



**GROUPE ADP**

SHARING NEW HORIZONS



**CSR REPORT**

2019

# CONTENTS

Editorials.....	4
Running the airport city.....	6
Broadening our horizons.....	10
Meeting today's and tomorrow's challenges.....	12
Rolling out our CSR policy.....	14
Conversing with and mobilising our stakeholders.....	16
<b>1.</b>	
<b>DIALOGUE AND COMMITMENT FOR LOCAL RESIDENTS AND REGIONS</b>	<b>20</b>
1.1 Growing with local regions.....	22
1.2 Controlling the effects of our activities on local residents' living environment.....	25
1.3 Contributing to local development.....	28
1.4 Committed to serving local populations.....	34
<b>2.</b>	
<b>IMPROVING OUR ENVIRONMENTAL PERFORMANCE</b>	<b>38</b>
2.1 Reducing our climate footprint.....	40
2.2 Taking action to improve air quality.....	47
2.3 Biodiversity conservation.....	50
2.4 Water and soil conservation.....	53
2.5 Promoting the circular economy.....	55
<b>3.</b>	
<b>TAKING ACTION FOR THE PEOPLE AT OUR AIRPORTS</b>	<b>58</b>
3.1 Ensuring safety and well-being at work for our staff.....	62
3.2 Providing a safe and high-quality working environment at our airports.....	65
3.3 Cultivating and replacing our human capital.....	68
3.4 Being an inclusive business.....	71
3.5 Strengthening social dialogue.....	76
<b>4.</b>	
<b>EXEMPLARY OPERATIONS</b>	<b>78</b>
4.1 Providing a high-quality service.....	80
4.2 Controlling risks and acting ethically.....	84
4.3 Developing sustainable airport spaces.....	88
4.4 Engaging our partners.....	92
<b>APPENDICES</b>	<b>94</b>
Appendix 1: Reporting methodology.....	94
Appendix 2: Table of indicators 2019.....	96
Appendix 3: Compliance with UN and ILO international conventions.....	104
Appendix 4: Indices and rankings.....	106
Appendix 5: Glossary.....	107

# EDITORIALS



Our corporate plan continues to strive for the best possible balance between business performance and sustainable development.

2019 marks the continued pursuit of our goals in all areas of activity to achieve business, societal, social and environmental performance shared with all of the stakeholders concerned.

We have conducted numerous actions: engaging dialogue and consultation with our local residents, territorial development, work on the climate emergency and environmental issues at a Group level and also in the aviation sector as a whole, solidarity with local populations, staff well-being and improved quality of service.

2019 was also a year of international integration and affirming the key position of sustainable development in our strategic priorities. Our roll-out abroad continued with an ever-increasing drive to share value with local communities and regions. To achieve this, we've been working to roll out and enrich our CSR strategy for all Group entities and to strengthen the links between CSR, strategy and corporate governance.

At the beginning of 2020, we adopted our purpose after consulting with the Group's staff. The expression of this purpose conveys the ambition of *"Welcome passengers, operate and imagine airports, in a responsible way and all around the world"*.

This report was produced before the Covid-19 crisis, which has significantly affected the airline industry and our Group. Causing a collapse in air traffic, this global health crisis now requires us to adapt our industrial project. This historic crisis shows that there can be no financial performance without social, societal and environmental performance. As such, CSR issues will be at the heart of our strategy more than ever.

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



2019 has provided a wealth of CSR news. We have stepped up dialogue with our local residents: the consultation prior to the Paris-Charles de Gaulle and terminal 4 development project conveys this new drive of intentional dialogue, guided by attentiveness, transparency and long-term commitment. The relaunch of the "Rencontres d'Orly" dialogue initiative and the communication around the third runway renovation project at Paris-Orly form part of this same drive.

In line with international awareness of the climate and environmental emergency, 2019 also marks the furthering of our commitment to combating climate change, including setting a goal of zero net emissions by 2050 for Paris-Charles de Gaulle and Paris-Orly, in line with the objective of the Paris agreements (a 1.5°C trajectory). Aware that these subjects can only be addressed in a global and collective manner, we are also committed to working with our various partners and are taking part in discussions on decarbonising the aviation sector as a whole. As part of the consultation on the Paris-Charles de Gaulle and terminal 4 development project at Paris-Charles de Gaulle, we also committed to pushing further in our overall environmental approach: we made 29 commitments at the end of the consultation to take stakeholder debates and expectations into account.

The crisis affecting the aviation sector in 2020 is one of exceptional magnitude: it prompts us to step back and rethink our strategy by further incorporating the non-financial challenges of our business. This mission will be supported by renewed governance during 2019 and strengthened strategic management, along with the creation of the CSR Committee of the Board of Directors of Aéroports de Paris, setting up a CSR Steering Committee and work to define the future CSR strategy at a Group level.

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

# RUNNING THE AIRPORT CITY

## OUR BUSINESS LINES

We have been designing, **developing and operating airports** for over 50 years. We use the operational excellence we have acquired over the years to serve the customer experience and the reach of our host regions to create veritable "airport cities".

As the **coordinator of these airports**, we have many business lines directly or indirectly related to the airport sphere. These business lines concern the airport value chain in five areas of expertise and activities:

• **Airport operation and maintenance:** we design, develop and maintain airport infrastructures, oversee energy and telecoms supply, manage waste, inform and welcome passengers, apply air transport security rules, etc.;

• **Retail and services:** we meet the needs of companies and passengers through our joint ventures SDA (Société de Distribution Aéroportuaire), Relay@ADP, Media ADP and Epigo;

• **Real estate:** we act as the planner, designer, developer and manager of real estate on land that we own, for our own needs or those of companies that want to operate at our airports;

• **International and airport development:** we export our know-how by responding to contracts for the design, management and engineering of airports worldwide;

• **Support functions:** we provide all of the functions necessary to conduct these activities (finance and management control, legal, human resources, communication, IT, etc.).

## GROUPE ADP

• **Aéroports de Paris SA**, which owns and operates:

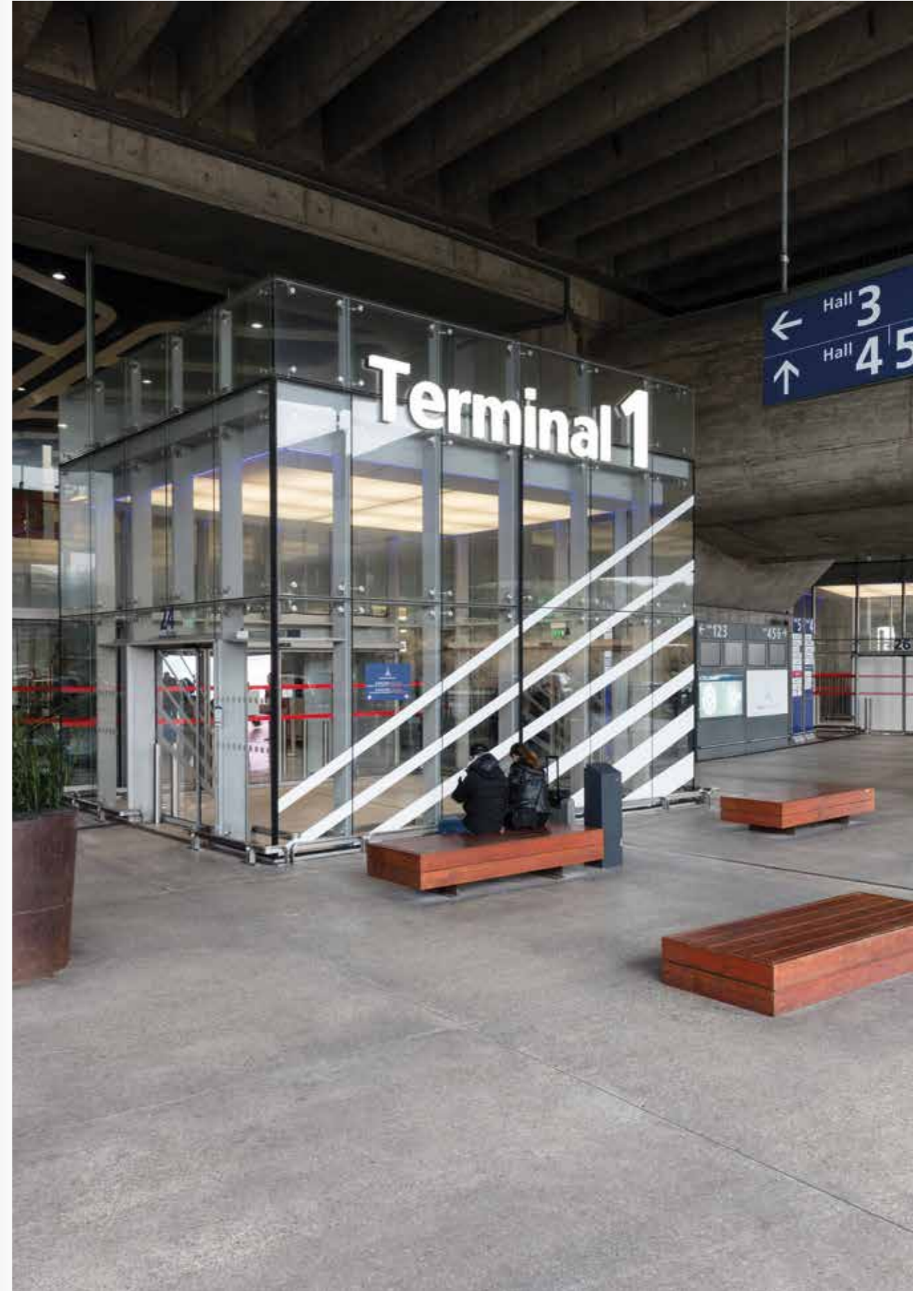
- Paris-Charles de Gaulle, Paris-Orly, Paris-Le Bourget and ten general aviation aerodromes in the Paris region;
- over twenty airports worldwide, including via the TAV Airports Group, the airport operator AIG and GMR Airports (since March 2020).

• **Main subsidiaries and holdings:**

- **Hub One (100%)**, specialising in telecommunications and professional radiocommunications;
- **TAV Airport (49%)**, Turkish airport operator;
- **GMR Airports (49%)**, Indian airport group.

## OUR VALUES

- Trust
- Commitment
- Boldness
- Openness to the world and our environment



## OUR CONNECT 2020 STRATEGY

Our Connect 2020 strategic plan sets out our 3 priorities in 9 commitments:



These commitments are made to all of our stakeholders, divided into four groups:



**Passengers:**  
we owe them airports worthy of the world's most beautiful city.



**Airlines:**  
their competitiveness relies on our robustness.

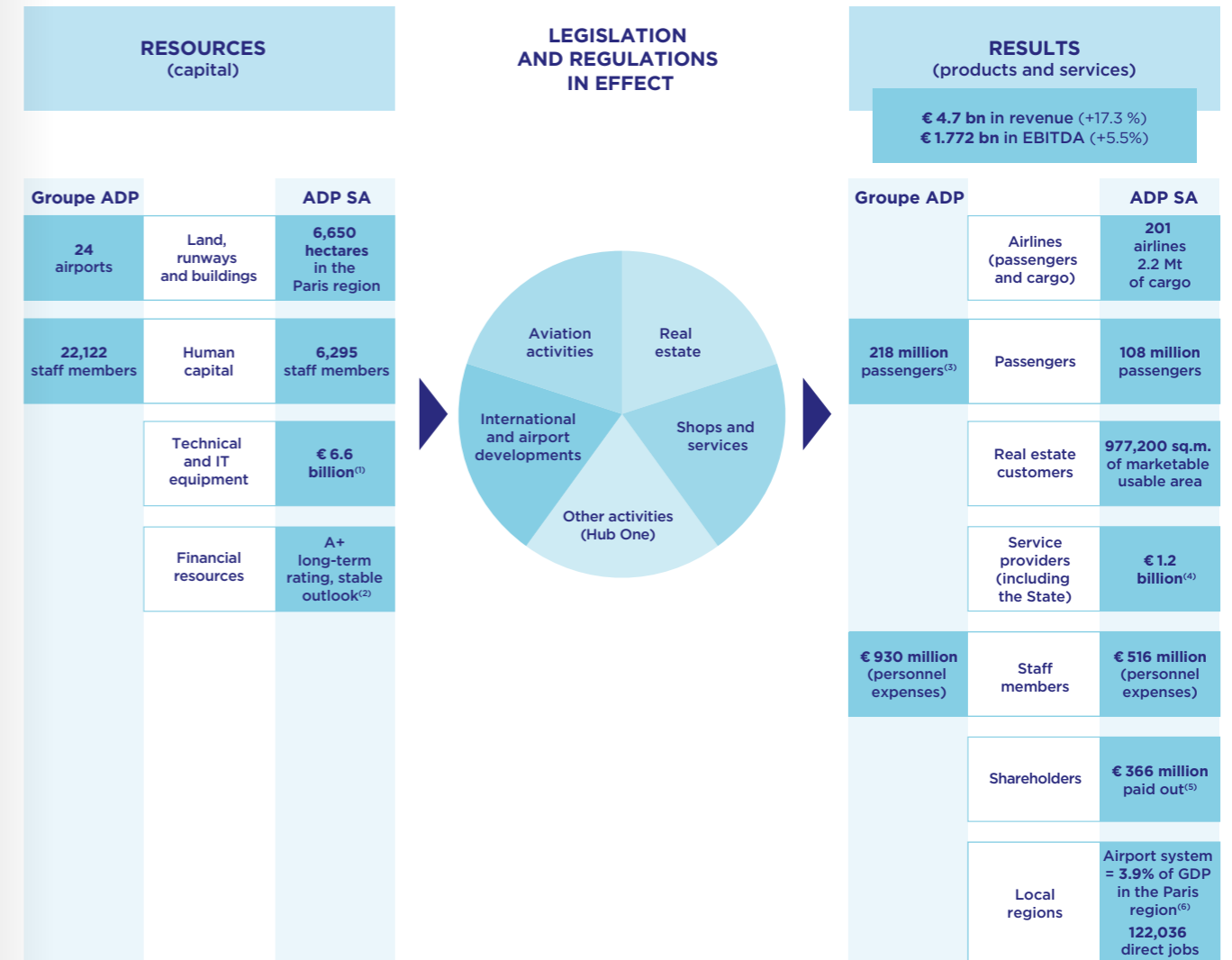


**Local regions:**  
we contribute to their attractiveness and momentum.



**Our staff:**  
their well-being and skills are the foundation of our performance and attractiveness.

## OUR 2019 BUSINESS MODEL



(1) Intangible and tangible assets  
 (2) A long-term rating, negative outlook by the Standard and Poor's agency since 25 March 2020  
 (3) Calculation fully incorporates TAV Airports and AIG traffic in 2019  
 (4) Purchases consumed + external services + taxes and dues + other external charges  
 (5) 60% of 2018 net income, group share  
 (6) Source: Utopies study 2017

# BROADENING OUR HORIZONS

## AN INTERNATIONAL GROUP

Although our story began in the Paris region, at the end of 2019 we were present in **24 airports** handling nearly 218 million passengers in 13 countries around the world. As the world leader in airport management and a major player in the design and construction of complex projects, we plan to continue this international development through three types of activities:

- **Financial participation** with three major holdings in the portfolio:
  - 46.12% the capital of the Turkish group **TAV Airports**, which manages 13 airports in 6 countries (764m of revenue in 2019)
  - **51% of the capital of Airport International Group (AIG)**, a Jordanian group that is the concession company at Queen Alia International Airport in Amman (250m in revenue in 2019)
  - 8% of the capital of **Royal Schiphol Group**, which manages Amsterdam Airport among other operations;

- **The concession contract:** in Madagascar, Mauritius, Jordan, Chile and Croatia;
- **The airport management contract:** in Stewart (USA), Cotonou (Benin) and Jeddah (Saudi Arabia);

These various activity models reflect our desire to diversify our **international development and adapt to different contexts** while pursuing our strategic priority of international expansion.



