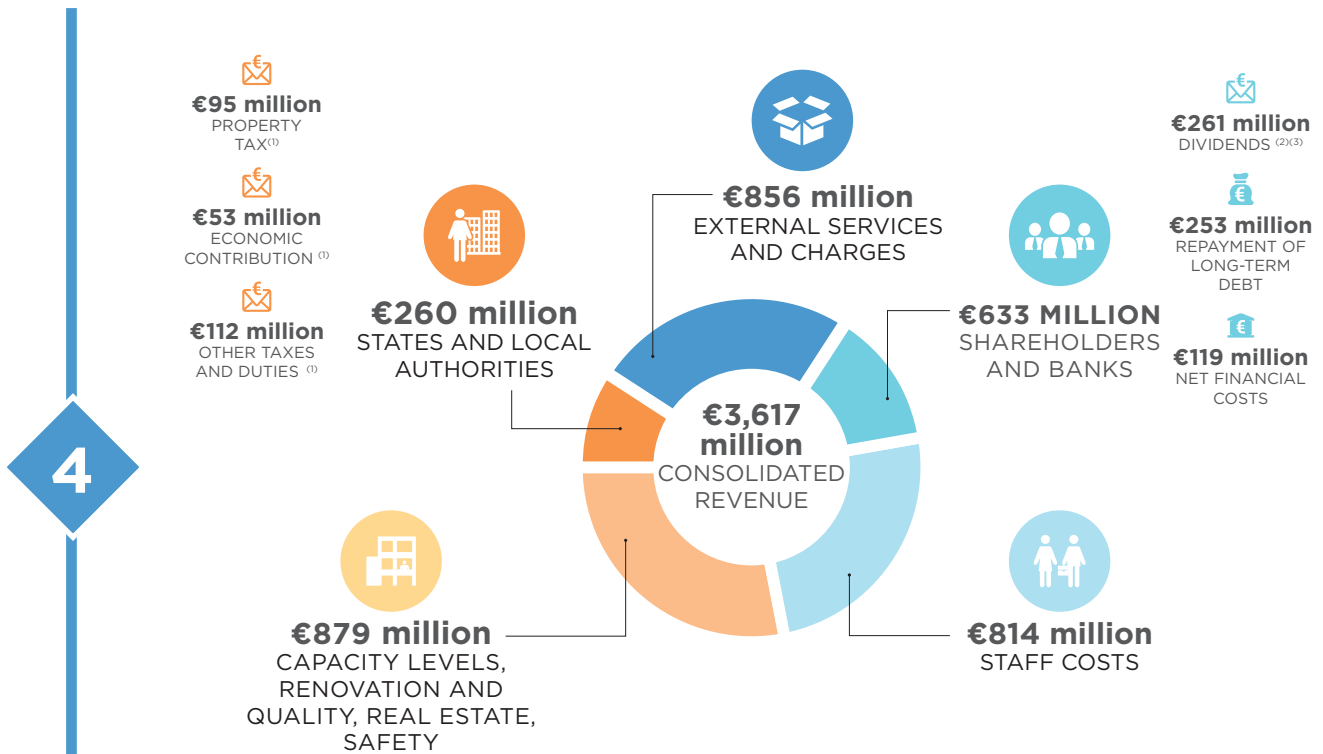
page 77.

Organisation-wide functions

- Responsible governance and ethics (Group CSR Charter, responsible lobbying, codes of conduct).
- Risk management and internal audit.
- Responsible human resources management (training, employability, diversity, preventive health measures).
- Integrated Management Systems (IMS) – environment, health, quality – and Energy Management System (EMS).
- Responsible procurement (codes of conduct of Aéroports de Paris SA and the main subsidiaries).
- Dialogue with our stakeholders, communication, transparency, reporting, third-party evaluation.
- Complaint management.

APPENDIX 4

WEALTH DISTRIBUTION



(1) Paid in 2017 in respect of tax liability for 2016.

(2) Paid in 2016 in respect of the 2015 financial year.

(3) Paid to shareholders of the parent company. Full details are set out in the 2016 reference document for Groupe ADP, which can be consulted at www.parisaeroports.fr. 2017 data.

APPENDIX 5

DECLARATION OF SUPPORT FOR THE GLOBAL COMPACT



Chairman & Chief Executive Officer

PDG/2017/

Roi ssy,

Annual declaration of support for the United Nations Global Compact

Groupe ADP has the twin ambition of becoming customers' preferred choice while remaining the world's leading airport with regard to corporate social responsibility, with ethical compliance as a governance principle.

As a signatory to the United Nations Global Compact since 2003, Groupe ADP reasserts its commitment to observing and promoting the 10 principles relating to human rights, international labour standards, the environment and the fight against corruption.

We are developing and expanding our operations in accordance with these principles and the UN's Sustainable Development Goals (SDGs) and in compliance with the United Nations Convention against Corruption, the Universal Declaration of Human Rights, the fundamental conventions of the International Labour Organisation, and the Rio Declaration on Environment and Development.

Our commitment to upholding the principles of the Global Compact and the SDGs is set out in detail in our Progress Update.

On behalf of Groupe ADP, I am pleased to confirm that "We support the Global Compact".

Augustin de ROMANET

APPENDIX 6

2017 MATERIALITY MATRICES

What is materiality?

Materiality means “relevance” in the specific sense of having a significant impact on a company, its operations and its ability to create financial and extra-financial value for itself and its internal and external stakeholders.

The regulatory and standards framework

The concept of materiality is at the heart of changes in international standards and guidelines.

- CSR reporting must take account of material issues within the scope of the ISO 14001 Environmental Management Standard (2015 version), integrated reporting as defined by the International Integrated Reporting Council (IIRC), and the guidelines of the Global Reporting Initiative (GRI G4).
- The transposition of the European Directive on CSR reporting into French law in 2017 introduced an additional declaration of extra-financial performance that provides relevant information regarding key risks and the policies being applied.

- According to Afep-Medef’s corporate governance code of October 2016, the Board of Directors must be informed of any change in the key CSR issues and must ensure that stakeholders and investors are notified of any extra-financial issues of significance for the company that have been taken into account.

- Lastly, financial analysts now regard materiality as a prerequisite for inclusion in Socially Responsible Investment (SRI) evaluation criteria.

Methodology

Our materiality evaluation has been updated with the help of an external consultancy. The project involved all the relevant Divisions within our Group in a steering committee which selected 23 issues within 4 themes (see table below). The project was launched in 2017 and completed in February 2018.

The enquiry took a mixed approach:

- A qualitative survey in the form of interviews with five Executive Committee members and four

individual experts from outside the organisation.