## BUILDING A COMMON STRATEGY

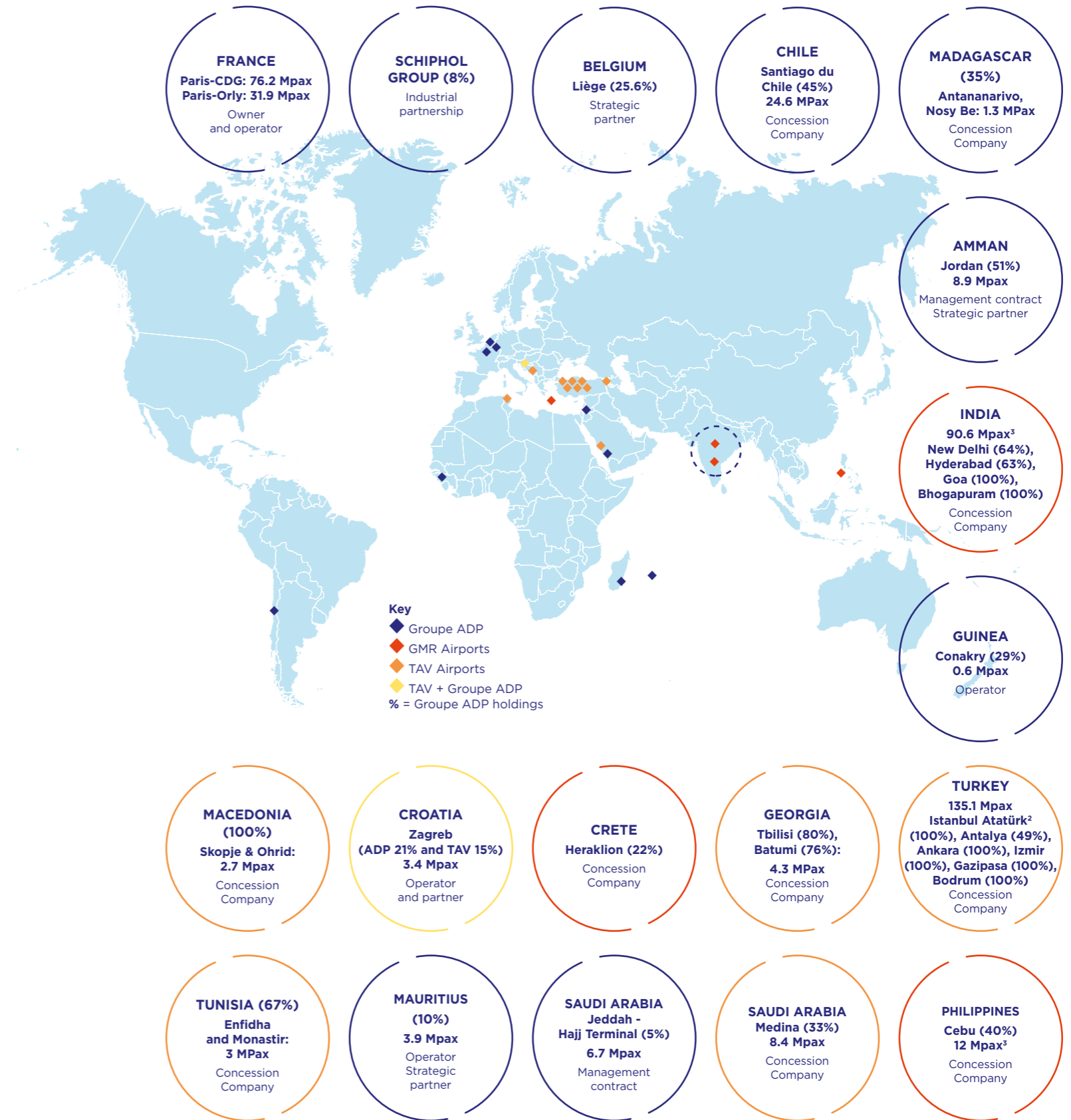
Our governance has evolved to take the Group's international dimension into account more effectively. 2019 saw the implementation of a truly integrated organisation: ADP International's activities were redeployed in all of the company's divisions, ten business lines were

identified and the operational links between Groupe ADP and TAV Airports were strengthened.

We have also undertaken a cultural transformation: our **Group identity** is based on the shared definition of our purpose and our values. A seminar

on this theme brought together staff from the Group's main entities for the first time in October 2019 in Paris, demonstrating our determination to **take into account the diversity of our locations and assert our international transformation.**

## 24 AIRPORTS IN 13 COUNTRIES AT THE END OF 2019



(1) Traffic excluding Istanbul Atatürk

(2) Istanbul Atatürk traffic taken into account until 6 April 2019  
(3) 2019 tax year (1 April 2018 - 31 March 2019)

# MEETING TODAY'S AND TOMORROW'S CHALLENGES



**MEMBER OF THE UN GLOBAL COMPACT**  
since 2003  
(Advanced Level status since 2015)

**SIGNATORY OF THE CHARTER ON MOBILISATION FOR THE DEFENCE OF EQUALITY AGAINST RACISM**  
led by the Defender of Rights since 2015

## CONTRIBUTING TO THE GLOBAL SUSTAINABLE DEVELOPMENT GOALS

Given on our activities, we commit ourselves to pursuing **11 of the Sustainable Development Goals set by the United Nations (UN) for the 2015-2030 period.**

**All of our divisions are involved** in pursuing these goals. However, the most important thing for us is that everyone in the company, through their lifestyle and behaviour, should *"be the change"*, as the UN invites us to be.

### THE SUSTAINABLE DEVELOPMENT GOALS WE CONTRIBUTE TO



## OUR CSR CHALLENGES AND COMMITMENTS

To define a relevant CSR strategy, in 2017 we updated our **materiality study**, which was first conducted in 2014. It has enabled us to **identify and categorise the challenges we need to address** according to their importance and our performances. To achieve this, we interviewed **8,500 people**: 2,000 external stakeholders and

6,500 staff members. This enabled us to prioritise 23 challenges under four themes. We have adopted a **CSR Charter** that formalises our commitments and responds to all of these challenges. We aim to be the **benchmark European airport** at the forefront of CSR practices, while also remaining loyal to our history.

### OUR KEY CSR CHALLENGES

VERY IMPORTANT	◆	Public and airport security and safety
	◆	Quality of our customer care and service to passengers
	◆	Accessibility of airport areas
	◆	Preservation of natural habitats and air quality
	◆	Good governance and business ethics
	◆	Occupational health and safety for Groupe ADP staff members
	◆	Sustainable construction projects and combating climate change
IMPORTANT	◆	Waste management and the circular economy
	◆	Quality of life of our staff members and partner organisations
	◆	Value creation shared with our local regions
	◆	Welcome and support services for people with reduced mobility
	◆	Dialogue with stakeholders in our airports' local regions
	◆	Attractiveness as an employer and career progression
	◆	Gender equality and diversity
	◆	Robustness of our operations
	◆	Encouraging and supporting innovation
	◆	Promoting sustainable procurement and improving health and safety for our providers
	◆	Measurement of and information about noise pollution
	◆	More two-way communication and improved relations between Groupe ADP and its staff members
	LESS IMPORTANT	◆
◆		Improving our business performance and competitiveness
◆		Encouraging airline growth and development
◆		Quality of service for real-estate customers

- ◆ Dialogue and commitment for local residents and regions
- ◆ Improving our environmental performance
- ◆ Taking action for the people at our airports
- ◆ Exemplary operations

# ROLLING OUT OUR CSR POLICY



Solar farm - North Environmental and Sustainable Development Resource Centre, Paris-Charles de Gaulle Airport

## GOVERNANCE SERVING OUR CSR POLICY

Our priority is to **incorporate CSR into all our activities, at the most strategic level**. Our Sustainable Development and Public Affairs Division is responsible for steering our CSR approach. To ensure a cross-functional rollout, the CSR unit draws on a **network of officers** per Group entity. In terms of operational governance, the CSR programme is monitored by the CSR Steering Committee, which includes the main divisions concerned. In 2019, a CSR Committee was created within the Board of Directors.

## AN APPROACH ASSESSED BY EXACTING INTERNATIONAL STANDARDS

To structure our approach, we chose the guidelines of the **ISO 26000** standard on CSR as a benchmark. We follow the guidelines of the **Global Reporting Initiative (GRI)** at the Core level.

Our CSR performance has been assessed every two years by an **extra-financial rating agency** since 2005. Improving this rating is a strategic objective. Our scores improved in 2018: for Aéroports de Paris SA, all areas were assessed at the "excellence" level. Meanwhile, the subsidiaries have seen strong growth (results detailed in the appendix of this document). The next rating will take place in 2020.

We appear in several **socially responsible investment indices**: Dow Jones Sustainability Index World and Europe, Euronext Vigeo Eiris Europe 120 and Eurozone 120 FTSE4GOOD, MSCI, Ethibel and Oekom Prime.

According to the Sustainalytics rating, in 2017 we were the CSR benchmark among the top ten international airport groups. In 2018, Aéroports de Paris SA's rating was 76/100, 7 points above the SBF 120 average (69/100).

### INTERNATIONAL

In Turkey, TAV Airports is top of several CSR company rankings. It is included in the BIST (Istanbul Stock Exchange) sustainability

index of listed companies and in 2019 it was one of the three companies with the highest governance rating.

## DEVELOPING OUR FUTURE CSR STRATEGY ON A GROUP SCALE

Our ambition is to develop a Groupe ADP CSR strategy that integrates all of our locations worldwide. These reflections form part of a drive of integration and of sharing **best practices, showcasing know-how and taking local contexts into account**. Regardless of the local specifics, two themes must form a universally shared foundation: ethics and compliance. These values and CSR commitments are at the core of our responses to calls for tender relating to concession or technical assistance contracts.



# CONVERSING WITH AND MOBILISING OUR STAKEHOLDERS

**Listening to and conversing with stakeholders is a priority:**

these dialogues fuel our CSR strategy and enable us to move it forward.

Our activities can have a significant impact on our stakeholders.

We are aware of this and inject a

great deal of energy and resources into enriching our relationship and diversifying our channels of dialogue.

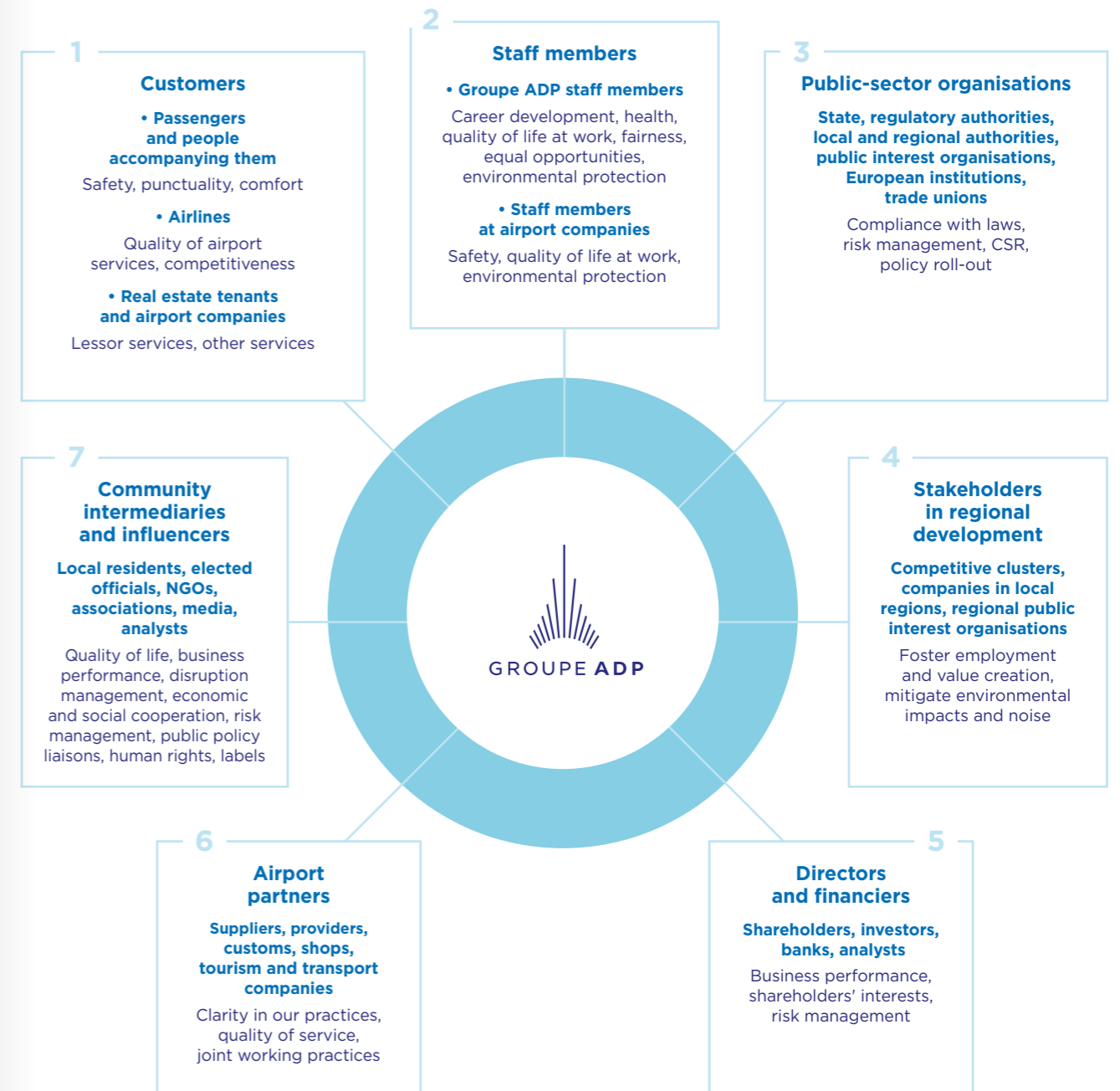
**This dialogue can be individual or collective.** It is based on a **precise map of all stakeholders and their expectations.**



**INTERNATIONAL**

This dialogue is **a concern for all our airports.** In Madagascar for example, the Ivato and Nosy-Be airports have updated their stakeholder map and developed a plan to engage with them. This also forms part of the transparency effort at our various entities, which involves TAV Airports voluntarily publishing a sustainable development report every two years.

## OUR STAKEHOLDERS' EXPECTATIONS



## OUR DIALOGUE TOOLS

	Our stakeholders	Information tools	Consultation methods
	All	www.parisaeroport.fr / CSR expert area / Social media / Newsletters / Annual reports	
Customers	Passengers and people accompanying them	My Airport app / Customer guides / Paris Worldwide magazine / Orientation and information terminals in airports / PRM: specific page on our website	Satisfaction survey / Printed materials in terminals / Single contact number 3950 / Complaint management / Foreign consulate chambers / Benchmarks
	Airlines	Intranet site / Airport Policy Committee (COA) / Airport Operators' Club	Airport CDM / Economic Advisory Committee / Operational Committees for Service Quality (COQ) / Local Quality Committees (CLQ) / Operational meetings / Benchmarks
	Real estate tenants and airport companies	Intranet site / Conferences / Guides for moving into and operating at our airports	Meetings / Dedicated intranet site / Environment Partners Club / Satisfaction surveys
Staff members	Groupe ADP staff members	Internal journals and newsletters / Intranet sites / Group Committee / Information and Awareness-Raising Booklets / Induction day for new recruits, newly-promoted staff and managers / Staff guides	Annual employee satisfaction survey / Works Council / Staff representatives / Union representatives
	Staff members at airport companies		Dialogue with directors / HRD Club
	Public-sector organisations	<a href="http://entrevoisins.groupeadp.fr">entrevoisins.groupeadp.fr</a> / Annual reports and regulatory information / Lectures, conferences, announcements / Site visits / Responsible lobbying	Regulatory consultation tools / Economic Advisory Committee / Economic, environmental and social partnerships / Working groups
	Regional development organisations	<a href="http://ev-labo.aeroportsdeparis.fr">Supplier platform</a> / Forums and meetings / Periodic information on development projects / <a href="http://ev-labo.aeroportsdeparis.fr">ev-labo.aeroportsdeparis.fr</a>	Territorial governance bodies / Territorial promotion campaigns / Forums and meetings with SMEs Support structures for startups / Working groups
	Directors and financiers	Financiers: Letters to shareholders / Quarterly presentations / Requested extra-financial rating	Directors: Board of Directors / Specialist committees Financiers: General meeting of shareholders / Shareholders' Club / Shareholder meetings / Site visits / Investor presentations
	Airport partners	Supplier platform / Ethical Procurement Code / Suppliers' and Providers' CSR Charter / Conferences and lectures / Guide to moving into our airports / FDCAP	Airport suppliers / Contracts and consultations, including supplier self-assessments / Satisfaction surveys / Workshops on operational themes / Operational Quality Committees / Working groups, regional projects, State projects / Environment partner clubs / Ecoairport
	Community intermediaries and influencers	<a href="http://entrevoisins.groupeadp.fr">entrevoisins.groupeadp.fr</a> / <a href="http://ev-labo.aeroportsdeparis.fr">ev-labo.aeroportsdeparis.fr</a> / Systems of certified management / Press releases, press kits and conferences, press reception / Responsible lobbying / Events organised by local organisations / Events organised with local economic players / Environmental and Sustainable Development Resource Centre / Visits to the airports	Requested extra-financial rating / Response to questionnaires





# 1.

## DIALOGUE AND COMMITMENT FOR LOCAL RESIDENTS AND REGIONS

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### Context and background

An airport's purpose is not just to connect a region or country to the rest of the world: rooted in local regions, airports also play a major role in their development, their living environment and their economic and social development. They therefore have to continually dialogue and engage with communities, economic players and local populations.

### Our general policy

Going far beyond our regulatory obligations, we emerged as pioneers over 20 years ago by undertaking a **genuine policy of economic and social cooperation with our host regions**. Our ambition is to share with them the benefits of our activities and build a common future. To achieve this, we maintain a relationship of mutual trust and dialogue with local stakeholders and residents. We are working to control our impact on the living environment and are committed to regional development and solidarity with local populations.

This **partnership strategy is also being rolled out internationally**: our airports are committed to education, access to employment and the health of local communities, especially the most disadvantaged individuals. Inspired by initiatives in France over the last 20 years while also adapting to local contexts, we make our territorial and societal commitment a key component of our development.

## CONTEXT AND BACKGROUND

We have an obligation to inform and communicate about the economic and environmental impacts of our activities. However, our responsibility goes further: the challenge is to create spaces and forums for dialogue between local stakeholders and the airport community, whose economic momentum grows with and at the heart of local regions. As such, we aim to respond to the increasingly strong desire of local residents, stakeholders and elected officials to be involved in the decisions that concern them.

# 1.1

## GROWING WITH LOCAL REGIONS

### OUR COMMITMENTS

We are committed to **building and sustaining airports with their host regions** by pushing beyond regulatory requirements and establishing a **relationship of trust based on continued dialogue** with the populations, associations, and public and private stakeholders, both in France and abroad.

### INDICATORS & RESULTS 2019



**273**  
EVENTS

at Paris-Charles de Gaulle



**299**  
EVENTS

at Paris-Orly, including 186 for schoolchildren



**4**

RENCONTRES D'ORLY

387 participants in total



**6,000**

VOLUNTARY CONSULTATION PARTICIPANTS

around the Paris-Charles de Gaulle and terminal 4 development project

## OUR ACTIONS



### Welcome and inform

The **Environmental and Sustainable Development Resource Centres** at Paris-Charles de Gaulle and Paris-Orly<sup>4</sup> have been central to our relationship with local regions since their creation 25 years ago. These public reception areas, which are unique in the airport world, are designed to maintain a constructive and lasting dialogue with the local population in order to promote mutual understanding and knowledge between local residents and air transport stakeholders.

These two centres welcome visitors and offer them **fun and educational activities** to learn about what goes on behind the scenes at airports, air traffic management, aviation history and local heritage, including guided tours open to all, professional learning visits for Year 10-13 pupils and educational activities for primary schools.

They also offer a varied range of **cultural activities** that are free and accessible to all, including exhibitions, film debates, conferences and virtual piloting weekends...

They are also spaces for **dialogue and consultation with local elected officials and economic players**, including information meetings on development projects, recruitment events and meetings with the business world and hosting the Environment Advisory Committees.

In addition, the website **entrevoisins.groupeadp.fr** provides continuous access to information and is an important conduit for this relationship.

(4) To learn more, visit [entrevoisins.groupeadp.fr](http://entrevoisins.groupeadp.fr)

### TOY COLLECTION AT OUR ENVIRONMENTAL AND SUSTAINABLE DEVELOPMENT RESOURCE CENTRES

For the last seven years, a large toy collection has been organised at each Environmental and Sustainable Development Resource Centre for the Rejoué association. In 2019, **1,900 kg of toys were collected and recycled** as part of Rejoué's integration projects. These toys are then refurbished for sale at reduced prices. Encompassing the **circular economy and integration through employment**, this event conveys values that we hold dear.

### WOMEN'S FOOTBALL IN THE SPOTLIGHT

To mark this year's Women's World Cup, for the first time we put football fans centre stage at the 5th edition of "**La Coupe Paris Aéroport**", two tournaments held in the area of Paris-Charles de Gaulle and Paris-Orly in partnership with local authorities. **30 teams of female footballers aged 11 to 13** came together to celebrate conviviality and sharing the unifying values of a team sport.

OUR ACTIONS

### Listening and committing together for tomorrow's challenges

We are also rolling out a variety of mechanisms to gather and respond to regional concerns:

- **The territorial delegations of Paris-Charles de Gaulle and Paris-Orly are working** in partnership with socio-economic stakeholders and associations, neighbouring municipalities, consular chambers and State services to roll out our territorial strategy. They focus on regular contact with the 50 municipalities closest to and most exposed to the noise caused by the Paris-Charles de Gaulle and Paris-Orly Airports;
- **Consultations held during our major development projects** to listen to and give a voice to the populations affected and to engage with them throughout construction. The con-

struction work on the third runway at Paris-Orly was encompassed by a complete communication campaign: 18 public meetings, 30 meetings with elected officials, 3 site visits, 1 toll-free number, 1 newsletter distributed to 587,000 local residents and 1 brochure;

- **Four "Rencontres d'Orly"** were held in 2019 with the aim of including the development of the Orly-Rungis hub in the co-construction process. Spearheaded by the Essonne and Val-de-Marne departmental councils, in close liaison with Groupe ADP, they brought together nearly 400 local stakeholders around three themes: the environment, mobility and employment. The conclusions were used as input for a partnership development project (PPA) signed on 28 February 2020 by all stakeholders in Grand Orly. For our part, we are committed to working with companies on noise reduction and supporting local authorities to formalise territorial manpower planning.

### INTERNATIONAL

We draw inspiration from our multiple initiatives in the Paris region to enact the same approach internationally, as **Developing connections with local communities is an objective that all our airports share.**

For example, the Mauritius airport has initiated 40 welcome and visit initiatives for students and elderly people. In Madagascar, meetings in a fun setting have facilitated dialogue and information sharing with local authorities and community representatives.

### PARIS-CHARLES DE GAULLE AND TERMINAL 4 DEVELOPMENT PROJECT: A VOLUNTARY CONSULTATION<sup>5</sup>

We organised the consultation process prior to the Paris-Charles de Gaulle and Terminal 4 development project under the watchful eye of the National Commission for Public Debate (CNDP). This procedure was not mandatory. However, we were keen to **share the meaning and measures of this project with the local regions concerned.** We did so in complete transparency, making sure to address the impacts of this new terminal. Between February and May

2019, the inhabitants of 480 communes and 7 departments concerned were invited to speak.

**85 meetings and debates brought together over 6,000 participants and collected 613 contributions.**

At the same time, over **2,000 citizen contributions and 141 institutional contributions were submitted online.**

These three months of debate allowed the participants to express their concerns. In response, we have made

**29 commitments** on noise and pollution control, information on air quality, climate impact, biodiversity, accessibility, employment and training, economic development, etc. However, this is just the beginning of the dialogue process: this project will be subject to an impact study and a public inquiry before inter-prefectural environmental authorisation. It will continue to develop based on this wide-ranging feedback.

(5) To learn more, visit [terminal4-cdg.groupeadp.fr](http://terminal4-cdg.groupeadp.fr)

### CONTEXT AND BACKGROUND

**According to the European Environment Agency<sup>7</sup>, nearly 4 million Europeans are exposed to air traffic noise in excess of 55 decibels. According to the noise pollution maps at the Paris airports, 420,200 residents in the region, or approximately 3.6% of the regional population, are affected. Bruitparif<sup>8</sup> therefore says that air traffic is the second-largest cause of noise pollution after road traffic. Noise control is an even more important issue for our airports because they are located at the heart of densely populated local regions, making them the focus of disturbances linked to air and road traffic. Our responsibility is therefore to work with the airlines and with elected officials and local residents to handle this problem completely transparently.**

# 1.2

## CONTROLLING THE EFFECTS OF OUR ACTIVITIES ON LOCAL RESIDENTS' LIVING ENVIRONMENT<sup>6</sup>

### OUR COMMITMENTS

Given this context, we have committed to taking action to:

- **measure and monitor aircraft noise** in and around our airports;
- **transparently inform and consult with local residents** continuously;
- **limit disturbances at the source** by optimising aircraft flight paths, complying with night-time slots and reducing ground movements;
- **reduce the impact of noise on local residents** by soundproofing homes located within the perimeter of the noise pollution maps provided for by law.

### INDICATORS & RESULTS 2019



**1,403**  
SOUNDPROOFING  
FILES  
processed

**32**

NOISE MEASURING  
STATIONS  
at Paris-Charles de Gaulle

**24**

at Paris-Orly

**3,131**  
HOMES  
SOUNDPROOFED  
**€ 30.06 M**  
IN SOUNDPROOFING AID  
granted

Scope: ADP SA

(6) Here we detail the measures taken on noise pollution. Our actions regarding air quality, another factor impacting local residents' quality of life, are detailed in section 2.2.

(7) Source: [www.eea.europa.eu](http://www.eea.europa.eu)

(8) Source: [www.bruitparif.fr](http://www.bruitparif.fr)

## NOISE AND HEALTH

Work by the World Health Organisation (WHO)<sup>9</sup> shows that noise pollution not only affects quality of life: by causing stress, concentration difficulties and sleep disturbances, it also affects physical and mental health. As a member of the regional health and environment network, we work with the Paris Regional Health Agency (ARS) to objectively establish the link between noise, air quality and health, particularly through the "Débats" longitudinal study in progress for ten years on the health impact of noise.

As part of the consultation process prior to the Paris-Charles de Gaulle and terminal 4 development project, we have undertaken to **improve knowledge and awareness of environmental health issues** and participate in the public authorities' work and actions on the subject. As such, we are participating in the ANIMA (Aviation Noise Impact Management through Novel Approaches<sup>10</sup>) project aimed at improving the understanding of the effect of non-acoustic factors on perceived discomfort.

(9) Source: [www.bruitparif.fr](http://www.bruitparif.fr)  
 (10) To learn more, visit [anima-project.eu](http://anima-project.eu)

### OUR ACTIONS

#### Measure and monitor

Our laboratory has some **50 permanent measurement stations** around the Paris airports, meaning we can continuously monitor aircraft noise and correlate the results to the flight paths and type of aircraft. These measures are submitted monthly to the Airport Nuisance Control Authority (Acnusa) and the French Civil Aviation Authority (DGAC). They are used to draw up the "noise maps" used as the basis for the **Noise Exposure Plans (PEB)** defining the areas eligible for compensation measures.

#### Inform and consult

**Noise level** and air quality measurements are being **made available to the general public at [entrevoisins.groupeadp.fr](http://entrevoisins.groupeadp.fr)**, via the Vitrail software (visualisation of aircraft flight paths and online information), which enables

overflights to be identified. Thanks to the Itrap tool, coupled with Vitrail, local residents can very easily file complaints, which are processed in less than three hours and make it possible to identify aircraft that have committed an altitude, speed or flight path offence.

In addition, the **Environmental Advisory Committees (CCE)** and the **Advisory Committees for Assistance to Local Residents** are mandatorily consulted on all matters relating to the environmental impacts and noise pollution associated with the operation of Paris-Charles de Gaulle and Paris-Orly. They are convened and chaired by prefects and consist of three equal contingents of representatives from the aviation occupations, local authorities, local residents' associations and environmental protection associations. We act as the secretary.

### INTERNATIONAL

These concerns are incorporated into the management of all our airports. In Zagreb, Liège and Madagascar, the installation of noise measurement stations has advanced dialogue with local communities. In Amman, an assessment of the noise map showed the importance of local regulatory actions.

### CHALLENGE

## RECONCILING INCREASED TRAFFIC AND POLLUTION CONTROL

Today, our objective is to reconcile the anticipated increase in the number of passengers and flights with optimal control of the associated impacts. To achieve this, we are working to **devise and create the air transport of the future with manufacturers, airlines and air navigation: optimising fill rates, using the latest generation of aircraft that are more virtuous and less noisy, etc.**

#### Controlling noise at the source

At Paris-Orly, a curfew has been in place since 1968, meaning that traffic is limited between 11:30 pm and 6 am. We also work with the French Civil Aviation Authority (DGAC) to **reduce the noisiest operations:** taxiing time, threshold take-offs, engine test procedures, etc. We adjust the amount of the landing fee in favour of the least noisy aircraft. We support flight path studies to limit overflights in urbanised areas, as well as trials of the continuous descent procedure.

#### Reducing the impact of noise pollution

We manage the **soundproofing subsidy applications for homes** located within the perimeter of the noise disturbance plan, which spans a distance of up to 20 km from the airports. Each resident can find out if his or her home is located within the perimeter of a noise disturbance plan (PGS) and is therefore eligible for a subsidy. This information has been directly accessible online since June 2019. Local residents are supported at each stage and may receive free project ownership support. To keep them informed, information desks operate at the Environmental Resource Centres and a toll-free number is available (0805 38 36 88). The entire system is explained at [www.aideinsono.fr](http://www.aideinsono.fr).



# 1.3

## CONTRIBUTING TO LOCAL DEVELOPMENT

### CONTEXT AND BACKGROUND

All around the world, airports play a major role in the economic development of their local region. In the Paris region in 2016, 122,000 people worked at the Paris-Le Bourget (3,500), Paris-Charles de Gaulle (90,200) and Paris-Orly (28,300) airports<sup>(1)</sup>. There are also jobs generated by suppliers, spending by staff members and tourists, and public investments. In 2016, the Paris airport system supported a total of around 570,000 full-time equivalents (FTEs), i.e. 7.9% of employment and 3.9% of GDP in the Paris region<sup>(1)</sup>. Our airports therefore provide genuine economic momentum. However, in local regions experiencing a range of economic and social difficulties

(17% unemployment in the Grand-Roissy-Le Bourget employment area), inhabitants are not benefiting enough: the jobs available are too often misaligned with the level of qualification (40% of people in the Roissy employment area have no qualifications) and mobility of residents. In France and abroad, we aim to overcome these difficulties and share the value generated by our activities with the local regions in which we operate, their businesses and their inhabitants. To achieve this, we act in three areas:

- support territorial economic development;
- promote access to employment for inhabitants;
- commit to the local population.

(1) Utopies study 2017

### INDICATORS & RESULTS 2019

## 63

#### ACTIONS TO PROMOTE AIRPORT SPACES

conducted for Paris-CDG and 31 for Paris-Orly



## 19

#### INTERNATIONAL PROJECTS

set up in 2019 in the Grand Roissy-Le Bourget area



## 180

#### BUSINESS STARTUPS ACCOMPANIED

in the Hubstart incubator since it was founded in 2002

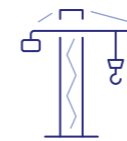


## 19%

#### OF ADP SA EXPENDITURE UNDERTAKEN WITH SME/VSE/MSE

(58% of suppliers)

#### AND 36% WITH LOCAL BUSINESSES



## 22%

#### OF ADP SA'S SUPPLIERS LOCATED

in departments 60, 77, 93 and 95

## SUPPORTING TERRITORIAL ECONOMIC DEVELOPMENT

### OUR COMMITMENTS

To consolidate the economic momentum created by the airport system and help it to serve local economies, we are committed to **promoting the local regions where we operate to attract new projects and businesses, fostering the development of local businesses and supporting entrepreneurship and innovation.**

Some of the initiatives carried out in France are detailed below. They form part of a long-term approach and inspire our efforts in every local region in which we are established.

### OUR ACTIONS

#### Partnerships for the development of Paris region areas

To implement these commitments, we are members of two partnership organisations aiming to undertake efforts to support local economic development and employment:

- Grand Roissy-Le Bourget: 11 partners (State, local authorities, economic players) are brought together under the **Paris CDG Alliance**<sup>(2)</sup>, which aims to promote access to employment for inhabitants and promote the local region under a single brand to attract businesses;
- Orly: the **Orly International**<sup>(3)</sup> association coordinates actions aimed at strengthening the reputation of the airport and its attractiveness.

#### Attracting businesses and entrepreneurs

To **connect the economic momentum of our airports and of local regions**, we are involved in two territorial entities: Grand Roissy-Le Bourget and Grand Orly Seine Bièvre. They bring together participants in economic development and planning and aim to define shared strategies to stimulate activity and make the most of the presence of our airports.

We also take part in collective promotion and prospecting actions that benefit local regions. In October 2019, Paris CDG Alliance held the 9th International Seminar on Sustainable Airports in partnership with Aerotropolis Atlanta Alliance and Atlanta International Airport. A new five-year partnership between Paris CDG Alliance and Aerotropolis Atlanta Alliance was then signed.

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

(13) To learn more, visit [orlyparis.com](http://orlyparis.com)

OUR ACTIONS

## Support local businesses

We are involved in various **structures that support businesses**:

- **Pacte PME<sup>14</sup>**: this association brings together large companies and local authorities to support the growth of SMEs and the emergence of intermediate-sized enterprises that are lacking in the French economy;

- **The Plato network<sup>15</sup>**: this supports SMEs and VSEs and offers them sponsorship by managers from large companies that want to share their expertise and experience. Around fifty companies in Grand Roissy-Le Bourget and a dozen in Grand Orly have benefited from this scheme;

- **Paris CDG Alliance**: this brings together public and private partners capable of helping companies in Grand Roissy-Le Bourget to grow their human resources;

- **Local business clubs** and associative networks to support and accompany business formation.

## Support entrepreneurship and innovation

Innovative businesses create momentum that benefits an entire local region and are drivers of innovation for large companies. We support this momentum through various tools:

- **The Innovation Hub programme** has 300 sq.m. of space to host startups and a budget of 16 million over five years to invest in innovative

fledgling companies. In 2019, we took seven of these startups to the International Seminar in Atlanta;

- **Hubstart Center**: we are involved in the incubator in Grand Roissy-Le Bourget, which will be completely renovated in 2019 and is managed by SCIEGE (consular company for business establishment and warehouse management of the Paris Île-de-France Chamber of Commerce and Industry). Since it was founded in 2002, it has supported 180 startups, some of which have grown and prospered;

- **Les Rendez-vous de l'Entrepreneuriat**: organised with Orly-Paris®, this event aims to stimulate interaction between business founders and managers. We hand out the **Business Formation Awards** under this initiative.



Working group in the Le Fablab space - Innovation Hub at Groupe ADP head office

« For a startup like Safety Line, it's interesting to pitch to representatives of the largest airports in the United States and China. I'd like to thank the representatives of Groupe ADP for accompanying us to the Atlanta International Seminar and for showcasing our partnership. »

**François Chazelle**  
Founder of Safety Line,  
a startup specialising  
in inflight guidance

(14) To learn more, visit [www.pactepme.org](http://www.pactepme.org)  
(15) To learn more, visit [www.entreprises.cci-paris-idf.fr](http://www.entreprises.cci-paris-idf.fr)

## FACILITATING ACCESS TO EMPLOYMENT FOR LOCAL PEOPLE

OUR COMMITMENTS

In France and abroad, our goal is to **promote access for local residents to the jobs created at our airports**. To achieve this, we support companies in their local recruitment efforts while also helping residents to acquire new skills and find mobility solutions.

INDICATORS & RESULTS 2019



**47%**  
**OF DIRECT EMPLOYEES AT PARIS-CHARLES DE GAULLE**

live within a 20 km radius of the airport<sup>16</sup>

**74%**  
**OF DIRECT EMPLOYEES AT PARIS-ORLY**

live within a 20 km radius of the airport<sup>16</sup>

**12**  
**RECRUITMENT FORUMS**  
organised by Paris CDG Alliance

OUR ACTIONS

### Track employment developments

Thanks to studies by Paris CDG Alliance and Orly-Paris®, qualitative and quantitative analysis of jobs at our airports means we can guide our strategy more effectively and **identify the skills needs** that will arise from the rise in air traffic and the growth at our airports. In 2019, Paris CDG Alliance conducted a study on the employment and skills needs of the Paris-Charles de Gaulle and terminal 4 development project, which is in the construction and operating phases. Based on this study, a map was produced showing the positions experiencing shortages: the building and public works sector, airport and aircraft maintenance, and customer care, for example.