- A quantitative survey in the form of an online questionnaire for:
 - our 6,500 employees (Aéroports de Paris SA);
 - 2,000 external stakeholders. For each theme, the questionnaire asked respondents to firstly indicate the importance of the issue on a scale of 1 to 4, and then to evaluate the company’s performance for each issue according to 3 criteria (weak, strong, neither weak nor strong). Scores for both importance and performance were then converted into a score out of 10.

Online questionnaire response rates

12% overall response rate, made up of:

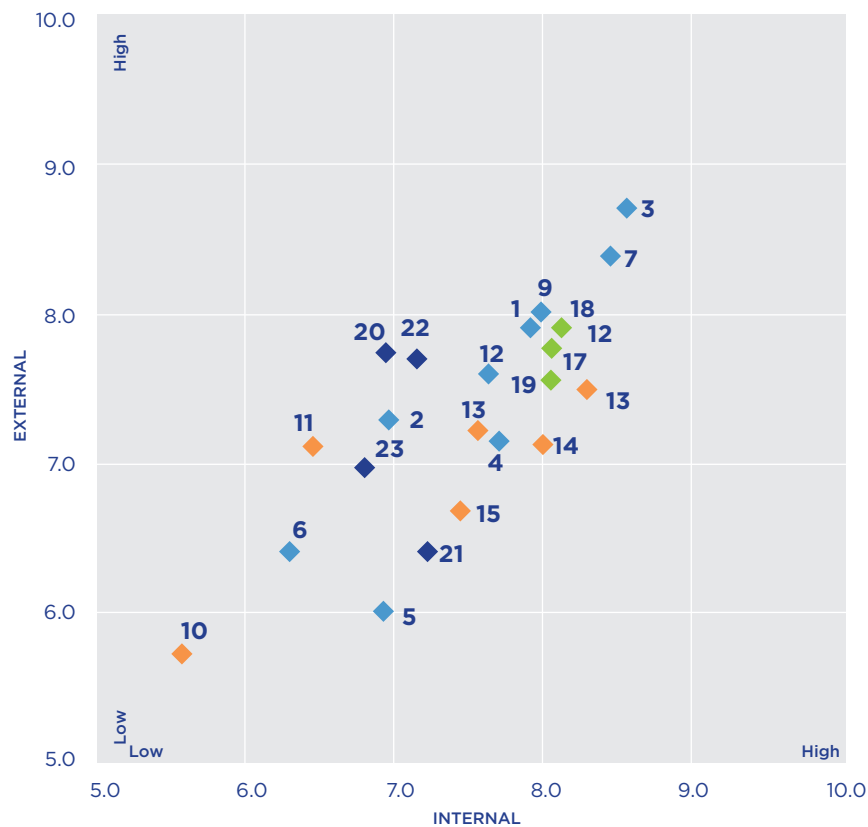
- airline and business customers: 6%;
- employees: 12%;
- regional development organisations: 32%;
- passengers: 30 responses (via a link to the survey included in Groupe ADP’s loyalty card newsletter).

4 THÉMATIQUES ET 23 ENJEUX

- ◆ Exemplary airport operator
- ◆ Wellbeing of our staff and partners
- ◆ Preserving the environment
- ◆ Dialogue with the local area

Issues		
◆	1	Good governance and business ethics
◆	2	Encouraging and supporting innovation
◆	3	Public and airport safety and security
◆	4	Robustness of our operations
◆	5	Encouraging airline growth and development
◆	6	Improving our economic performance and competitiveness
◆	7	Quality of our welcome and customer service to passengers
◆	8	Welcome and support service for disabled people and those with reduced mobility
◆	9	Accessibility of airport areas
◆	10	Quality of service for real estate customers
◆	11	Promoting sustainable procurement and improving health and safety for our service providers
◆	12	Workplace health and safety for Groupe ADP employees
◆	13	Quality of life of our employees and partner organisations
◆	14	Attractiveness as an employer and career progression
◆	15	More two-way communication and improved relations between Groupe ADP and its employees
◆	16	Gender equality and diversity
◆	17	Sustainable construction projects and the fight against climate change
◆	18	Preservation of natural environments and air quality
◆	19	Waste management and the circular economy
◆	20	Dialogue with stakeholders in the regions where our airports are located
◆	21	Dialogue with the State and its departments
◆	22	Value creation shared with our regions
◆	23	Measurement of and information about noise pollution

MATRIX OF OVERALL INTERNAL AND EXTERNAL IMPORTANCE

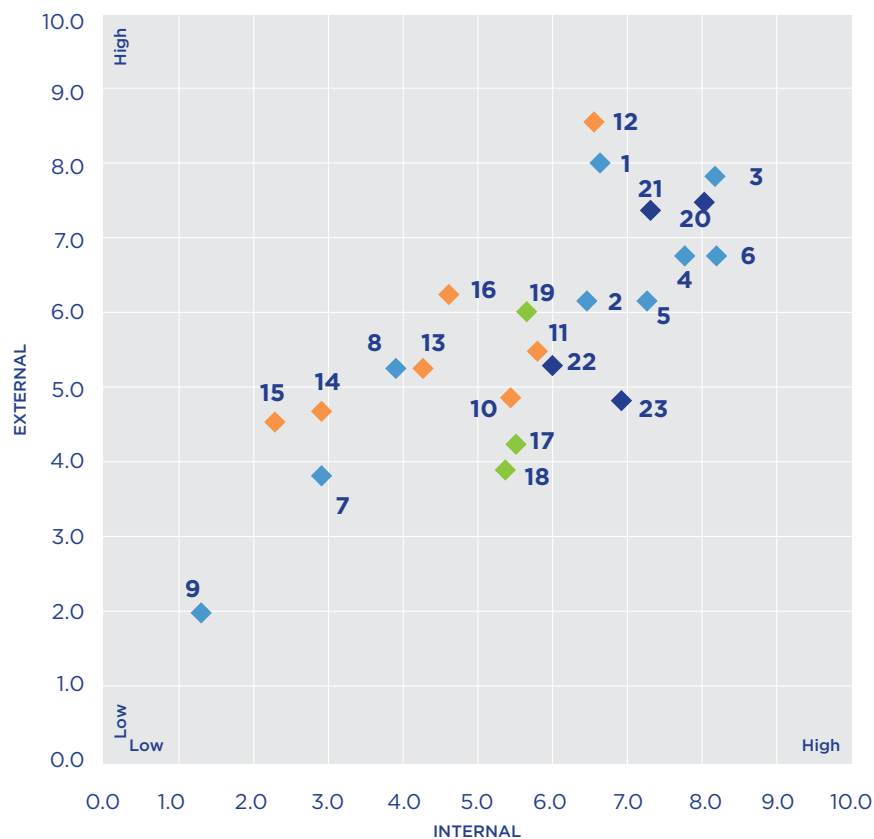


ISSUES RANKED IN ORDER OF OVERALL IMPORTANCE

- ◆ Exemplary airport operator
 ◆ Wellbeing of our staff and partners
 ◆ Preserving the environment
 ◆ Dialogue with the local area