### Guide skills towards promising professions

To meet the airport sector's recruitment needs and promote access for local populations to jobs at our airports, we are **working with our partners to develop training programmes adapted to our business lines**:

- We have signed agreements with three rectorships: Amiens, Créteil and Versailles;

- We are partners of the aviation and airport training unit in Meaux;

- In September 2020, the Louise Michel secondary school in Epinay-sur-Seine will welcome its first class of **Higher Vocational Training in the customer care and sales professions**: this one-year training course designed with the Paris Airport Community Endowment Fund (FCDAP) will enable 24 students with a Bac Pro degree to work on a sandwich course in shops at our terminals while preparing for their diploma.

(16) Source: Utopies study 2017



## OUR ACTIONS

We also support two schemes developed by Paris CDG Alliance to adapt jobseekers' skills (particularly language skills) to companies' needs:

- **ENVOL'Pro:** this **intensive 80-hour training course in English or Spanish**, with a three or four-month internship abroad, is designed for young jobseekers aged 18 to 30 with a vocational skills certificate (CAP) level at Bac+3 from communes in Grand Roissy-Le Bourget. It allows them to work on two key skills: attitude and customer relations. 80 grants were financed this year by Paris CDG Alliance, of which Groupe ADP is a founding member;

- **CCAéro:** this mobility scheme launched in 2019 offers 50 grants to finance three or four-month language stays in the United Kingdom to people aged 18 to 45 years old previously recruited by one of the consortium's member companies.

## A CITÉ DES MÉTIERS AT THE HEART OF PARIS-CHARLES DE GAULLE AIRPORT

The Grand Roissy-Le Bourget cité des métiers (an employment and careers advisory facility) opened in December 2019: designed by Paris CDG Alliance (of which we are a member), it is located at the heart of Paris-Charles de Gaulle Airport. Its purpose is to introduce all audiences (primary and secondary school students, jobseekers, staff members, etc.) to the various professions in the local region and at the airport, as well as the schemes providing training in these professions. It also assists companies with their recruitment.



## OUR ACTIONS

### Help companies to recruit locally

To encourage local recruitment, **we support various employment events and forums:**

- At Paris-Charles de Gaulle, we worked with Paris CDG Alliance and Pôle emploi to organise 12 recruitment forums on the various airport professions. These were attended by 80 companies and 1,830 candidates;
- At Paris-Orly, we organised 5 recruitment forums with Orly Paris (170 companies and over 5,000 visitors) and 16 recruitment sessions (over 500 candidates).

### Remove the obstacles to employment

To remove the obstacles in accessing employment, we provide financial support for a number of structures:

- **Fileo, a transport-on-demand service** created by Ile-de-France Mobilités: by simply booking one hour before departure, it provides access to the airports 24 hours a day, 7 days a week;
- **The inter-company crèches at Paris-Charles de Gaulle and Paris-Orly:** the opening hours are aligned with the airports' activity;
- **The Habitat Committee** helps airport staff members find housing.

### Promote integration

Two audiences are primarily targeted:

- **young people from the priority districts of the city policy (QPV):** under the 2018-2021 PaQTE<sup>17</sup> (a scheme to support youth, training, recruitment and responsible purchasing) between the State and businesses, we welcomed 300 Year 10 students on work placements (up 25% versus 2017), two-thirds of whom come from the QPV. We reserve 20% of our 200 work-study contracts for young people from the QPV (7% in 2017);
- **Political refugees:** we support the Esperanto project initiated by the State and led by the Paris Airport Community Endowment Fund (FCDAP) to train political refugees for employment by one of our airport companies. To date, 93 recruitment commitments have been collected.

## INTERNATIONAL

### Local employment is a concern that all our airports share.

We take inspiration from the experiences of the Paris region and draw on the initiatives of our international airports to enact our commitments around the world and across all subjects.

For example:

- **Madagascar** places a priority on the local recruitment of trainees: **40% of trainees**

### are from the surrounding communities;

- Located in the municipality of Pudahuel, **Santiago de Chile** Airport has formed a partnership with the municipality: since 2016, all **job vacancies in companies at the airport are posted on the city's website**. As such, over 1,000 people have been recruited locally;

- In **Amman**, the AIG Foundation has been working with local communities to identify **barriers to their recruitment**. It is in the process of creating adapted courses together with the University of Jordan;
- **Liège Airport is working on a Cargo Academy:** this centre providing training in airport professions is designed in partnership with Forem (the Walloon office of vocational training and employment).

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

## CONTEXT AND BACKGROUND

Beyond its economic impacts, the airport community has an important societal role in developing solidarity with local populations through projects related to education, training and community life, as well as cultural, sports and health activities.

# 1.4

## COMMITTED TO SERVING LOCAL COMMUNITIES

### OUR COMMITMENTS

We have created a **civic engagement division** that rolls out our sponsorship strategies in the Paris region and internationally, unites the airport community and passengers, and promotes the commitment of the group's staff members. These commitments may be spearheaded by our Foundation or form part of collective projects: we coordinate the actions of the Paris Airport Community Endowment Fund (FDCAP), which currently brings together 23 companies.

### INDICATORS & RESULTS 2019



**€1 million**  
PAID BY  
FONDATION ADP<sup>(18)</sup>  
to 49 projects



**486,500**  
BENEFICIARIES  
AND 278 PROJECTS  
supported by Fondation  
ADP since 2015  
(261 in the Paris region  
and 17 internationally)

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



### OUR ACTIONS

#### Groupe ADP Foundation: Five years of commitment to education

As the spearhead of our civic engagement division, Groupe ADP's Foundation has been particularly involved since its creation in 2015 in preventing and combating illiteracy and school dropout by helping children and adults to succeed.

In the local regions where we operate, it supports public interest projects by financing them and involving our staff members: each project supported by the Foundation is sponsored by a Groupe ADP staff member.

#### POPULARISING CLASSICAL MUSIC

For the last three years, our foundation has been supporting the **Démos<sup>19</sup>** programme (musical and orchestral education programme) coordinated by the Cité de la musique-Philharmonie de Paris: its aim is to enrich the educational path of children by introducing them to classical music and playing an instrument. It delivers multiple benefits: children's involvement, learning about attention to detail and collective work, social integration, etc. The Groupe ADP Foundation finances the Ovest Essonne orchestra, which has around a hundred students from the towns of Longjumeau, Les Ulis and Massy.

« This workshop is somewhere I can finally express myself, something I wasn't necessarily able to do at school. It's a time when I feel free and get away from everything. Sometimes we get really creative and that's great! »

**Lina, 11**  
Year 7 student in Longjumeau

(19) To learn more, visit [demos.philharmoniedeparis.fr](http://demos.philharmoniedeparis.fr)

## PREVENTING ILLITERACY AND COMBATING SCHOOL DROPOUT

These are the priorities of the Groupe ADP Foundation, which supports a number of initiatives:

- **Coup de pouce<sup>20</sup>:** this association is a key partner in preventing illiteracy in children. Groups of five children identified by the educational community are enrolled in a "Coup de pouce Club", which they visit for 1 hr 30 mins per school day and which helps them learn to read from Year 2 onwards. In five years, 251 Coup de pouce Clubs have been funded around our airports;
- **United Way L'alliance:** this association's mission is to create the conditions for a chosen professional future for primary school students in priority local regions. Thanks to efforts by Groupe ADP staff members, 350 young people from Year 7 to 13 in the Val d'Oise and Val-de-Marne regions have received group and individual support. This gave them the opportunity to learn about the business world and speak to professionals.

## INTERNATIONAL

### COMMITTING BEYOND BORDERS

Since 2015, the Groupe ADP Foundation has supported 17 programmes around the world, including in Madagascar, Mauritius, Chile, Morocco and Togo. It also supports our concessions to set up their own foundations: the first was created in 2016 in Mexico under the guidance of OMA; a new foundation has been created in Jordan, where our concession company AIG supports projects related

to the environment, solidarity and education around its Amman airport. In Morocco, the Groupe ADP Foundation has been supporting the Béatrice Schönberg Foundation since 2015: together, they unveiled a new boarding school in Asni in March 2018, which will enable 48 young girls from the Haut Atlas region aged 11 to 18 to continue their education through to baccalaureate level.

## AIRPORT COMMUNITY

The Endowment Fund of the Paris Airport Community (FDCAP) aims to unite stakeholders in the airport sector around public interest subjects by supporting associations that help disadvantaged populations in the airport surroundings in the Paris region, thereby making a contribution to greater social equality. The endowment fund aims to take action in three priority areas: training and integration, combating illiteracy in the workplace, and education.



(20) To learn more, visit [www.coupedepouceassociation.fr](http://www.coupedepouceassociation.fr)

## OUR ACTIONS

### Value our staff members' commitment

Because we firmly believe that our commitment also depends on our staff members' commitment, we involve them in numerous projects. In 2019, **248 staff members** carried out **skills patronage actions** during their working hours: sponsoring associations, coaching primary and secondary school students and tutoring staff members with literacy problems. Seven staff members

took **Congé solidaire®** leave to participate in international solidarity missions in Indonesia, Madagascar and Benin. We also set up the **senior skills patronage scheme**, which has already enabled five staff members close to retirement to join an association while remaining employees of the company. Finally, wage micro-donations have been in place since September 2018.

## INTERNATIONAL

**Our international airports also carry out many solidarity and civic engagement actions.**

**In Madagascar,** support for local communities is the central pillar of Ravinala Airports' CSR policy: keeping disadvantaged children in school, raising awareness about risky migration and trafficking in women, distributing food to the most vulnerable communities,

donating medical equipment to the Nosy Be hospital, etc. To strengthen the structuring of its social, educational and environmental commitment, Fondation ADP is helping the Malagasy the airport to create its own foundation.

**In Jordan,** AIG is a founding member of **Women in Technology**: this association aims to promote equal opportunities in science and technology.

(21) To learn more, visit [www.engagement.fr](http://www.engagement.fr)

## THINKING COMMITMENT

L'Institut de l'engagement<sup>21</sup> was created in 2012 to promote civic life and foster the emergence of a new generation of committed leaders. When we created our Civic Engagement Division, it was natural to support the first "Campus of commitment", which was held in July 2019 in Vercors: it brought together 350 young prize winners from the Institute and 150 representatives of major companies. Several Groupe ADP divisions participated in this university to share and test our projects with these highly committed young people.

## SUPPORTING A TOP ATHLETE

The world aerobatics champion Aude Lemordant is supported by our civic engagement division: we wanted to associate our image with this exceptional sportswoman, who regularly speaks at schools to encourage young girls to take up this kind of challenge.



## 2.

# IMPROVING OUR ENVIRONMENTAL PERFORMANCE

### Context and background

We have an increasingly detailed understanding of the **environmental challenges** our society is facing, including climate change, air, water, ocean and soil pollution, biodiversity loss and the depletion of natural resources. As a result, governments, businesses and civil society are rallying their efforts to reduce their impacts.

This realisation is reflected in France by **multiple legislative developments**: the biodiversity recovery act (August 2016), the "tertiary decree" (July 2019), the mobility orientation act (December 2019), the energy-climate act (November 2019) and the act on combating waste and the circular economy (early 2020), etc. Our commitments and our desire for progress are aligned with this context.

### Our general policy

As an airport developer and operator, **we're aware of the challenges related to our activities and we strive to control our impacts as much as possible. This ambition forms a common basis for all our activities.** Our environmental policy addresses six themes: **climate and energy, air, biodiversity, water and soil, waste, and sustainable development and construction**<sup>(22)</sup>. We are setting ourselves ambitious goals in each of these themes.

This environmental and energy policy is implemented at the Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget Airports and in the real estate activities. Our next roadmap will be rolled out internationally, drawing on the experiences of the Paris region and building on local initiatives. The Amman Queen Alia, Ankara

Esenboga and Izmir Adnan Menderes airports are already included in the environmental reporting in 2019.

Reflecting our ambition for excellence, **our environmental management systems have been ISO 14001 certified** at Paris-Charles de Gaulle (since 2001), Paris-Orly (2002) and Paris-Le Bourget (2005) Airports, the Issy-les-Moulineaux heliport (2009), the Toussus-le-Noble airfield (2015), Amman Queen Alia and 8 of TAV Airports' 12 airports (Istanbul, Ankara, Izmir, Zagreb, Skopje, Ohrid, Tbilisi and Batumi). For Aéroports de Paris SA and Ankara Airport, **our energy management system is ISO 50001 certified.**

(22) This topic is addressed in section 4 "Exemplary operations".

# 2.1

## REDUCING OUR CLIMATE FOOTPRINT

### CONTEXT AND BACKGROUND

Successive IPCC reports have underlined how human activities and anthropogenic greenhouse gas emissions contribute to climate change. To limit the disruptions caused, governments made a commitment in 2015, as part of the Paris Agreements, to accelerate and intensify actions to keep global warming below 2°C and in the vicinity of 1.5°C. Air transport is excluded from this agreement, as international negotiations take place as part of ICAO (International Civil Aviation Organization). Meanwhile, the European Green Deal is aiming to achieve carbon neutrality by 2050. At a congress of the

International Civil Aviation Organization in September 2019, the entire aviation industry reasserted its commitment made in 2016 to achieving carbon-neutral growth from 2020 and halving CO<sub>2</sub> emissions in 2050 compared to 2005. Airports are part of the aviation industry's general effort and have been on a virtuous path for several years. In June 2019, over 200 European airports signed the resolution of ACI Europe (Airport Council International), committing to a roadmap to achieve zero net CO<sub>2</sub> emissions by 2050 at the latest (without offsetting), therefore raising the carbon neutrality commitments (with offsetting) made in previous years.

(23) The so-called carbon offsetting approach involves, having first made efforts to reduce CO<sub>2</sub> emissions in situ, setting up carbon reduction or capture and sequestration projects elsewhere.

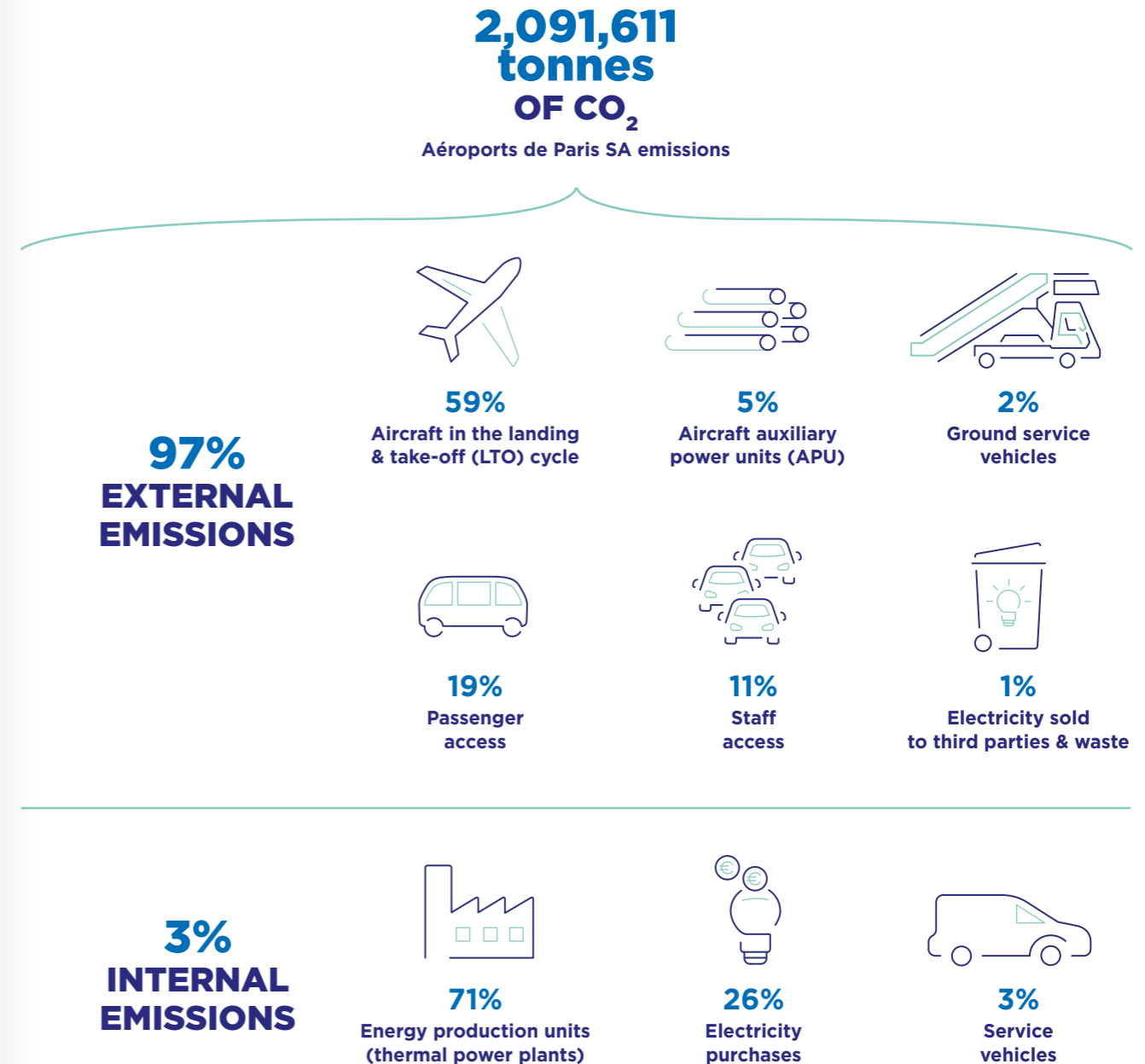
## LIMITING OUR EMISSIONS

### OUR COMMITMENTS

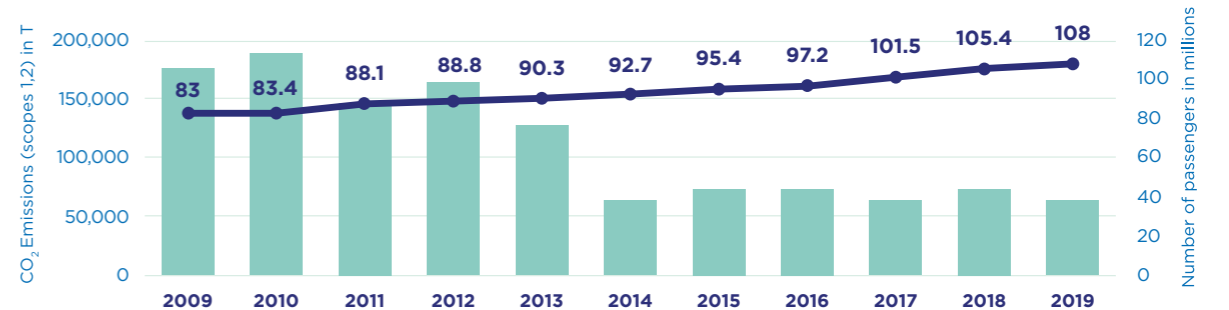
In 2017, we made a commitment to **carbon neutrality (with offsetting<sup>23</sup>) for Aéroports de Paris SA by 2030. This was followed in 2019 by the commitment to zero net CO<sub>2</sub> emissions by 2050 at the latest (without offsetting and corresponding to a +1.5°C trajectory) for the Paris-Charles de Gaulle, Paris-Orly, Izmir, Ankara, Zagreb and Liège airports.** All of the Group's other airports are on a trajectory of emissions reduction and/or carbon neutrality.