VERY IMPORTANT	◆ 3.	Public and airport safety and security	8,9
	◆ 7.	Quality of our welcome and customer service to passengers	8,6
	◆ 9.	Accessibility of airport areas	8,2
	◆ 18.	Preservation of natural environments and air quality	8,1
	◆ 1.	Good governance and business ethics	8,1
	◆ 12.	Workplace health and safety for Groupe ADP employees	8,1
	◆ 17.	Sustainable construction projects and the fight against climate change	8,0
IMPORTANT	◆ 19.	Waste management and the circular economy	7,8
	◆ 13.	Quality of life of our employees and partner organisations	7,8
	◆ 22.	Value creation shared with our regions	7,8
	◆ 8.	Welcome and support service for disabled people and those with reduced mobility	7,8
	◆ 20.	Dialogue with stakeholders in the regions where our airports are located	7,8
	◆ 14.	Attractiveness as an employer and career progression	7,5
	◆ 16.	Gender equality and diversity	7,5
	◆ 4.	Robustness of our operations	7,4
	◆ 2.	Encouraging and supporting innovation	7,4
	◆ 11.	Promoting sustainable procurement and improving health and safety for our service providers	7,2
	◆ 23.	Measurement of and information about noise pollution	7,1
	◆ 15.	More two-way communication and improved relations between Groupe ADP and its employees	7,0
LESS IMPORTANT	◆ 21.	Dialogue with the State and its departments	6,7
	◆ 6.	Improving our economic performance and competitiveness	6,6
	◆ 5.	Encouraging airline growth and development	6,4
	◆ 10.	Quality of service for real estate customers	5,9

MATRIX OF OVERALL INTERNAL AND EXTERNAL PERFORMANCE



ISSUES CLASSIFIED BY IMPORTANCE AND PERCEIVED PERFORMANCE




















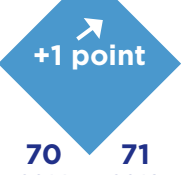

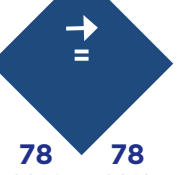














◆ Exemplary airport operator
 ◆ Wellbeing of our staff and partners
 ◆ Preserving the environment
 ◆ Dialogue with the local area

HIGH IMPORTANCE, LOW PERFORMANCE	◆ 7.	Quality of our welcome and customer service to passengers
	◆ 9.	Accessibility of airport areas
HIGH IMPORTANCE, MEDIUM PERFORMANCE	◆ 8.	Welcome and support service for disabled people and those with reduced mobility
	◆ 11.	Promoting sustainable procurement and improving health and safety for our service providers
	◆ 13.	Quality of life of our employees and partner organisations
	◆ 17.	Sustainable construction projects and the fight against climate change
	◆ 18.	Preservation of natural environments and air quality
MEDIUM IMPORTANCE, MEDIUM PERFORMANCE	◆ 22.	Value creation shared with our regions
	◆ 14.	Attractiveness as an employer and career progression
	◆ 15.	More two-way communication and improved relations between Groupe ADP and its employees
	◆ 23.	Measurement of and information about noise pollution
LOW IMPORTANCE, MIXED PERFORMANCE	◆ 5.	Encouraging airline growth and development
	◆ 10.	Quality of service for real estate customers
MIXED IMPORTANCE, HIGH PERFORMANCE	◆ 1.	Good governance and business ethics
	◆ 16.	Gender equality and diversity
	◆ 2.	Encouraging and supporting innovation
	◆ 3.	Public and airport safety and security
	◆ 6.	Improving our economic performance and competitiveness
	◆ 4.	Robustness of our operations
	◆ 19.	Waste management and the circular economy
	◆ 12.	Workplace health and safety for Groupe ADP employees
	◆ 20.	Dialogue with stakeholders in the regions where our airports are located
	◆ 21.	Dialogue with the State and its departments

ANNEXE 7

EXTRA-FINANCIAL RATING 2016

RESULTS BY ENTITY (AÉROPORTS DE PARIS SA AND ITS SUBSIDIARIES)

AÉROPORTS DE PARIS SA	ADP INGÉNIERIE	ADP MANAGEMENT*	HUB ONE SA	HUB ONE MOBILITY	HUB SAFE**
Overall rating					
 +3 points 80 2014 83 2016	 +6 points 60 2014 66 2016	 +3 points 60 2014 63 2016	 +6 points 67 2014 73 2016	 +8 points 58 2014 66 2016	 +6 points 71 2014 77 2016
Governance					
 +4 points 78 2014 82 2016	 +10 points 63 2014 73 2016	 -1 point 66 2014 67 2016	 +11 points 71 2014 82 2016	 +7 points 59 2014 66 2016	 +8 points 64 2014 72 2016
Environment					
 +3 points 85 2014 88 2016	 +4 points 65 2014 69 2016	 +3 points 60 2014 63 2016	 +9 points 61 2014 70 2016	 +13 points 51 2014 64 2016	 +15 points 56 2014 71 2016
Human Capital					
 +1 point 79 2014 80 2016	 +1 point 70 2014 71 2016	 +4 points 57 2014 61 2016	 = 78 2014 78 2016	 +2 points 65 2014 67 2016	 +5 points 73 2014 78 2016
Customers/Procurement					
 +4 points 80 2014 84 2016	 +4 points 66 2014 70 2016	 +4 points 61 2014 65 2016	 +8 points 65 2014 73 2016	 +12 points 60 2014 72 2016	 +2 points 74 2014 76 2016
Community					
 +6 points 75 2014 81 2016	 +9 points 38 2014 47 2016	 +3 points 57 2014 60 2016	 +2 points 58 2014 60 2016	 +4 points 56 2014 60 2016	 = 89 2014 89 2016

NEXT RATING: 2018. * now ADP International ** Groupe ADP transferred 80% of its holdings in 2017.

◆ 75-100: Excellent ◆ 50-75: Advanced ◆ 25-50: Improving

APPENDIX 8

SOCIALLY RESPONSIBLE INVESTING INDEXES AND RANKINGS

We appear on a range of Socially Responsible Investing (SRI) indexes.



✓ Dow Jones Sustainability Index (DJSI)

Since September 2015 we have been listed on the DJSI index, which is the world's foremost SRI index. This index classes us as one of the best European companies in three spheres: economic, environmental and social. Our performance has been analysed since 2013 and has increased from 65 points to a score of 79 points for 2017. For the Environment we obtained the best score in our sector with 95/100. Our Social score increased from 69/100 in 2016 to 72/100 in 2017.

Our Economic score increased from 63/100 (2013) to 73/100 (2017).



✓ Sustainalytics

Sustainalytics, the world leader in CSR evaluation, classed us in 2015 as number 1 out of the 5 largest European airports in the sustainable development and social responsibility category.



✓ Ethibel Sustainability Index (ESI) Europe

We have appeared on this index since 2009, and on the Ethibel Sustainability Pioneer and Excellence investment register since 2013.

The Ethibel Sustainability Index (ESI) for Europe lists 200 companies who are leaders in CSR. It is based on ethical and sustainability criteria.



✓ Euronext Vigeo

Since 2012 we have been listed on the Euronext Vigeo Europe 120 and Euronext Vigeo Eurozone 120 indexes. We were added to Euronext Vigeo World 120 and Euronext Vigeo France 20 in November 2015. Vigeo Rating launched 5 indexes in 2012 that pick out, from among the companies on the Stoxx® 1800 index, those demonstrating 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 in the index name indicates the number of companies selected.



✓ MSCI World ESG and MSCI World SRI

We received a score of AA in 2017.

We have appeared on the MSCI World ESG indexes (Environment, Social, Governance) and MSCI World SRI indexes (Socially Responsible Investing) since 2012.



✓ Oekom Prime Global Challenge Index

Since 2014 we have been awarded the Prime classification with a score of C+.

We are listed as one of the leaders in our industry and meet the minimum requirements for our sector.

The extra-financial rating agency Oekom manages the classifications for the Global Challenge Index.



✓ Stoxx® Global ESC Leaders

We are listed on the Stoxx® Global ESG Leaders index, which classifies the leading international companies in relation to the environment, social policy and governance.

Stoxx provides financial and extra-financial indexes (CSR, risk management) to investors and European and international companies based on data provided by Sustainalytics.



FTSE4Good

✓ FTSE4Good

We have been listed on the FTSE4Good index since July 2015. This SRI index, which is part of the British FTSE family of indexes, lists quoted companies that are deemed ethical and responsible.

APPENDIX 9

INDICATORS FOR 2017

Reporting methodology

We publish our Corporate Social Responsibility (CSR) information on a yearly basis. The document you are reading (the 2017 report) and the information on the CSR Experts' Space relate to Groupe ADP's activities from 1 January to 31 December 2017. In preparing it we have borne in mind the fourth generation of management and reporting guidelines of the Global Reporting Initiative (GRI). This is an international, multiparty initiative, the aim of which is to develop indicators that can be used worldwide and that take account of organisations' economic, social and environmental performance. The guidelines suggest principles to help organisations provide a balanced and reasonable picture of their economic, environmental and social performance.

CONTROL AND CONSOLIDATION

The Environment and Sustainable Development Division of Groupe ADP consolidates the sustainable development indicators using data provided by the relevant Divisions. Depending on the collection methods and operating systems used by each of our airports, the scope of reporting may vary for certain indicators.

HR indicators

- For indicators of the number of people employed at our airports, headcount was determined by a study carried out in 2017 by the Utopies consultancy.
- HR indicators are subject to a reporting protocol that defines the relevant scope and methods. Following acquisition of additional shares, the TAV Airports company now falls entirely within the scope of our HR reporting. For TAV Airports the data provided for 2017 will be based on average workforce numbers. All indicators will be covered for 2018. The HR indicators are passed on to the Environment and Sustainable Development Division by the Human Resources Division.

ENVIRONMENTAL INDICATORS

- For the environmental indicators, Groupe ADP uses a reporting protocol specifying indicator definitions, scope and calculation methodology. The periodicity of the environmental indicators is adjusted for a rolling one-year period from October 2016 to September 2017. Indicators calculated using a different periodicity are identified by the note (2).
- For the "air quality" and "emissions" indicators, the data were provided by the Groupe ADP laboratory, accredited by COFRAC and ISO 9001 certified, based on methodology guides that include all the instructions used. They were then passed on to the Environment & Sustainability Division.
- For aircraft emissions, the calculations were made on the basis of the methodology established by the International Civil Aviation Organisation (ICAO) for calculating emissions from the LTO (Landing and Take-Off) cycle:
 - an initial calculation using the ICAO's theoretical taxiing time;
 - a second calculation using real taxiing times for Paris-Charles de Gaulle and Paris-Orly and an average taxiing time for Paris-Le Bourget that is closer to reality.

For Paris-Charles de Gaulle, real taxiing times were close to the theoretical times, with only a slight difference between the two calculations.

For Paris-Orly, the real taxiing times are lower than the theoretical times, which accounts for the difference observed between the two calculations.

For Paris-Le Bourget, the average taxiing times are closer to the real times and less than the theoretical times, which accounts for the difference observed for the two calculations.

For Paris-Charles de Gaulle and Paris-Orly, the figures set out in the table of indicators correspond to movements of commercial aircraft. Emissions from movements of non-commercial aircraft represent approximately 16,500 tonnes of CO₂ (or 1.4 % of emissions from commercial aircraft) and 74 tonnes of NOx in 2017 (or 1.3 % of emissions from

non-commercial aircraft), using the second method (real taxiing time data).

- The transport data are collected via passenger surveys by the Passenger Observatory upon departure and arrival.

SOCIAL INDICATORS

- Social data relating to "employment aid beneficiaries" (training, support, help with transport) is provided by AERO Compétences.
- The data for the soundproofing aid indicators originates from a summary produced in December 2017.

Table of indicators

The economic, social and environmental data, together with an explanation of the general items of information about the organisation, are set out on the following pages.

Core criteria

The report was drawn up in accordance with the core criteria defined by GRI G4. Where it has not been possible to deal with a theme or indicator to the required level of detail, we refer you to our public website, under the "Group" tab (www.parisaeroport.fr) and to the reference document at the same location, for further details. This applies in particular to financial information, full details of the governance structure, and further information about risks.

The materiality matrices, the correlation table containing the GRI G4 summary and the elements of Clause 225 of the Grenelle II Act appear in the document you are reading and on the Groupe ADP public website (Group heading, CSR tab, CSR Experts' Space).