These commitments include the **voluntary participation of 12 of our airports in the Airport Carbon Accreditation (ACA) programme.** Supported by the European Union and the United Nations Framework Convention on Climate Change (UNFCCC), this programme currently has four levels of accreditation: level 1 validates the methods used to calculate the direct carbon footprint; level 2 certifies the airport's emissions reduction; level 3 includes the calculation of indirect emissions (ground handling, aircraft movements, etc.) in the process; and level 3+ corresponds to carbon neutrality (with offsetting). Emissions calculated under this programme are verified by an independent third party.

Groupe ADP is participating in the work of ACI-Europe to define a level 4, which would result in an absolute reduction in internal CO<sub>2</sub> emissions on a path leading to zero net CO<sub>2</sub> emissions.



Change in internal emissions in absolute value  
Aéroports de Paris SA



- 71% of internal CO<sub>2</sub> emissions per passenger between 2009 and 2019 (goal of 65% in 2020), i.e. a decrease in absolute terms of 110,000 tonnes

OUR ACTIONS

## Reduce internal emissions

The reduction of our internal CO<sub>2</sub> emissions (scopes 1 & 2) is based on three main drivers:

- energy sobriety;
- the development of renewable energies and the purchase of green electricity;
- the energy transition of vehicles.

These drivers are detailed in the sections below "Aiming for energy sobriety", "Developing renewable energies" and "Taking action to improve air quality".

Aéroports de Paris SA has also implemented an **internal carbon price** for all investment projects to integrate climate risk into its choices. This was revised from 20 to 60 per tonne of CO<sub>2</sub> in 2019 and will reach 100 in 2023.

## Control external emissions

We are working with airlines to **reduce emissions on the ground** from their aircraft, during taxiing and parking. We are rolling out alternatives to aircraft auxiliary power units (APUs) to limit their kerosene consumption in the aircraft parking stand. As such, all of the aircraft contact stands at Paris-Charles de Gaulle and Paris-Orly are equipped with 400Hz plugs to supply aircraft with electricity. In 2019, a working group on achieving greener ground handling equipment was set up with the Union Chamber of Ground Handling Staff (CSAE) with a view to integrating this issue into the next renewal of ground handling licences.

We also participate in the research programmes Sesar<sup>24</sup> and Corac<sup>25</sup>, which aim in particular to **modernise the air traffic management system**. We follow the work of the air navigation departments to deploy **new flight paths with a lower impact**. Improving the environmental performance of aircraft ground traffic is being studied together with airlines and air navigation services as part of CDM (Collaborative Decision Making).

Emissions linked to **access to the airports by passengers and staff members** account for 30% of Aéroports de Paris SA's total emissions. To reduce them, we support projects to **improve public transport services** at our airports and have contributed to implementing inter-company mobility plans. We are also endeavouring to make our fleet of company vehicles greener (see section below "Taking action on air quality") and roll out charging stations for electric vehicles.

### 12 Group airports committed to the ACA programme in 2019:

- ACA level 1 (mapping) for Santiago de Chile
- ACA level 2 (reduction) for Liège, Maurice, Enfidah and Zagreb (and goal of ACA 3 for Zagreb and Liège)
- ACA level 3 (optimisation) for Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget
- ACA level 3 + (neutrality): Izmir, Ankara, Antalya and Amman

## MOBILISING PASSENGERS

Passengers at Paris-Orly and Paris-Charles de Gaulle were able to **take part in a climate-friendly project by making a financial**

**contribution** to one of the three ecological and solidarity projects selected: the conservation of the Amazon rainforest in Peru, the development of biogas in Sichuan, China, and access to drinking water in Malawi. Donations of between 5 and 30 could be made via Groupe ADP's website or app, as well as at one of the terminals installed for this purpose at the airports. These projects are not counted as reductions in Groupe ADP's CO<sub>2</sub> emissions.

(24) To learn more, visit [www.ecologique-solidaire.gouv.fr](http://www.ecologique-solidaire.gouv.fr)  
 (25) To learn more, visit [aerorechechecorac.com](http://aerorechechecorac.com)

CHALLENGE

## REDUCE EMISSIONS WHILE RESPONDING TO AIR TRAFFIC DEMAND

**The aviation community is collectively committed to reducing the sector's emissions despite an increase in traffic.** In 2016, ICAO defined a series of measures to reduce the impact of international air transport and align itself with the goal of stabilising global aviation emissions from 2020 (carbon neutral growth) and subsequently reducing them: optimising traffic and improving airport infrastructure, technological progress in aircraft, development of alternative fuels and the CORSIA global offsetting mechanism. Airlines, aircraft manufacturers and airports are working together to achieve this.

We have been involved for several years in discussions on decarbonising the aviation sector.

« The industry has committed to ambitious targets, including a 50% reduction in greenhouse gas emissions by 2050 compared to 2005, an objective compatible with the Paris Agreement. Collaborative work with all stakeholders in the air transport chain is fundamental: manufacturers, engine manufacturers, airports, authorities, suppliers, etc. One of the main drivers is the renewal of our fleet. The latest generation of aircraft can

reduce CO<sub>2</sub> emissions by 20%. We are also developing in-flight eco-piloting by adopting the best flight paths and more economical taxiing, as well as optimising the weight on board our aircraft. In addition, 50% of our runway vehicles are electric. All of these efforts have a significant impact on CO<sub>2</sub> emissions and also contribute to reducing noise and improving air quality. »

**Nathalie Simmenauer**

Sustainable Development Director at Air France

OUR ACTIONS



400Hz socket - Paris-Charles de Gaulle

**To achieve the carbon neutrality goal for the Paris airports by 2030 at the latest**, we will continue our actions to reduce internal emissions and undertake actions to offset residual emissions. To achieve zero net CO<sub>2</sub> emissions by 2050 at the latest, we are considering solutions for CO<sub>2</sub> capture, storage and recovery. Aware of the work still to do,

we are also working with the aviation industry to **decarbonise the sector**, notably to **prepare for the arrival of sustainable biokerosenes and synthetic kerosenes**. We are working with ACI-Europe and Airlines for Europe (A4E), to draw up a European roadmap to achieve a drastic reduction in CO<sub>2</sub> emissions by 2050 (*Sustainable Aviation Roadmap*).

## TARGETING ENERGY SOBRIETY

### OUR COMMITMENTS

Over the 2016-2020 period, we have embarked on a **plan to improve energy efficiency by 1.5% per year**, bringing our goal to 7% compared with 2015. To achieve this, we're improving the energy performance and facility management of our existing terminals and buildings. As for new buildings (terminals and other real estate), we are committed to validating their energy performance through HQE, BREEAM or LEED certification.

### INDICATORS & RESULTS 2019



**10.4%**  
**IMPROVEMENT IN ENERGY EFFICIENCY**  
versus 2015



**100%**  
**OF NEW BUILDINGS HQE OR BREEAM CERTIFIED**  
(target 100%)



**ISO 50001 CERTIFICATION**  
for the Paris  
and Ankara airports for their  
energy management



### OUR ACTIONS

#### A common frame of reference

In France, our **"Comfort-Environment-Energy" standard** sets the framework for the design, construction and fundamental renovation of our buildings: its rules aim to achieve energy efficiency while taking into account the specifics of airport activities and the level of comfort that users want.

#### Renovate and optimise

We perform **energy efficiency improvement operations on our buildings:** implementation of tools to monitor consumption, modernisation of the most energy-intensive equipment (ventilation, lighting, heating, air conditioning, baggage sorting, etc.). In 2019, Paris-Charles de Gaulle benefited from new LED lighting, more efficient management of the most energy-intensive facilities and more efficient motors in the air handling units.

#### Integrate energy efficiency into our purchasing strategy

**80% of our most energy-intensive purchases** (baggage sorting, airport equipment, lifts, generators, etc.) **are examined using an "energy" criterion** to showcase our suppliers' efforts. A practical guide is made available to our staff members to identify the most relevant criteria for analysing energy performance across the entire life-cycle of a product.

## REDUCING OUR DIGITAL FOOTPRINT

The digital world accounts for 4.2% of the world's energy consumption. This environmental footprint is expected to grow 2.5-fold by 2025. We are therefore committed to a **responsible digital approach** and educate users. In 2019, the Datacenter at Paris-Charles de Gaulle Airport was fitted with a geothermal cooling system using groundwater (geo-cooling). Our next ambition is to introduce eco-design practices and requirements within three years in all of our contracts for specific services on software creation and development.



**363 kg**  
**OF CO<sub>2</sub> EQUIVALENT AND 2,582 kWh**  
**OF PRIMARY ENERGY**  
=  
the footprint of  
ADP's information system  
in 2018 per user

## DEVELOPING RENEWABLE ENERGIES

### OUR COMMITMENTS

The transition to renewable energies is based on two objectives for our Paris airports:

- **develop our own renewable energy production capacity with a view to covering 15% of our consumption by 2020;**
- speed up our trajectory towards purchasing **100% renewable electricity in 2021** with an 80% tier in 2020.

### INDICATORS & RESULTS 2019



**72,500 mWh**  
**OF FINAL ENERGY PRODUCED**  
from renewable sources at the Parisian airports

or **13.1%**  
**OF THE CONSUMPTION**  
**OF ADP SA**  
(15% target in 2020)



**70%**  
**SHARE OF GREEN ELECTRICITY**  
**IN FOOD**  
**AT THE PARIS AIRPORTS**  
(80% target in 2020)

### OUR ACTIONS

#### On the path to 100% green electricity

At all of our Paris airports, we have arranged a **renewable electricity supply** with a provider guaranteeing that by 2019, 70% of this energy will come from hydroelectric dams, wind farms or solar farms. This rate was 50% in 2015. It will reach 80% in 2020 and 100% in 2021. The Santiago de Chile and Liège airports use electricity from 100% renewable sources.

#### Develop our renewable energy production capacity

Although the Paris airports are already well equipped (geothermal power plant at Paris-Orly; geothermal power plant on a probe paired with a heat pump and solar panels at Paris-Le Bourget; high-efficiency thermo-frigo-pump, biomass power plant and photovoltaic power plant at Paris-Charles de Gaulle), the **roll-out of renewable energy production units is continuing at our international airports:**

- Liège Airport has invested in photovoltaic installations. The goal is to produce 30% of the electricity consumed in 2020;
- Santiago de Chile Airport aims to install close to 3,000 solar panels to produce 1,256 MWh of energy per year;
- Similarly, Izmir Airport continues to be fitted with photovoltaic panels.

Our local renewable energy production will increase considerably in the coming years with the planned commissioning of **two geothermal parallel runways** at Paris-Charles de Gaulle (from 2025<sup>(26)</sup>), a heat pump at Paris-Orly (between 2023 and 2025) and an investment in renewable energies at Paris-Le Bourget. The roll-out will also continue internationally as opportunities arise.

**We are supporting the development of French solar power assets:** at the start of 2020, we signed a corporate PPA (Power Purchase Agreement) with a supplier (Gazel Energie) and a developer (Urbasolar).

We are committed to purchasing all of the solar photovoltaic production generated by the plants they will build specifically for Groupe ADP. As such, we are supporting the creation of three ground-mounted photovoltaic power plants in France (in Var, Gard and Charentes), whose production will account for 10% of Aéroports de Paris SA's electricity consumption.

## CONTEXT AND BACKGROUND

**Air pollution is a key environmental health issue. According to Airparif (air quality monitoring association in the Paris region, 2018 report), the Paris airports contribute to regional emissions in the amount of 8% for nitrogen oxides, 1% for PM10 and 4% for PM 2.5 particles. Because of their integration into the urban fabric and road infrastructures, airports' contribution to air pollution is difficult to assess locally. Nevertheless, air quality remains a major concern.**

# 2.2

## TAKING ACTION TO IMPROVE AIR QUALITY

### OUR COMMITMENTS

To reduce our air pollutant emissions and drive our climate commitments, Aéroports de Paris SA has set four goals for the 2016-2020 period:

- **make our fleet of vehicles less polluting**, with at least 25% clean light vehicles in 2020 (electric, hybrid or very low CO<sub>2</sub> emissions) and roll out charging stations for electric vehicles at all our airports;
- **develop our own mobility plan** and actively contribute to the inter-company plans at Paris-Charles de Gaulle and Paris-Orly;
- **reduce emissions related to accessing our airports**
- **limit emissions from aircraft on the ground and ground handling vehicles.**

These goals are part of the Paris region's 2018-2025 atmosphere protection plan. We're strengthening our partnership with Airparif, in particular on the exchange of air quality monitoring data.



Charging stations for electric vehicles at the South Environmental and Sustainable Development Resource Centre - Paris-Orly

(26) Commissioning date included in the CRE4 public consultation document published in 2019





**29%**

**CLEAN VEHICLES**

in Aéroports de Paris SA's fleet of light vehicles, or 275 vehicles (initial goal: 25% in 2020).



**425**

**LOADING POINTS AT OUR PARIS AIRPORTS**

**Monitor and share our air quality measurements**

Our air quality monitoring laboratory has **stations to measure air quality** for various air pollutants (NO<sub>2</sub>, NO, PM) at Paris-Orly, Paris-Charles de Gaulle and Paris-Le Bourget. It has also invested in ultra-fine particle analysers: the first measurements were taken in 2019.

**Transparency is a priority:** we post air quality data and annual reports on the website of our laboratory<sup>27</sup>, which also available via the new website [entrevoisins.groupeadp.fr](http://entrevoisins.groupeadp.fr).

Airparif produces daily air quality maps of airport areas, as well as annual reports. [survol.airparif.fr](http://survol.airparif.fr).

We shared the results our projections for 2020 and 2025, as well as our action plan to reduce greenhouse gas emissions and atmospheric pollutants, carried out in accordance with Article 45 of the act on energy transition for green growth, with the environmental advisory commissions at Paris-Orly, Paris-Charles de Gaulle and Paris-Le Bourget.

Initiatives are also undertaken internationally: for example, the Amman and Liège airports are equipped with air quality measurement stations.

In 2020, we will participate in financing **various studies** in the Paris region (pollution by ultra-fine particles and soot deposits) and Liège (organic pollutants from the combustion of kerosene by aircraft engines).

We are also committed to keeping **all stakeholders informed in real time** about air quality thanks to the new version of the [entrevoisins.org](http://entrevoisins.org) website, which went live in 2020.

**Reduce our impact during pollution peaks**

During **air pollution episodes**, we activate every driver that allows us to reduce emissions: measures to be taken for ICPEs (Installations Classified for the Protection of the Environment) and boilers, invitation to telecommute, use public transport/carpooling/videoconferencing to limit travel as much as possible, postpone the most polluting works if possible. The French Civil Aviation Authority (DGAC) is also introducing measures to limit the use of aircraft auxiliary power units (APUs) and suspend engine tests and training flights.

**Reduce emissions from travel to airports**

To reduce the impact of road travel by our passengers and staff members, we are working to improve public transport services at all our airports, making our vehicle fleets greener, installing charging stations for electric vehicles and encouraging carpooling and car sharing. In 2019, the Paris-Charles de Gaulle and Paris-Orly Airports implemented a **master plan for "active modes of travel"**, i.e. those that involve expending muscle energy: walking, cycling, scooters, rollerblades, etc.

The Orly'Pro'Mobilité and Roissy'Pro'Mobilité associations bring together the large companies at our airports and spearhead the **inter-company mobility plans**, which aim to pool approaches that support sustainable mobility.

**A BIOFUEL FOR THE PARIS-ORLY SHUTTLES**

At Paris-Orly, the shuttles carrying passengers from the public areas of the terminal to the car parks no longer run on diesel and since September 2019 have used HVO, a biofuel based on animal fats and waste oils (without palm oil). This reduces emissions of air pollutants (nitrogen oxides and particulates) and CO<sub>2</sub> by more than 50% compared to diesel.