TABLE OF INDICATORS 2017

◆ Groupe ADP statistics

	Unité	2015 <small>reprocessed</small>	2016	2017	REF.GRI
Turnover	€ million				
Groupe ADP	€ million	2,935	2,947	3,617	EC1
Aéroports de Paris SA	€ million	2,735	2,744	2,820	EC1
EBITDA	€ million				
Groupe ADP	€ million	1,191	1,195	1,567	EC1
Aéroports de Paris SA	€ million	n/a	n/a	n/a	EC1
Net results	€ million				
Groupe ADP	€ million	430	435	571	EC1
Aéroports de Paris SA	€ million	396	399	506	EC1
Investments	€ million				
Groupe ADP	€ million	526	792	879	EC1
Aéroports de Paris SA	€ million	512	774	801	EC1

◆ Economic data

	Unité	2015	2016	2017	REF.GRI
Companies present at the airports	number	927	not avail.	not avail.	EC9
Jobs at the airports (exc. temporary)	number	120,460 (*)	not avail.	122,040 (**)	EC9
Compensation fund for airport-related disturbance	€ million	4.57	4.57	4.57	EC8
Aéroports de Paris Foundation (amount granted by the foundation)	€ K	847.4	965	1,000	EC8
Paris Aéroport passenger air traffic	million	95.4	97.2	101.5	AO1
Paris-Charles de Gaulle	million	65.8	65.9	69.5	AO1
Paris-Orly	million	29.6	31.3	32	AO1
Paris-Le Bourget	million	n/a	n/a	n/a	AO1
Paris Aéroport number of aircraft movements	thousand	700.4	707.4	704.7	AO2
Paris-Charles de Gaulle	thousand	469.3	472.9	475.6	AO2
Paris-Orly	thousand	231.1	234.4	229	AO2
Paris-Le Bourget	thousand	53.5	52.9	54.2	AO2

*(source: BIPE study) - ** (source: Utopies study)

TABLE OF INDICATORS 2017

◆ HR data						
	P	Unité	2015	2016	2017	REF. GRI
Average staff numbers						
• Aéroports de Paris	(b)	number	6,553	6,478	6,435	G4-9
• Subsidiaries		number	2,443	2,409	17,743	G4-9
Group total	(a)	number	8,996	8,887	24,178	G4-9
Employment and integration of disabled workers						
Number of disabled workers	(a)	number	373	397	441	LA12
Average age:	(b)	year	47.1	47.4	47.4	LA12
Percentage of women:	(b)	%	37.9	37.9	37.9	LA12
New recruits/Leavers						
On a permanent basis	(a)	number	205	247	285	LA1
New employees under 25	(b)	number	22	30	63	LA1
Leavers (any reason)	(a)	number	661	913	349	LA1
Promotion rate	(b)	%	3.9	4.0	3.7	LA1
Replacement rate for permanent job roles	(b)	%	2.1	2.60	2.1	LA1
Training						
Percentage of payroll dedicated to continuing education and training	(b)	%	6.02	5.3	4.2	LA9
Absenteeism						
Absenteeism rate (any reason)	(b)	%	7.1	7.0	6.9	LA6
Absenteeism	(b)	hour	733,689	717,771	708,937	LA6
Health and safety conditions						
Workplace accidents	(b)	number	297	238	216	LA6
Fatal accidents	(a)	number	0	0	0	LA6
Frequency rate of workplace accidents	(b)	%	12.3	16.6	13.64	LA6
Seriousness rating of workplace accidents	(b)	%	1.05	1.08	0.95	LA6
◆ Social data						
Attendees at "airport occupations" seminars		number	253	323	472	SO1
Employment aid beneficiaries (training, support, help with transport)		number	5,842	4,961	5,686	SO1

TABLE OF INDICATORS 2017

◆ Environmental data

P	Unité	2015				2016				2017				REF.GRI
		CDG	ORLY	LBG	TOTAL	CDG	ORLY	LBG	TOTAL	CDG	ORLY	LBG	TOTAL	
	Noise													
	Cases handled	number	582	102	1,784	645	981	215	1,841	1,150	801	247	2,198	SO1
	Dwellings or premises not soundproofed	number	1,293	349	2,960	1,735	1,749	298	3,782	1,893	1,069	247	3,209	SO1
	Aid granted	€ million	14.03	3.39	33.45	16.66	16.59	3.92	37.17	21.98	12.70	3.53	38.21	SO1
	Airport air quality													
	Annual concentration (PM 10)	µg/m³	19	not avail.	n/a	18	17	not avail.	n/a	14	24	not avail.	n/a	
	Annual concentration of nitrogen (NO2)	µg/m³	21	not avail.	n/a	26	29	not avail.	n/a	31	28	not avail.	n/a	EN21
	Annual concentration of particles (PM 2.5)	µg/m³	not avail.	11	n/a	11	11	not avail.	n/a	10	14	not avail.	n/a	EN21
	Annual concentration of ozone (O3)	µg/m³	44	not avail.	n/a	39	40	not avail.	n/a	39	40	not avail.	n/a	EN21
	Aircraft emissions (ICAO theoretical data method) ^(a)													
	Emissions of CO ₂	tonne	890,960	304,140	1,225,710	890,570	316,270	29,870	1,236,710	891,034	314,176	33,179	1,238,389	EN17
	Emissions of NO _x	tonne	4,382	1,222	5,656	4,428	1,280	50	5,758	4,444	1,294	55	5,793	EN21
	Aircraft emissions (real data method) ^(a)													
	Emissions of CO ₂	tonne	896,648	255,532	n/a	911,928	274,180	not avail.	n/a	904,104	274,959	17,573	1,196,636	EN17
	Emissions of NO _x	tonne	4,359	1,130	n/a	4,446	1,210	not avail.	n/a	4,470	1,238	60	5,768	EN21
	Power plant emissions													
	Emissions of CO ₂ ^{(b) (2)}	tonne	38,699	6,492	48,208	41,769	5,960	2,585	50,314	36,769	5,545	2,286	44,600	EN16
	Emissions of NO _x ⁽²⁾	tonne	63.9	4.3	70.1	69.5	3.5	1.6	74.6	33	3.5	1.4	37.9	EN21
	Vehicle emissions													
	Emissions of CO ₂	tonne	1,629	884	2,721	1,482	855	163	2,500	1,214	888	125	2,227	EN15-EN17
	Energy													
	Percentage of renewable energy out of our total internal energy consumption	%	n/a	n/a	12.2	n/a	n/a	n/a	14.5	15.7	20.4	6.8	15.8	EN3
	Heat production	MWh	223,989	88,600	321,879	226,925	81,583	11,184	319,692	258,329	83,421	8,777	350,527	EN3/4
	Cold production	MWh	120,484	22,662	143,854	118,713	21,277	971	140,961	125,294	22,292	789	148,375	EN3/4
	Total electricity purchase (internal and external)	GWh	338.8	113.7	475.5	332.9	116.0	25.1	474.1	336.2	115.3	24.7	476.2	EN3/4
	Internal electricity consumption	MWh	280,177	78,354	360,917	279,250	78,048	1,940	359,239	290,959	73,647	6,380	370,986	EN3
	Energy intensity - Internal electricity consumption	kWh/person	4.2	2.6	3.7	4.2	2.4	n/a	3.7	4.2	2.3	n/a	3.7	EN5
	Percentage of green electricity in total electricity purchases	%	n/a	n/a	50	60	60	100	60	60	60	100	60	EN3

TABLE OF INDICATORS 2017

◆ Environmental data (continued)

P	Unité	2015				2016				2017				REF.GRI
		CDG	ORLY	LBG	TOTAL	CDG	ORLY	LBG	TOTAL	CDG	ORLY	LBG	TOTAL	
Water														
(c)	thousands of m³	2,377	532	66	2,977	2,267	608	74	2,950	2,085	526	107	2,719	EN8
(b)	thousands of m³	1,087.9	335.1	14.9	1,437.9	1,031.2	315.9	14.7	1,361.9	1,035.7	316.6	45.5	1,397.8	EN8
(b)	thousands of m³	21.3	68.6	not avail.	89.9	2.1	54.4	not avail.	56.5	0	88.4	0	88.4	EN10
(b)	%	0.2	11.3	not avail.	6.2	0.2	17.2	not avail.	4.1	0	27.9	0	6.3	EN10
Waste														
(c)	tonne	32,223	6,945	1,595	40,763	32,806	6,383	1,294	40,483	31,770	6,715	1,299	39,784	EN23
(b)	tonne	9,453	6,188	527	16,168	9,963	5,541	291	15,796	10,305	5,574	380	16,259	EN23
(b)	%	7.8	1.6	41.4	6.5	0	0.8	9.5	0.5	1.4	1.8	0.9	1.5	EN23
(b)	%	25.7	26.7	45.1	26.7	28.1	29.3	80.4	29.5	31.3	32.9	83.5	33.1	EN23
(b)	%	66.5	71.7	13.5	66.8	71.9	69.9	10.6	70.1	67.3	65.3	15.6	65.4	EN23
(b)	tonne	2,878	114	not avail.	2,992	2,355	125	76	2,556	2,601	233	162	2,997	EN23
Transport														
	Percentage of public transport for passenger access to the airports	48	39	n/a	45	43	36	n/a	40	43	33	n/a	39	EN30
Biodiversité														
(b)	number	1	1	n/a	1 ^(a)	1	1	n/a	1 ^(a)	1	1	n/a	1 (3)	EN14
(b)	number	0.92	2.1	not avail.	n/a	0.96	2.37	1.67	n/a	1.04	3.78	not avail.	n/a	AO9

Data

(1) Volume verified by a third-party verifier.

(2) Data for 2015, 2016 and 2017 calculated by calendar year.

(3) The same species is under threat at both CDG and Orly.

n/a : not applicable not avail.: not available

◆ Explanation of general items of information
◆ about the organisation

REF.GRI-G4	Title	Page numbers in the main document (Groupe ADP - Social Responsibility 2017) and Appendix numbers
G4-1	Strategy and analysis	3 ; 2017 Reference document ; Groupe ADP website
GA-3 à GA-16	Organisation profile	3-4, 12-15, 19, 31-32, 44-45, 57-58; Appendices 2, 3, 4, 6-7; Groupe ADP website; Groupe ADP CSR Experts' Space
GA-17 à GA-23	Relevant aspects and perimeters identified	3-4, 6-7, 12-13; Appendix 6
GA-24 à GA-27	Stakeholder involvement	6-7, 12-13; 15, 19, 31-32, 44-45, 57-58; Appendices 3, 4, 6
GA-28 à GA-33	Outline of report	Appendix 9
GA-34	Governance	7-8 2017 Reference document
GA-56	Ethics and integrity	6, 8-9 ; Appendices 1, 2, 5
A description of the Disclosures of Management Approach (DMA) is provided in the Profile and Approach sections (pages 3-14) in the above reporting methodology (Appendix 9) and on the Groupe ADP website		
The relevant G4-DMA's for the airport operators sector supplement are dealt with on pages 4, 19, 63-65 and in Appendix 9.		

TABLE OF INDICATORS 2017

HR INFORMATION

HR5: sites and suppliers identified as presenting a substantial risk of incidents related to child labour and measures taken to help effectively abolish this type of work.

The main activities of Aéroports de Paris and Hub One are carried out in France where child labour is forbidden.

Our subsidiaries established abroad must apply the same rules.

HR6: sites and suppliers identified as presenting a substantial risk of incidents related to forced or compulsory labour and measures taken to help effectively abolish all such forms of work.

The main activities of Aéroports de Paris and Hub One are carried out in France where child labour is forbidden. Our subsidiaries established abroad must apply the same rules.

LA7: employees directly and frequently exposed to diseases linked to their work activity.

In compliance with French regulations, Aéroports de Paris SA carries out medical examinations, the frequency of which is determined according to the activities undertaken by employees.

LA16: number of employment grievances lodged, investigated and settled via the official grievance settlement mechanisms.

Requests communicated via staff representatives are dealt with at a monthly meeting between the management of Aéroports de Paris and staff representatives.

ENVIRONMENTAL INFORMATION

EN12: description of instances of substantial impact of activities, products and services on the biodiversity of protected areas and areas outside those protected areas with considerable biodiversity.

Our activities, products and services do not give rise to any substantial impact on the biodiversity of protected areas or areas outside those protected areas with considerable biodiversity.

EN29: amount of substantial fines and total number of non-financial penalties for non-compliance with laws and regulations relating to the environment.

In 2017 no penalty of any nature whatsoever was imposed on Aéroports de Paris SA for non-compliance with laws and regulations relating to the environment.

CUSTOMER INFORMATION

PR8: total number of complaints regarding invasion of privacy and loss of customer data.

In 2017 no complaint was submitted regarding invasion of privacy or loss of customer data.

COMMUNITY INFORMATION

EC6: proportion of senior managers recruited locally at the main operational sites.

No senior manager has a local contract. All our contracts are based in France.

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

Human rights training is included in general training. The number of hours devoted to human rights subjects is 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 or employees. Contracts with security service providers acting on behalf of Aéroports de Paris require the service provider to comply with European legislation and good practice guides relating to the rights of individuals undergoing security checks.

HR9: total number and percentage of sites that have been subject to an investigation relating to human rights or an impact evaluation.

To date, no site has been subject to external verification relating to human rights. Excluding TAV Airports, 95% of Aéroports de Paris staff are based in France.

Information not available at the time of publication

Information pertaining to EN34, HR12, SO5, SO7, and SO8 is currently being processed and analysed.

Should it emerge that any of this information needs to be made publicly available, this will be done online, with the utmost transparency, as soon as it becomes available.