Charging space for electric vehicles at car park P4, Paris-Orly

(27) To learn more, visit [ev-labo.aeroportsdeparis.fr](http://ev-labo.aeroportsdeparis.fr)

## CONTEXT AND BACKGROUND

The subject of biodiversity is more than ever a key topic on the international agenda. The latest IPBES<sup>28</sup> report, drawn up by 150 experts from 50 countries, concludes that "nature is globally declining at a rate never before seen in human history and the rate of species extinction is accelerating". In this context, the World Conservation Congress will be held in January 2021 and the COP15 on biodiversity is scheduled for the first quarter of 2021. Due to our large land base with a strong green space component – over 1,200 hectares of aeronautical grasslands in the Paris region –, we have a role to play in promoting biodiversity in these precious areas at the heart of a highly urbanised region.

# 2.3

## BIODIVERSITY CONSERVATION

### OUR COMMITMENTS

In 2018, we set ourselves four goals as part of the Act4nature initiative:

- Achieve a better understanding of the biodiversity at our airports;
- Have a strategic vision of biodiversity in our developments;
- Ensure the ecological management of green spaces by limiting the use of plant protection products and adapting our management practices to preserve and develop existing species;
- Raise our stakeholders' awareness and involve them in a participatory approach.

As a member of the new scheme "Businesses committed to nature - Act4nature France<sup>29</sup>" from the French Biodiversity Office, we subscribe to the ten common principles promoting the integration of biodiversity into our strategies and business models, and concrete action to ensure its preservation, restoration, and sustainable and fair use.

### INDICATORS & RESULTS 2019



CONTINUATION OF  
**zero plant protection products**  
AT PARIS-ORLY  
for the fourth year running



**-60%**  
PLANT PROTECTION PRODUCTS  
between 2008 and 2018  
(target -50%)  
Scope: Aéroports de Paris SA



**14%**  
OF PLANT SPECIES  
IN THE PARIS REGION  
present at Paris-Orly  
Airport

(28) Intergovernmental Platform on Biodiversity and Ecosystem Services  
(29) To learn more, visit [engagespourlanature.biodiversitetousvivants.fr](https://engagespourlanature.biodiversitetousvivants.fr)

### OUR ACTIONS

#### Avoid, reduce, offset

The Paris-Orly and Paris-Charles de Gaulle Airports now have a "development, landscape and biodiversity" master plan based on an inventory of species and a map of spaces and their ecological value. This diagnosis should enable us to establish a development framework and plan our projects with the following goals: control their impacts on biodiversity, comply as much as possible with the regulatory doctrine "avoid, reduce or offset", offset any impacts, primarily within offsetting areas identified at the airport, and enhance biodiversity on our sites.

We are working on eliminating plant protection products based on the Paris-Orly model. The other Paris airports are preparing to implement a "zero plant protection" programme.

Lastly, the Paris-Charles de Gaulle and terminal 4 development project will incorporate the biodiversity aspect by design. Soil artificialisation will be limited as much as possible and destroyed biodiversity will be offset as a priority on our rights-of-way or alternatively within a 15 km radius around Paris-Charles de Gaulle. We also propose to support planting or forest restocking projects in the Paris region under our partnership with the National Forests Office for Montmorency.



#### RAISING AWARENESS OF BIODIVERSITY ISSUES

Contrary to popular belief, airports and their vast grasslands can be home to a **rich and sometimes remarkable biodiversity** that contributes to the local ecosystem. The fritillary sparrow, an endangered species in sharp decline throughout Western Europe, is present at Paris-Orly despite being rare in the region. To help people learn about this important asset, together with the Aéro Biodiversité association we organise visits and participatory observations aimed at a wide range of audiences: staff members of ADP or companies that are members of our Environmental Partners Clubs, schoolchildren and the general public. The data collected through scientific protocols during these observations are sent to the National Museum of Natural History.

In 2019, a total of over 140 people took part in the 36 days of participatory observation (including more than 100 at Paris CDG) held at the five member sites of the initiative.

We are also striving to raise awareness among our passengers: an information video was shown in the baggage reclaim areas during the two months following the publication of the IPBES report in April 2019. Our Environmental and Sustainable Development Resource Centres also provide activities on the subject.

INTERNATIONAL



Queen Alia International Airport in Amman, Jordan

There are multiple initiatives to support biodiversity at our international airports:

- At Liège, which is already under zero plant protection management, a biodiversity inventory will soon be taken with a view to defining areas for improvement;

- In Jordan, an inventory is being taken to monitor changes in bird populations. We also support the project led by the AIG Foundation to plant thousands of trees around the Amman airport, involving all staff members;

- In Madagascar, our biodiversity conservation programme is being rolled out: we monitor species indicative of the quality of natural areas and support the ecological restoration of secondary forests and mangroves;

- At Santiago de Chile, we planted 21,810 trees with local species on 7.27 hectares as part of a reforestation plan and to offset areas destroyed for airport expansion work.

ACTIONS

Inventorying remarkable species

We regularly take **species inventories** at our French and international airports with a twin goal: to ensure aviation safety by limiting the risk of collisions, as well as to gain knowledge in order to preserve more effectively. To achieve this, we are furthering our partnership in France with the Aéro Biodiversité<sup>30</sup> association. It is leading a collective approach for the aviation sector aimed at better understanding, improving and promoting biodiversity in airport spaces while complying with safety constraints. In 2019, the Pontoise, Issy-les-Moulineaux and Paris-Le Bourget sites joined Paris-Orly and Paris-Charles de Gaulle in this three-year commitment.

CONTEXT AND BACKGROUND

**Water and soil are increasingly scarce and precious resources. Their quantity and quality are essential for human activities and biodiversity – especially in a context of climate change, which tends to impoverish soils and create new water constraints.**

2.4  
PRESERVING WATER AND SOILS

OUR COMMITMENTS

As an airport developer and manager, we are committed to:

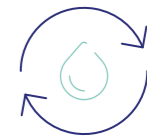
- Reducing drinking water consumption by 5% per passenger versus 2014 (ADP SA scope);
- Establishing **storm water management** rules specific to each of the areas identified at our airports;
- Improving the **management of winter pollution** of water linked to the salting and de-icing of runways;
- Maintaining and updating a **map of site risks and polluted soil**.

INDICATORS & RESULTS 2019



**4,721,993 m<sup>3</sup>**  
WATER WITHDRAWAL 2019

Scope: airports in France and internationally



**7%**  
OF WATER CONSUMPTION COVERED

by recovered and recycled water, or

**330,540 m<sup>3</sup>**

(30) To learn more, visit [www.hopbiodiversite.com](http://www.hopbiodiversite.com)

OUR ACTIONS

### Improve the quality of wastewater

Improving the quality of the wastewater requires **better water control**:

- Wastewater discharged into public sewerage systems and rainwater released into the natural environment is subject to **specific monitoring** by the ADP Laboratory and the environmental authority;
- Collection networks and the rainwater treatment systems at all our Paris airports have been restructured to comply with a **management plan that meets the requirements of the prefecture**;
- At both Paris-Orly and Paris-Charles de Gaulle, rainwater is treated by treatment systems before discharge into the natural environment. At Paris-Orly, rainwater and water loaded with de-icing products from aircraft or runways is directed to a **filtering marsh** comprised of 12 pools of 500 sq.m. each. Filtering is handled by 34,000 reeds planted at the bottom of these pools.

### Monitor water consumption

To reduce withdrawals, **we recover and reuse rainwater**. In Paris-Orly, we recycle water from treatment plants to supply the toilet facilities and air-cooling towers. We are also installing water-saving toilet facilities in all of our terminals. The toilet facilities at our airports in Mauritius and Liège are supplied by rainwater.

We are also working on **improving systems for metering water consumption** and detecting leaks by installing meters with remote reading. Lastly, we make our staff aware of the importance of managing water resources and train them in the most effective practices and products.

### Monitor soil quality

Our laboratory conducts **environmental monitoring of soil quality** in accordance with the national methodology for managing polluted sites and soils: this involves checking whether the state of the soil is compatible with its present or future use and, if necessary, starting to treat the pollution identified. A map of areas at risk of pollution is kept up to date.

### Limit soil artificialisation

When developing our airports, we strive to **limit soil artificialisation and sealing** by focusing on maintaining areas of biodiversity and infiltration as much as possible.

## CONTEXT AND BACKGROUND

**The law on combating waste and promoting the circular economy of 10 February 2020 proposes to take our society out of the disposable world and promote a more economical and circular system aligned with the following hierarchy: reduce waste, reuse, repurpose and recycle. Our Paris airports generated 46,000 tonnes of non-hazardous waste in 2019, produced by our activities, partner companies and tenants of our buildings.**

# 2.5

## PROMOTING THE CIRCULAR ECONOMY

### OUR COMMITMENTS

We need to develop new solutions for waste collection, recycling and treatment, while also reducing our waste production collectively. At our Paris airports, we are committed to:

- Achieving in 2020 **45% material recovery<sup>12</sup> of non-hazardous waste (NHW)** generated internally by our own activities and by passengers in the terminals
- **Recycling 70% of construction site waste**
- **Developing the bio-waste sector**, green waste and biodegradable food by organising collection together with all our partners
- **Promoting the circular economy** through concrete actions

### INDICATORS & RESULTS 2019



**16,826 tonnes**  
OF NON-HAZARDOUS  
WASTE

produced internally  
Scope: Groupe ADP



**42.4%**  
MATERIAL RECOVERY  
OF NON-HAZARDOUS  
WASTE

(recovery goal of  
45% in 2020)



**100%**  
OF CUSTOMERS  
are offered a  
**BIO-WASTE COLLECTION  
SERVICE**

Scope: Paris airports

(31) Material recovery is defined as the use of waste as a substitute for other materials or substances, particularly through recycling and organic recovery.

### INTERNATIONAL

#### MANAGING WATER SCARCITY

In Jordan, the water stress constraint is particularly high. The Amman airport therefore set itself the goal of significantly improving its

water management. In 2019, an **inventory of water sources** and availability was carried out with the University of Jordan. These kinds of studies make

it possible to draw up action plans, including the storage and treatment of groundwater, the use of wastewater to irrigate green spaces, etc.

OUR ACTIONS

### Reduce our waste production

In the hierarchy of waste treatment methods, waste reduction must take precedence over all recycling and recovery actions. To reduce **food waste**, we launched a study in 2019 with concession shops and restaurants, inter-company restaurants and the six Groupe ADP restaurants. At Paris-Charles de Gaulle, compactors for directly weighing waste have been installed: these are designed to give us a better understanding of the volume and type of waste produced in order to establish the "polluter pays" principle.

As such, we want to make the Paris-Charles de Gaulle terminal 4 project a **zero waste terminal in operation**. In active terminals, a working group bringing together all of our retail and catering operators is actively involved in waste management, particularly plastic waste. The waste management contract at the Paris-Charles de Gaulle and Paris-Orly Airports will soon be renewed, and several new action levers will be integrated.

### Recycle our waste

By working with our waste treatment service providers, we are **improving our sorting and collection processes**

to achieve, at our Parisian airports, the rate of 45% material recovery of internal non-hazardous waste (42.4% in 2019): introduction of paper collection containers, printer cartridges and Nespresso capsules, sorting bins installed before and after the screening stations. In addition, the teams at the airports work with the waste management provider and companies that use our services to improve sorting at source, including biowaste.

### Develop the biowaste system

An initial system has been set up to **collect food oils** from the four

company restaurants at Paris-Orly: these oils are converted into agrofuels.

A similar system is being tested at the Izmir airport. Another system for **treating bio-waste by methanation** was set up at all Paris region sites: in 2019, 1,300 tonnes of biowaste were shipped to the Bionerval methanation plant. Meanwhile, the digestates (residues from methanation) were given to farmers, who use them as fertilizer. In Amman, planning is under way regarding composting biowaste.

### Commit to the circular economy

Over the last five years, we have undertaken numerous actions within the scope of the circular economy: collection and recycling of work clothing, used books and tensaguides, etc. To mobilise all staff members at our airports, in 2019 we held conferences on this topic as part of European Sustainable Development Week, as well as two "gratifieria", a free flea market, at our Paris-Orly and Paris-Charles de Gaulle Airports.



### RUNWAY 3 AT PARIS-ORLY: TWO THIRDS OF ORIGINAL MATERIALS REUSED

The renovation of the 4 km of runway 3 at Paris-Orly was a huge project completed in record time, from 28 July to 2 December 2019. Of the 300,000 tonnes of concrete blocks and rubble on the existing runway, **two thirds of the original materials were able to be reused**. The other third was stored for future work in the Paris region. A fully-fledged recycling plant was set up on the runway, which prevented traffic amounting to 13,000 semi-trailers.

### GIVING OUR UNIFORMS A SECOND LIFE

In 2019, we replaced the uniforms of 3,000 people. Of the 21 tonnes of clothing collected, 18 tonnes have already been recovered and repurposed: 43% was donated to associations such as the Red Cross and Emmaus, 30% was processed and repurposed for use in new clothing, 26% was frayed and used as insulation material and just 1% was incinerated.

### INTERNATIONAL

### OUR INTERNATIONAL AIRPORTS COMMITTED TO RECYCLING

IN Mauritius, the selective recovery of plastic bottles has been introduced and at Santiago de Chile a recycling development plan is being rolled out.



# 3.

## TAKING ACTION FOR THE PEOPLE AT OUR AIRPORTS

### FOREWORD

2019 was a very eventful year for the Group's human resources, in all areas: safety and quality of life at work, human capital and attractiveness, diversity and social dialogue. The policies implemented, which are described below, form the basis of the Group's ambition as conceived, realised and projected through to March 2020. The crisis in the airline sector caused by Covid-19 has disrupted the outlook for business and made it necessary to redesign the group's industrial project. HR policies will continue to be at the heart of the profound changes to come.

### Context and background

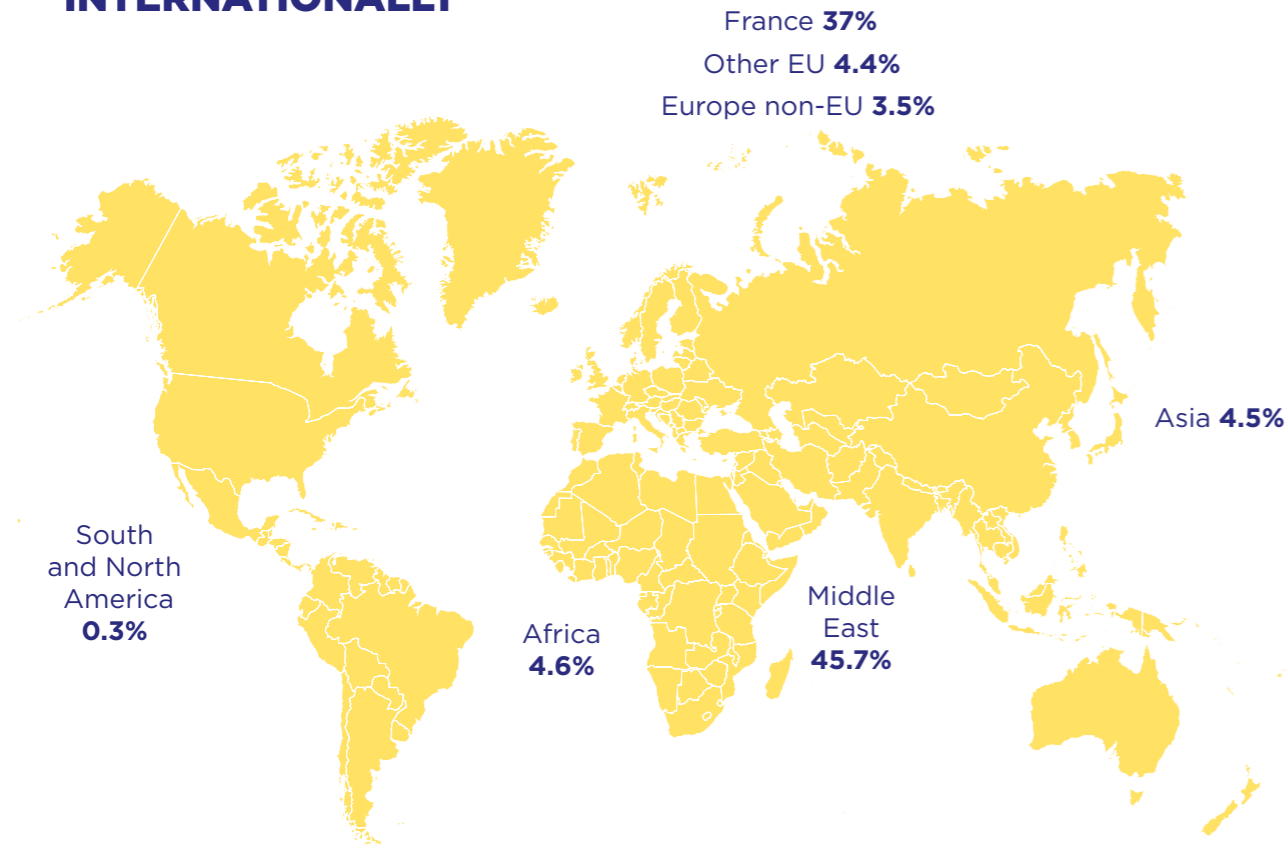
**Our 26,122 staff members** work in a variety of roles around the world: prime contractor, territorial relations manager, airport security specialist, architect, maintenance technician, purchaser, property development manager, etc. Operating our airports is based on an even wider range of know-how: maintenance agents, air traffic controllers, sales staff, mechanics, baggage handlers, data analysts, catering staff, etc.

**122,000 people work at our Paris airports:** approximately 5% are our direct staff members. The others are employed by our subcontractors or partner companies. However, they are

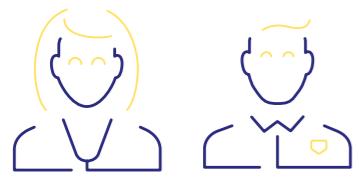
all part of the airport city: they share its living environment as well as the constraints linked in particular to the changes in air transport.

We want to embrace this entire ecosystem in our ambition to **help our staff members develop, enhance their skills and improve their quality of life at work** - because it's our social responsibility and is the best way to attract and retain the talent we need to innovate and become more competitive.

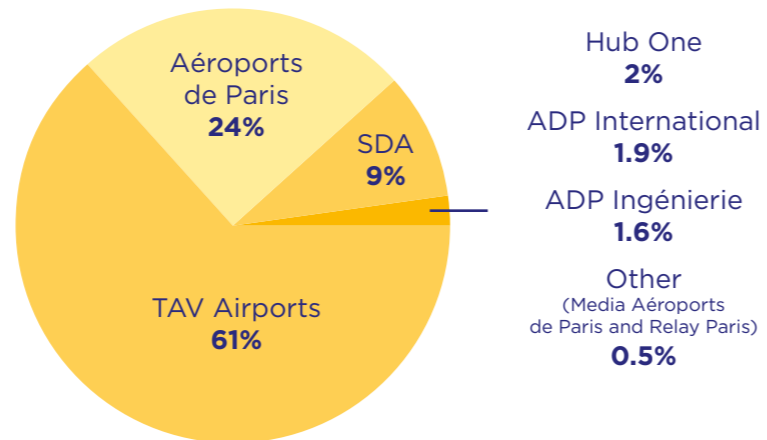
## BREAKDOWN OF STAFF INTERNATIONALLY



## BREAKDOWN OF STAFF AT GROUPE ADP



**26,122**  
FTE employees  
in 2019  
(+0.8% versus 2018)



### Our general policy

As an employer, we want to improve the company's collective performance and pursue its transformation while maintaining **close social dialogue to improve our staff members' quality of life, develop their skills and foster an internal culture of diversity.**

As an airport manager, we aim to **share this social culture with our partners and providers** by providing their staff members with a quality environment, ensuring their health and safety at work and sharing our HR best practices.

Internationally, we are following the same approach while taking into account cultural and regulatory specifics: we showcase and seek to harmonise best practices in the management of mobility, career paths and skills, safety at work, pay, etc.



**84/100**  
FOR THE  
"HUMAN CAPITAL" ASPECT  
in 2018  
**Extra-financial rating**  
**conducted every 2 years**  
**by Ethifinance**  
(+5 points versus 2016)  
for Aéroports de Paris  
and the French subsidiaries

## CONTEXT AND BACKGROUND

Occupational health and safety is a legal obligation and the cornerstone of every company's social responsibility. However, employee well-being goes further: 75% of staff members who are "fulfilled personally and professionally" feel their company knows how to "give meaning to their work" and 78% feel that recognition motivates them<sup>32</sup>. They also want effective tools and a stimulating and fulfilling work environment.

# 3.1

## ENSURING SAFETY AND WELL-BEING AT WORK FOR OUR STAFF

### OUR COMMITMENTS

In addition to a health and safety policy, which places a priority on prevention and adapting work to our staff members, we are rolling out a **genuine strategy on improving quality of life at work and mobilising all our staff members**.

### INDICATORS & RESULTS 2019



**OHSAS  
18001<sup>33</sup>  
CERTIFICATION**  
for our Paris  
airports



**6.5% ABSENTEEISM  
4.8% ILLNESS  
0.7% WORKPLACE  
AND TRAVEL ACCIDENTS**  
Scope: ADP SA, ADP  
International, ADP Ingénierie,  
Media and Relay



**9th  
IN THE  
HAPPYINDEX/ATWORK<sup>34</sup>  
RANKING**  
> 5,000 employees category  
Scope: ADP SA

(32) Source: [www.mercer.fr](http://www.mercer.fr)  
(33) Occupational health and safety management  
(34) Full ranking: [choosemycompany.com](http://choosemycompany.com)

### OUR ACTIONS

#### Ensure occupational health and safety

Our actions to support the health and safety of our staff members cover a wide range of fields. For Aéroports de Paris SA, our **multi-year occupational risk prevention programme** is based on four core areas:

1. Pedestrian movement and road travel (51% of accidents at work);
2. Attacks and abuse affecting staff members in contact with the public;
3. Psychosocial risks;
4. Subcontractor accidents.

**Our prevention actions are integrated into all our business management processes:** worksite safety, executive committee accident monitoring, specific measures for the Group's expatriates and assignees, sharing experiences in the prevention of psychosocial risks, etc. To **strengthen the culture of prevention**, a "Prevent means success" awareness campaign was launched in July 2019. This approach is also applied internationally. For example, data on occupational health and safety at TAV Airports is analysed during discussions with the health and safety officers at Aéroports de Paris.

For Aéroports de Paris SA, this has resulted in very significant progress compared to 2018: 122 lost-time accidents versus 139 (-12%) and a frequency rate reduced to 12.88<sup>35</sup> versus 14.62 (best rate in the last four years). In the Aéroports de Paris, ADP International, ADP Ingénierie, Media and Relay scope, the 2019



frequency rate is 11.17. Internationally, TAV also has good results with a frequency rate of 10.64 and 350 accidents.

#### Improve quality of life at work

We pay special attention to our staff members' working conditions and improve them by taking action in particular on:

- **The quality of management:** we develop our teams' managerial skills by supporting transformation projects. Focused on the fundamentals and techniques of management, the training courses include education in the company's social policy. 90 staff members of Aéroports de Paris SA took this training this year, bringing the total number of staff members concerned to 600 over the 2016-2019 period.

- **Employee experience:** we have set up numerous services that improve our staff members' daily life (home delivery of shopping, optimised vehicle management, etc.).

- **Recognition of commitment:** the remuneration policy aims to fairly and clearly reward and recognise each individual's commitment, group and individual performances and the development of career paths.

- **The development of remote work:** at staff members' request and after two years of trials, we signed a new agreement for Aéroports de Paris SA. 65% of staff members are eligible to work remotely: 1,451 of them worked remotely for an average of 2.8 days per month in 2019. Hub One also has a remote work agreement.

(35) Or 12.88 accidents with more than one day's lost time per 1 million working hours



OUR ACTIONS



### Share our commitments

55% of staff members believe their company's social or environmental commitment is more important than their salary. This figure rises to 76% among millennials<sup>36</sup>. To meet this need for commitment, we offer our staff members three types of schemes:

- **Tutoring, sponsorship, solidarity leave and wage micro-donations:** we encourage staff members to get involved according to their wishes and availability;

- The community of **eco-employees:** created in 2015, this now brings together 76 environmental best practice "ambassadors";

- The **Innov'idées participatory innovation** scheme collects wide-ranging suggestions regarding social responsibility, the environment and quality of life at work.

## GREAT PLACE TO WORK<sup>®</sup> OPINION SURVEY

By tasking the Great Place to Work<sup>®</sup> institute with conducting a **survey on quality of life** at work at our company, we strive to move beyond diagnosis by comparing our best practices with those of comparably sized companies. This opinion survey asks staff members to assess their company according to five criteria: credibility, respect, fairness, pride and friendliness. In 2019, the participation rate was 56.1% (+5 points versus 2017). The item **"I can say that ADP is a really good company to work for"** received **58% approval** (+4 points). These results will form the basis of our new action plans for 2020.

## CONTEXT AND BACKGROUND

**Our airports accommodate companies with a wide range of activities, including retail and catering, traffic management, safety, maintenance, baggage management and flight operations. Some of these companies are experiencing difficulties recruiting. Working hours, difficulties in accessing our airports and the hardship involved in certain professions act as hurdles. As a developer and operator, we can take action on some of these factors, particularly the work environment.**

# 3.2

## PROVIDING A SAFE AND HIGH-QUALITY WORKING ENVIRONMENT AT OUR AIRPORTS

### OUR COMMITMENTS



We ensure the quality of the **working, health and safety conditions of our partners' staff members**. This is a social issue and a driver for improving the quality of the service we offer our partners and passengers. In France and internationally, we are committed to:

- **Sharing our standards of health, safety and quality of life at work with our partners and suppliers;**
- **Promoting airport professions** to meet the entire community's recruitment needs (see section 1.3).

(36) Source: Cone Communications, CSR Study, 2017



**755**

**WORKPLACE INJURIES**

at our airport service providers, incidence rate of 102.57 (-12.8% versus 2017)



**ACCIDENT MONITORING AT**

**80**

**SERVICE PROVIDER COMPANIES**

on 142 contracts



**AUDIT OF**

**21**

**AIRPORT SERVICE PROVIDER COMPANIES**

(74.8% of contracts).

All have been covered by action plans connected with the non-conformities identified

Scope: Paris-Charles de Gaulle Paris-Orly and Paris-Le Bourget airports

**Support our partners with their social initiatives**

Some activities at our airports have a strong social dimension: security, assistance to reduced mobility passengers, maintenance, cleanliness, security, etc. To identify these, we have drawn up a **map of social risks linked to our procurement**. In high-risk contracts, we ask all our new providers to disclose their social practices, particularly those relating to the health and safety of their staff members. These practices are assessed and taken into account when choosing our partners. Once the contract is concluded, we conduct **social audits**, monitor **workplace accidents** and support the implementation of corrective measures. A "subcontracting" working group has been set up: it reports to the executive committee and includes Procurement, the Human Resources Division and the airport safety officers. It has initiated new risk management systems, including an alert process in the event of an accident, harmonisation of ratings, inclusion of the "safety" criterion in all calls for tender, establishment of safety monitoring bodies with subcontractors and specifiers, and a safety item in suppliers' annual performance reviews.

**Our worksites are subject to multidisciplinary safety plans.** All of our calls for tender include a safety clause with penalties in the event of an industrial accident.

In 2018, during the audit for the renewal of our "Supplier Relations and Sustainable Procurement" label, the level of maturity of **this social approach was rated "exemplary"**.

Our ethics alert system (see section 4) includes all our suppliers, in accordance with act 2017-399 of 27 March 2017 on the duty of vigilance of parent companies and instructing parties.

**Improve the staff member experience at our airports**

We aim to make the staff member experience one of the key drivers for improving the customer experience and quality of service at our airports. In 2019, we created a **Club bringing together the HR Directors of 25 companies at our airports**. They discuss three topics in particular: **staff safety, the employer brand and creating a staff member community**.

**COMBATING ILLITERACY AMONG OUR AIRPORT STAFF MEMBERS**

As part of our civic engagement, we combat illiteracy among the people working at our airports. To help our partners' staff members to improve their abilities in writing, reading and using French, we have set up a staff tutoring programme: every week, 96 of our staff members devote one hour of their working time to this programme.

« Before becoming a tutor for #STOPILLETTRISM, I had no idea that people who have lived in France for years, speak very good French and are serious and eager to integrate couldn't read or write. As a tutor, I support Issa, a security guard employed by Samsic: I'm happy to see that he's making progress and becoming more confident. »

**Géraldine Druy,**  
operations assistant  
at Paris-Charles de Gaulle



(37) 2019 data not available

## CONTEXT AND BACKGROUND

Our human resources management faces a twofold challenge: meet our need for new skills and replace 40% of Aéroports de Paris SA's workforce who will be retiring within the next ten years. This phenomenon will take place against the background of competition to attract new talent, which is already particularly noticeable in the engineering, maintenance and digital professions. This means we need to be attractive to recruit and offset these departures. In addition, our businesses require expertise and experience: passing on and developing know-how is therefore a key challenge if we want to have the necessary skills for our development and transformation projects.

# 3.3

## CULTIVATING AND REPLACING OUR HUMAN CAPITAL

### OUR COMMITMENTS

Within the scope of Aéroports de Paris SA, our commitments are set out in our **manpower planning** agreement signed on 16 January 2019. Designed to help us adapt our workforce and skills by 2025, it also aims to secure our staff members' career paths and professional development. It has three main goals:

- **be present throughout the airport value chain** by refocusing on higher value-added skills, enabling the management of all activities;
- **secure the renewal of internal skills** (through career management) and external skills (through recruitment);
- **acquire and develop new skills:** international, digital and big data, project management, process optimisation, etc.

### INDICATORS & RESULTS 2019



**1,688**

**HIRES**  
70% OF WHICH  
ON PERMANENT  
CONTRACTS (1,167)

Scope: Groupe ADP excluding TAV



**3.97%**

**TURNOVER**  
Scope: ADP SA

**25 hrs**

**OF TRAINING**  
PER STAFF MEMBER  
on average,

77% of staff members trained  
Scope: ADP SA, ADP International,  
ADP Ingénierie, Media and Relay

**1,478**

**DEPARTURES FROM**  
PERMANENT AND FIXED-TERM  
CONTRACTS

11% of which were redundancies  
Scope: Groupe ADP excluding TAV

### OUR ACTIONS

#### Attract talent

In line with the manpower planning agreement, we define an **annual recruitment plan** that identifies our needs and leads to the recruitment of all types of profiles, all ages and all levels of experience. To attract them, we roll out our "employer brand" through various actions:

- **partnerships with target schools:** engineering schools, management schools, elite higher education institutions, etc., with which we organise forums and discovery days;
- **presence on social networks and Jobteaser** (a job board for young graduates);
- trial of a **co-opting system** encouraging the recommendation of candidates by Group staff members.

We are also enhancing our attractiveness by:

- **Improving the clarity and competitiveness of pay:** communication and dialogue on its various components, the level of pay relative to the market and the criteria for awarding its variable components, the valuation of collective benefits (welfare protection, mandatory and discretionary profit sharing, savings plan and retirement savings plan with company contribution).
- **Housing, transport and childcare assistance** to remove barriers to employment at our airports: inter-company crèches at Paris-Orly and Paris-Charles de Gaulle, personalised assistance in finding accommodation for people in difficulty via the Housing Committee, financing of the Filéo transport-on-demand service.



**4,662**  
**AVERAGE MONTHLY**  
**GROSS PAY**  
in 2019

Scope: ADP SA,  
ADP International, ADP  
Ingénierie, Media, Relay



**40 million**  
**MANDATORY**  
**AND DISCRETIONARY**  
**PROFIT-SHARING**

or 6.5% of the gross  
wage bill in 2019

Scope: Groupe ADP

### INTERNATIONAL

#### RETAIN OUR TALENTS

In Madagascar, we aim to control high turnover and reduce it to 5% by the end of 2020. This involves **raising awareness among the entire managerial line structure** about talent retention

issues and **improving social dialogue:** each question raised by our staff members or their representatives must be answered within a maximum period of one week.

OUR ACTIONS

**Enhance our skills**

Enhancing our skills is primarily based on training: our programmes are designed to help **our staff members adapt to changes in the organisation of work, technological changes, cultural shifts and new managerial practices**. They are also designed to support vocational retraining through the development of new skills. As our professions are highly regulated, the proportion of mandatory training is high. We also offer group training courses targeted at the company's strategic orientations.

The transfer of knowledge and skills is supported and promoted: a system of **"transferrers"** was tested and approved this year by 47 senior staff members, notably in technical professions.

**Promote internal mobility**

Internal mobility is a powerful driver of motivation and commitment. To ensure consistency between the company's strategic needs

and staff members' aspirations, we have updated our career paths to implement a **career management system that promotes internal mobility and incorporates our "group" and "international expansion" dimensions**. It is based in particular on career reviews, which are now routine for managers, and the review of talents in order to guide career paths and plan ahead for the filling of positions. At the end of 2019, we also launched a CV collection campaign to gain a better understanding of our internal pool of candidates.

**Support external mobility**

**Mobility leave** has been introduced under the manpower planning agreement. It is offered to staff members who are **planning to set up a business or retrain for a new career**. It supplements the **voluntary and secure mobility** scheme that has been in place since 2018 for those who have found another job: if this position does not meet their expectations, they have the option to return to the group.

**CREATING A POOL OF INTERNATIONAL PROFILES**

The Group has to **recruit and train international profiles** to support its development and create synergies between its various entities around the world. This is why we are rolling out a specific HR strategy to build a pool of managers capable of taking on international responsibilities: training programmes to prepare for international experience, incentives for mobility within the Group, mobility management, expatriation support and local recruitment.

**ON THE WAY ON MYMOB**

The MyMob programme provides HR teams, managers and staff members with assessment tools to help them consider career path opportunities. It has six functions for managing reference frameworks: skills, annual appraisals, recruitment and mobility, training and pay.



**21.9%**  
OF STAFF MEMBERS HAVE UNDERTAKEN INTERNAL MOBILITY  
Scope: ADP SA



**22,000 hrs**  
OF TRAINING  
for external mobility and retraining projects

**5%**  
PROMOTION RATE  
Scope: ADP SA, ADP International, ADP Ingénierie, Media, Relay

**26**  
BENEFICIARIES  
of mobility leave and secure voluntary mobility leave  
Scope: ADP SA

CONTEXT AND BACKGROUND

**Inclusion is a driver of social cohesion and a performance lever. According to consultants Deloitte<sup>38</sup>, companies that pursue an inclusive policy aimed at integrating people with disabilities, from diverse backgrounds, young people, seniors and women are more creative, more innovative and have a better reputation, which enables them to attract and retain talent more effectively.**

INDICATORS & RESULTS 2019



**BREAKDOWN OF THE ADP SA WORKFORCE BY AGE GROUP**  
Under 25 **1%**  
25 to 49 **50%**  
50 to 60 **43%**  
Over 60 **6%**

3.4

**BEING AN INCLUSIVE COMPANY**

OUR COMMITMENTS

Our inclusion challenge is twofold: **diversify our profiles and strengthen the links with local regions** by promoting their rich sociocultural diversity. Our global diversity policy, updated this year, is based on four main areas: gender equality in the workplace, keeping seniors in employment and employment for young people and people with disabilities.

Our approach is proactive and goes well beyond legal obligations: we have been signatories of the **"Charter on diversity in business"**<sup>39</sup> since 2013 and of the **"Pact for equal treatment of job applicants regardless of background"** since 2017.