Contact

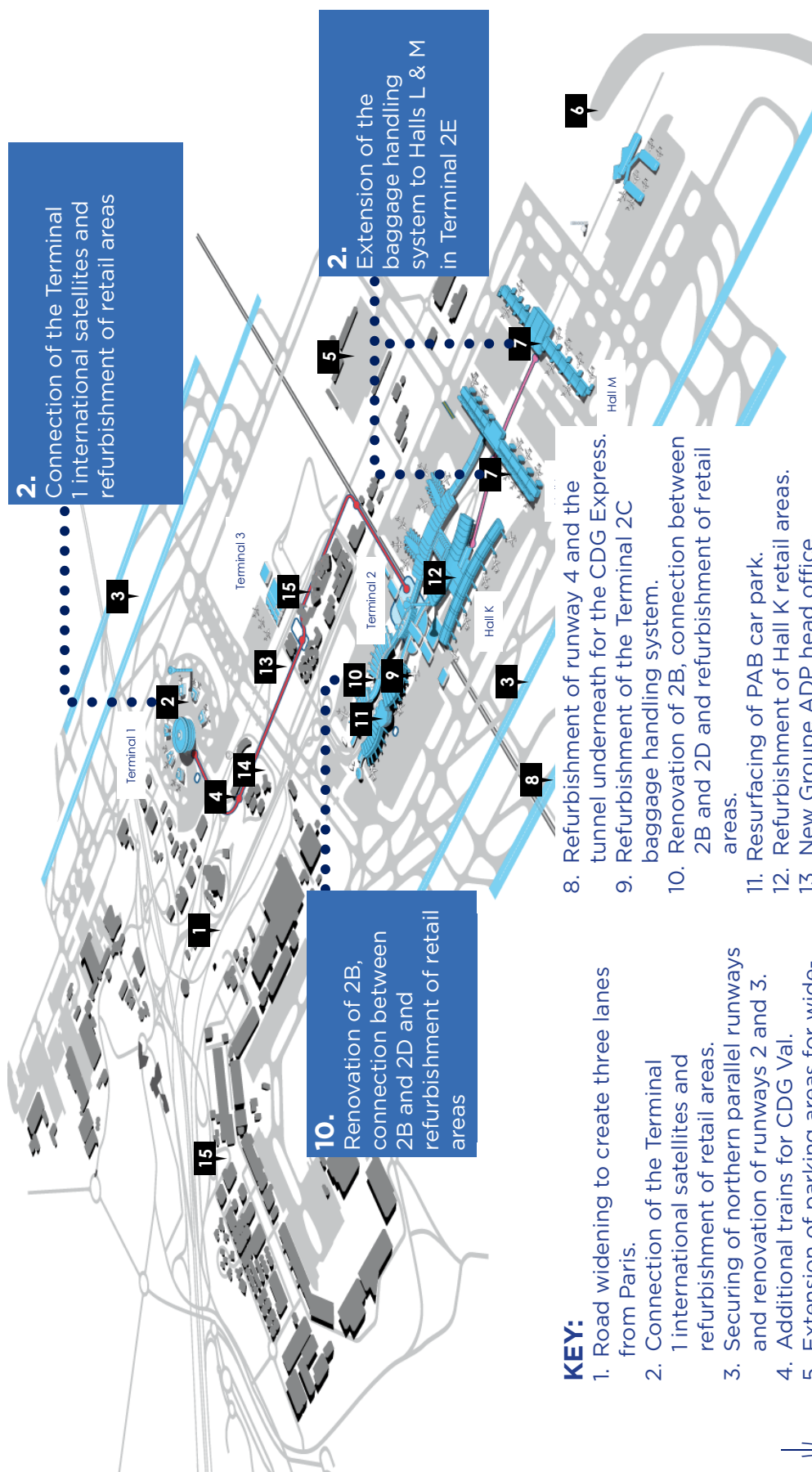
Edward Arkwright
Deputy CEO



This airport is participating in Airport Carbon Accreditation

APPENDIX 10

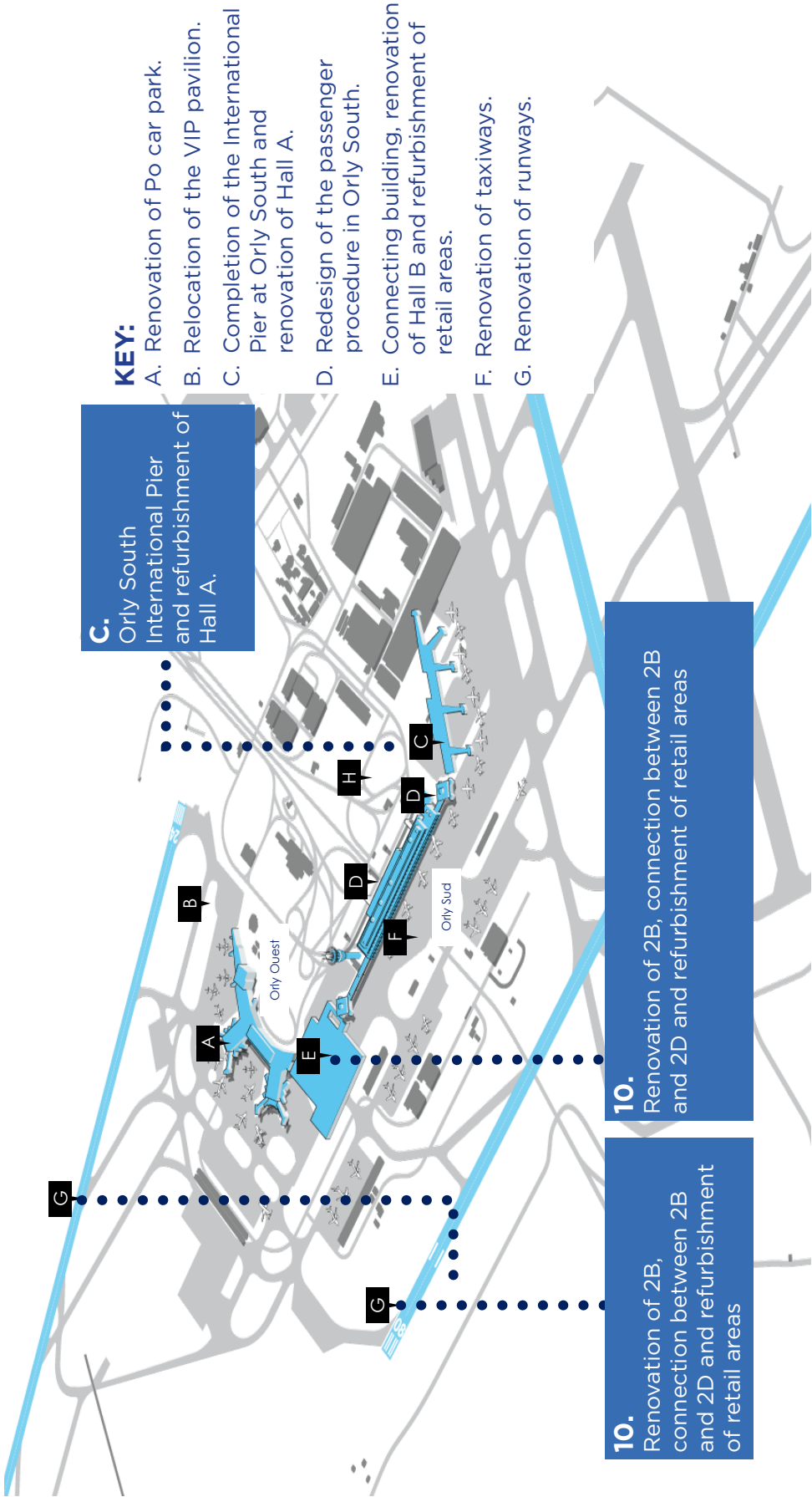
DEVELOPMENT OF PARIS-CHARLES DE GAULLE AIRPORT



KEY:

1. Road widening to create three lanes from Paris.
2. Connection of the Terminal 1 international satellites and refurbishment of retail areas.
3. Securing of northern parallel runways and renovation of runways 2 and 3.
4. Additional trains for CDG Val.
5. Extension of parking areas for wide-body aircraft.
6. Rainwater master plan.
7. Extension of the Terminal 2E baggage handling system.
8. Refurbishment of runway 4 and the tunnel underneath for the CDG Express.
9. Refurbishment of the Terminal 2C baggage handling system.
10. Renovation of 2B, connection between 2B and 2D and refurbishment of retail areas.
11. Resurfacing of PAB car park.
12. Refurbishment of Hall K retail areas.
13. New Groupe ADP head office.
14. Hotel development.
15. Development of Cargo City.

APPENDIX 11
DEVELOPMENT OF PARIS-ORLY



Groupe ADP

APPENDIX 12

GLOSSARY, ABBREVIATIONS AND 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 Workforce Integration of People with Disabilities).
ADIFE: Actions et Développement d'Initiatives en Faveur de l'Emploi (Actions and Development of Initiatives to Facilitate Employment). **ADOR:** Association pour le Développement Économique du pôle Orly-Rungis (Association for the Economic Development of the Orly-Rungis Area).
AFNOR: Association Française de Normalisation (the French national organization for standardisation and its International Organisation for Standardisation member body).
AGEFIPH: association responsible for facilitating the workforce integration and continued employment of people with disabilities.
APU: Auxiliary Power Unit.
ASQ/ACI: Airport Service Quality/ Airports Council International.
ATM: Air Traffic Management.

C

CCI: Chamber of Commerce and Industry.
CCIP: Paris Chamber of Commerce and Industry.
CDG : Paris-Charles de Gaulle Airport.
CDM: Collaborative Decision Making
CHSCT: Comité d'Hygiène, de Sécurité et des Conditions de Travail (Health, Safety and Working Conditions Committee). See end of Glossary for details about the CHSCT's role and functions.
CIES: Comité Intersyndical de l'Épargne Salariale (Inter-Union Employee Savings Committee).
Cluster: a group, especially a group of practitioners and/or researchers in the fields of science, technology or the economy, the purpose of which is to explore, support and promote common interests.
CNIL: Commission Nationale de l'Informatique et des Libertés (French National Data Protection Commission).
CO₂: carbon dioxide. A greenhouse gas, often referred to in English, for ease of reference, simply as "carbon" (as in "carbon emissions").
COFRAC: Comité Français d'Accréditation (French Accreditation Committee).

D

Défenseur des Droits: the Défenseur des Droits is a State institution that combines the roles of State Ombudsman, Protector of Children's Rights, Supreme Authority in matters of discrimination and equality (HALDE), and the National Commission for Professional Ethics in the Security Sector (CNDS).
DGAC: Direction Générale de l'Aviation Civile (the French Civil Aviation Authority).
DIRECCTE: Direction Régionale des Entreprises, de la Concurrence, de la Consommation, du Travail et de l'Emploi (Regional Directorate for Businesses, Competition, Consumer Rights, Work and Employment).
DJSI: Dow Jones Sustainability Index.

E

EA: entreprise adaptée (adapted organisation). In France, an EA is an organisation at least 80% of whose employees are disabled. **Ecodistrict:** an environmentally-friendly urban district.
EPIC: Établissement Public à Caractère Industriel et Commercial (Public Institution of an Industrial or Commercial Nature).
ESAT: Établissement et Service d'Aide par le Travail (a centre providing support via employment).
ESG: Environmental, Social and Corporate Governance.
EVREST: Observatoire de l'Évolution et Relations en Santé au Travail (Observatory of Changes in and Reporting of Occupational Health).

F

FCPE: Fonds Commun de Placement d'Entreprise (Company Investment Fund for employees).

G

GIP: Public Interest Group. **GPU:** Ground Power Unit - vehicle for supplying power to aircraft on the ground.
Graduate Programme: programme developed by the company to attract young graduates.
GRETA: Groupement d'Établissements Locaux Publics d'Enseignement (Group of Local State Educational Establishments).

H

HALDE: Haute Autorité de Lutte contre les Discriminations et pour l'Égalité (the French supreme authority in matters of discrimination and equality).
Hub: an airport that serves as a passenger transfer point.

I

IFC: International Finance Corporation (member of the World Bank Group).
ISO: International Organisation for Standardisation

K

kWh: kilowatt hour.

M

Materiality: relevance.
MWh: megawatt hour.

O

OHSAS: Occupational Health and Safety Assessment Series (an internationally applied British Standard for occupational health and safety management systems).

P

Parafe: * Passage Automatisé Rapide Aux Frontières Extérieures (Automated Fast-Track Crossing at External Borders).
Paris Region Entreprises: the new name (2014) for the Paris Île-de-France Regional Development Agency.
PDIE: Plan de Déplacements Interentreprises (Inter-Company Business Travel Plan).
PEB: Plan d'Exposition au Bruit (noise exposure plan).
PGS: Plan de Gêne Sonore (noise pollution plan).

R

RDA: Regional Development Agency.
RMP: Reduced-Mobility Persons. May also refer to Reduced-Mobility Passengers.

S

SEU: Significant Energy Uses.

Single document: see explanation at end of glossary.

SO₂: sulphur dioxide.

SRI: Socially Responsible Investment.

Speed meeting: an unbroken series of brief meetings, each lasting a set period of time, for the purpose of finding the person, business or economic partner who is the best match for one's business needs.

STPA: Secteur du Travail Protégé et Adapté (Protected and Adapted Work Sector).

SWP: strategic workforce plan (the plan itself), or strategic workforce planning (the activity).

T

toe: tonne of oil equivalent.

What is the CHSCT?

A CHSCT (Health, Safety And Working Conditions Committee) has to be set up in every private-sector (and in some cases public-sector) organisation with a workforce of 50 or more employees.

Its purpose is to contribute to protecting employees' health and safety and help improve working conditions. CHSCT members are mostly employee representatives. The committee has various resources at its disposal to help it fulfil its purpose (information, access to expert advice, etc.). Additional resources are provided within high-risk industrial organisations.

Single Document

The "Single Document" is a single occupational risk assessment document that is drawn up and updated annually by each head of department, school or college principal or regional authority. It lists all the occupational risks (including psychosocial risks) to which personnel are exposed, in order to facilitate their prevention.



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