**2.5%**  
OF STAFF MEMBERS HAVE A DISABILITY AT GROUPE ADP  
**7.2%**  
WITHIN ADP SA  
(national average: 4.2%)



**50%**  
FEMALE BD  
**8% FOR THE EXCOM**  
**36% FOR THE MANAGEMENT COMMITTEES**  
Scope: ADP SA

**PERCENTAGE OF WOMEN:**  
**34%** Groupe ADP scope  
**37.6%** ADP SA Scope

(38) Source: [www2.deloitte.com](http://www2.deloitte.com)  
(39) To learn more, visit [www.charte-diversite.com](http://www.charte-diversite.com)

## DISSEMINATING OUR INCLUSION POLICY

It is our duty to promote our diversity and anti-discrimination strategy:

- Internally, to mobilise all our teams: we appointed a **Diversity Officer** responsible for driving our strategy in the field, defining monitoring indicators and creating an appeal body for people who feel they have been discriminated against;
- Externally, to publicise our approach, attract all talents and **raise awareness of inclusion issues among all our partners and providers.** To go even further, we pay the free part of our apprenticeship tax to schools committed to diversity, training centres adapted to people with disabilities and Second Chance Schools<sup>40</sup>.

### OUR ACTIONS

#### Ensure gender equality

The 2017-2019 agreement includes concrete and proactive actions:

- Analysis of pay gaps, **eliminate unjustified differences** and automatic advances in the event of maternity, adoption or parental leave, full payment of paternity leave and additional family pay, overpayment of part-time parental leave and elected leave up to the child's sixth birthday;
- **Target of 40% women in management** and 50% in the recruitment of our graduate programme;
- Overall objective of gender diversity in professions;
- Use of the CESU (Universal Service Employment Voucher) to facilitate the employment of people at home and access to day care spaces;
- Appointment of an **Equality in the Workplace Officer.**

We confirmed our determination to promote equality in the workplace in our sixth three-year agreement

signed on 18 November 2019 for 2020-2022.

We also participate in **several specialised programmes outside the company:**

- HeForShe<sup>41</sup>: United Nations campaign to invite men to join efforts to combat inequality;
- Elles bougent<sup>42</sup>: 50 of our engineers are sponsors at this association, which promotes technical and engineering professions to primary and secondary school students.



2017 - 2019 commitments (ADP SA scope)	Goals over the term of the agreement	2017	2018	2019
Proportion of women in apprenticeship and professional development contracts	40%	40%	41%	34%
Equality for hirings in the graduate programme/proportion of women	50%	47%	71%	32%
Process all salary adjustment requests/number of requests and adjustments	100%	100% (11/7)	100% (16/3)	100% (18/4)
Proportion of women in promotions	40%	39.2%	43.6%	42.4%
Proportion of women among managers	40%	36.6%	36.8%	37.3%

(40) To learn more, visit [www.e2c-paris.fr](http://www.e2c-paris.fr)  
 (41) To learn more, visit [www.heforshe.org](http://www.heforshe.org)  
 (42) To learn more, visit [www.ellesbougent.com](http://www.ellesbougent.com)



**-2%**  
**DIFFERENCE IN MALE-FEMALE PAY**  
 in 2018  
 (-3.7% in 2015)  
 Scope: ADP SA

### INTERNATIONAL

These ambitions are supported by all of our subsidiaries, particularly internationally. For example, **TAV Airports** is committed to the principles of women's empowerment and all HR processes have been assessed and certified in accordance with the equal opportunity model of the Women

Entrepreneurs Association of Turkey (KADIGER). In addition, TAV Airports is one of the founding members of the **Women in Technology Association (Wtech)**, launched on 31 January 2019 to harness women's potential and increase their presence in the science and technology sector.

#### Keep seniors in employment

Provisions on the employment of seniors are included in the collective agreement of 19 January 2019 relating to the manpower planning agreement. It has not set a hiring target but does include measures to:

- **Improve working conditions and prevent hardship;**
- **Anticipate career developments;**
- **Develop skills and access to training;**
- **End-of-career planning:** interviews, help with buying back quarters of pension insurance (two beneficiaries in 2019), part-time work.



**6.6%**  
**SENIORS IN RECRUITMENT FOR PERMANENT CONTRACTS**  
 in 2019 (7.1% in 2018, 5.1% in 2017)

**6%**  
**OVER-60S IN THE AVERAGE WORKFORCE**  
 (3% in 2018)

**24**  
**STAFF MEMBERS PART-TIME AT THE END OF THEIR CAREER**  
 as at 31/12/19

Scope: ADP SA

(43) To learn more, visit [www.asf-fr.org](http://www.asf-fr.org)  
 (44) To learn more, visit [www.solidarites-nouvelles-logement.org](http://www.solidarites-nouvelles-logement.org)  
 (45) To learn more, visit [www.hubschool21.com](http://www.hubschool21.com)

#### SPONSORSHIP OF SENIOR SKILLS

To help seniors make the transition to retirement, since January 2019 we have been offering them a **part-time end-of-career scheme in the form of skills sponsorship:** staff members can give their professional experience to a public interest association part-time or three-quarters time. This trial has already been carried out with Aviation sans frontières<sup>43</sup>, Solidarités nouvelles pour le logement<sup>44</sup> and Hubschool 21<sup>45</sup>. Five staff members had taken up the scheme at the end of 2019.

OUR ACTIONS

### Support youth access to employment

Our manpower planning agreement of 16 January 2019 sets a target of **35% under-30s among permanent-contract hires**. Work-study programmes are a preferred means of integrating young people on permanent contracts, in line with our identified needs. **Young people in the priority neighbourhoods of the city policy** near our airports are priority targets. To facilitate youth integration, induction courses and contact persons have been set up and particular attention is paid to their training.

**To help young people find housing and travel**, the manpower planning agreement includes various schemes: Help with searches in the social housing stock, Mobili-Pass, Loca-Pass, Mobili-Jeune<sup>46</sup> for access to housing and provision of vehicles via the Papa Charlie<sup>47</sup> association.



2019 - 2021 commitments (ADP SA scope)	Goals over the term of the agreement	2019 results
Proportion of young staff members in permanent hires	35%	46%
Proportion of work-study students in permanent hires for maintenance jobs	30%	15%
Work-study student employment rate	3.2%	3.4%

(46) To learn more, visit [www.actionlogement.fr](http://www.actionlogement.fr)

(47) To learn more, visit [entrevoisins.groupeadp.org](http://entrevoisins.groupeadp.org)

### OUR GRADUATE PROGRAMME

To attract young talent and help them quickly access management, project management or expertise positions, we have a graduate programme for young graduates (Bac+5) who have at least two years' professional experience. We give them **three assignments with 8-month responsibilities at three different entities** in one of our three sectors: airport operations, technical (engineering, prime contracting and big data) and support functions (finance and HR). 19 young graduates were recruited in 2019: at the end of this integration process they will be offered a permanent position. To diversify recruitment in this programme, we are working with the consulting firm Mozaïk RH, which specialises in the economic inclusion of diversity talent.

« I'm going to Madagascar soon to the airport extension site at Tananarive for a prime contractor assignment. This will be my third experience in the graduate programme, following an assignment in the engineering division and another in central project ownership at Paris-Charles de Gaulle. This programme has allowed me to work on fundamental worksites and discover other ways of working. »

**Flore, engineer**  
Graduate in the technical field

### Facilitate the employment of people with a disability

Our disability policy will celebrate its 30th anniversary in 2021. Whereas the average proportion of people with a disability in the workforce of French companies is just 4.2%, we reached the legal rate of 6% as early as 2014 and since then have been significantly exceeding this figure with a target of 7.5% (for Aéroports de Paris SA).

Our tenth three-year agreement for 2020-2022, signed this year, naturally aims to **continue recruiting and supporting employees with disabilities**, particularly in technical professions, where recruitment is more difficult. To this end, in 2019 our "Mission emploi" structure participated in **four specialised recruitment forums** (Hello Handicap,

Talent Handicap, Open Forum ESSEC and Paris pour l'emploi) and is committed, on a daily basis, to ensuring the **same quality of life at work for all** by adapting workstations and training local managers.

Furthermore, in 2019 we assigned **736,000 of services to nine suppliers from the sheltered**

**workshop sector** (Aéroport de Paris SA scope, target of €800,000) in a wide range of sectors: cleaning vehicles, treating green spaces, minor building work, mail management, catering and meal trays, etc. 92% of these services are provided under multi-year contracts.

2016 - 2019 commitments (ADP SA scope)	Targets over the period	Results over the period
Hiring on permanent contracts	15	13
Sandwich-course contracts	6	2
Assisted or fixed-term contracts	15	4
Internships	6	15
Purchase of services	€3.2 million	€3.25 million

## CONTEXT AND BACKGROUND

According to the International Labour Organisation, social dialogue encompasses all forms of consultation, information, liaison and negotiation between employers and employees and/or their representatives. *"It contributes to the meaning of work and its quality,"* the Economic, Social and Environmental Committee stressed in its 2016 verdict. *As such, it guarantees its economic and social usefulness for the common good."*

# 3.5

## STRENGTHENING DIALOGUE SOCIAL

### OUR COMMITMENTS

We share this definition and are convinced that achieving our ambition requires listening to and conversing with all our staff members.

The provisions relating to new bodies provide an opportunity for modernised social dialogue. Aéroports de Paris has chosen to implement these through collective bargaining to adapt their structure and role to the company's specific characteristics. The negotiations resulted in the unanimous signature of two agreements on 9 September 2019.



### INDICATORS & RESULTS 2019



**14**  
COLLECTIVE  
AGREEMENTS  
SIGNED



**72%**  
PARTICIPATION  
IN WORK ELECTIONS  
in November 2019

### OUR ACTIONS

#### New representative bodies

2019 saw the establishment of the **Social and Economic Committee (CSE)**, a new single staff representation body<sup>48</sup> comprised of 36 members assisted by 40 "grassroots" representatives. Set up following a unanimous agreement<sup>49</sup>, the CSE aims to modernise social dialogue and support changes in the company. At a Group level, social dialogue is structured around a committee bringing together Aéroports de Paris SA and its subsidiaries that have staff representative bodies and their head offices in France.

**A new agreement on Union Rights and Social Dialogue**, also signed unanimously, defines the resources allocated to trade union organisations to promote and facilitate negotiation: it includes measures to facilitate the exercise of representation mandates and to enhance trade union responsibilities, ensuring the employability of the staff members involved.

This year, social dialogue has for example made it possible to **increase fixed wages by 3.3%** (Aéroports de Paris SA, including seniority) and to raise the **minimum wage to €1,821 gross**.

#### INTERNATIONAL

In Turkey, 2019 saw the **closure of Istanbul-Atatürk airport**, TAV's largest airport and its historic birthplace: after half a year of preparations, the transfer of operations and staff to the new airport and

other TAV airports took place without any interruption in activity and within the framework of in-depth social dialogue. Following a six-month outplacement programme, 65% of staff

were redeployed. Meanwhile, the new head office, which encompasses all activities, provides better quality of life at work.

(48) Pursuant to the order of 22 December 2017 on the new organisation of social dialogue

(49) Signed by CFE-CGC, CGT, Unsa Sapap and FO



# 4.

## EXEMPLARY OPERATIONS

### Context and background

From passengers to airlines, cargo companies, maintenance and security providers, catering companies, staff members at our airports, internal staff and local communities, we work with a **wide variety of players** every day. As a provider, developer, operator or partner, we owe it to them to be exemplary in terms of **quality, ethics and compliance, integration and sharing sustainable development goals.**

### Our general policy

This imperative of exemplary conduct, which guides each of our activities in France and internationally, is reflected in:

- **high-quality services** that meet the expectations of all our customers and partners, with an absolute requirement of security and safety;
- strict compliance with the **principles of ethics and compliance, anti-corruption and risk anticipation;**

- **sustainable development and management of our land and real estate assets;**
- **the sharing of our environmental, social and societal requirements** with our various partners and suppliers.



## CONTEXT AND BACKGROUND

**Our airports welcomed 218 million passengers worldwide in 2019. Our mission is to guarantee a high-quality service to all our customers: passengers, airlines and cargo companies, the shops and restaurants located in our terminals and all of the tenants in our real estate portfolio. This report focuses on 2019 and was mostly written before the Covid-19 crisis.**

# 4.1

## PROVIDING A HIGH-QUALITY SERVICE

### OUR COMMITMENTS

**Passenger satisfaction is a strategic priority.** We are committed to meeting their expectations in two main ways:

- proficiency in journey times, with seven promises: easy access to airports, punctuality, information, simplicity in transfers, reduced waiting times at security control and baggage;
- experience and discovery: "Boutique Terminal" concept, personalisation, attention to the most vulnerable individuals, hospitality.

We are also working to improve our reputation by communicating our actions on social networks and in leading international rankings. **We intend to meet the highest global standards** as defined by Airport Service Quality: we are aiming for an ACI/ASQ rating of 4 out of 5 (versus 3.64 in 2014). **This quality requirement also applies to our other customers, airlines and real estate tenants. We are just as committed to our staff members' satisfaction as we are to our customers' satisfaction:** together with the Human Resources Divisions, we have launched a community initiative with the 20 largest customer care companies operating at Paris-Orly and Paris-Charles de Gaulle based on the "employee experience".

### INDICATORS & RESULTS 2019



## 3.85

### LEVEL OF PASSENGER

**SATISFACTION** for Paris-CDG and Paris-Orly (ASQ/ACI survey): up 0.08 points compared with 2018 (highest increase since 2015)



## 87%

### COMPANY

**SATISFACTION RATE** for Groupe ADP in 2018 (survey conducted every 2 years)

### INDICATORS & RESULTS 2019



## 6

**GROUPE ADP AIRPORTS** in the global top 100



**EUROPEAN SAFETY CERTIFICATE** for the 3 Paris airports

## ENGAGING OUR PASSENGERS

Passengers more able to contribute to financing environmental and solidarity projects with donations of 5 to 30: on our website, in our app or via one of the terminals installed at Paris-Orly and Paris-Charles de Gaulle.

## Skytrax 2020 rankings

### SIGNIFICANT IMPROVEMENT AT PARIS AÉROPORT:

- **Paris-CDG:** 20th largest airport in the world (up 10 places versus 2019; 75 places versus 2014); in the global top 10 for shopping, leisure amenities and the best terminals (2E Hall M, fourth best terminal and Terminal 3 "best low-cost airlines terminal")
- **Paris-Orly:** 76th (up 63 places versus 2019, the highest increase in the world), "Most Improved Airport" award

### GROUPE ADP IS AMONG THE BEST AIRPORTS

#### IN THE EASTERN EUROPE, MIDDLE EAST, AFRICA AND INDIA REGIONS:

- **Delhi:**
  - World category: 50th (59th in 2019)
  - India & Central Asia category: Best Airport (1st), Best Staff (3rd)
- **Hyderabad:**
  - World: 71st (66th in 2019)
  - India & Central Asia: Best Airport (4th), Best Staff (2nd)
- **Medina:**
  - World: 84th (107th in 2019)
  - Middle East: Best Airport (5th), Best Staff (10th)
- **Mauritius:**
  - World: 92nd (94th in 2019)
  - Africa: Best Airport (4th), Best Staff (3rd)
- **Santiago:** South America, Best Airport (7th), Best Staff (9th)
- **Riga:** Eastern Europe, Best Airport (5th)
- **Tbilisi:** Eastern Europe, Best Airport (8th)
- **Skopje:** Eastern Europe, Best Airport (9th)

### OUR ACTIONS

## Ensure the safety and security of our airports

The Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget Airports have converted their French airport safety certificate: they now hold the European certificate, which indicates full compliance with the new safety requirements defined by the EU and the European Aviation Safety Association (EASA).

## Jointly build quality with our passenger community

To meet our passengers' expectations as effectively as possible, in 2018 we created Paris Airport & You, a community of nearly 1,000 travellers who want to share their experiences and expectations in terms of customer care and comfort at our airports. We regularly contact them to test new services to improve the passenger experience.

## WELCOMING PASSENGERS WITH A DISABILITY

We provide **welcome and assistance adapted to people with reduced mobility** (PRM) throughout their journey, from arrival at the airport to the seat on the aircraft. At the regulatory level, the Programmed Accessibility Agendas (Ad'Ap) of our French airports allow us to plan our investments to make our airports universally accessible, regardless of disability. We have also rolled out personalised assistance and specific services: user-friendly check-in desks, self-service wheelchairs, signage, welcome agents who speak sign language, etc. To offer a high level of quality, availability and responsiveness, we work with specialised providers. We are preparing to renew the Paris-Charles de Gaulle contract: we have set up working groups with airlines to gain a better understanding of passenger expectations and implement indicators on the monitoring and performance of our providers.

### INTERNATIONAL

## CHILE: ASSISTANCE FOR NON-VISIBLE DISABILITIES

Although 80% of disabilities are not visible, they complicate passengers' lives. Santiago de Chile International Airport has extended its RMP (Reduced Mobility Passengers) scheme to all disabilities. Passengers who request it receive assistance adapted to their issue (mental illness, visual or

hearing impairment, arthritis, etc.). In addition, specific signage has been put in place and a "sensory" room has been created for autistic passengers. Since December 2018, over 500 passengers have benefited from this scheme.

### OUR ACTIONS

## Respond to our customers' and partners' needs

Airlines, cargo companies and the shops and restaurants in our terminals are customers and partners to whom we aim to provide the same quality of service as to passengers and with whom we cooperate on an ongoing basis.

- **Airlines:** to monitor and meet our five commitments<sup>(50)</sup>, we have rolled out a tool for daily consultation with airlines and the Air Navigation Directorate. One of its key achievements is improving the management of infrastructure availability and contributing to the safety culture.
- **Cargo companies:** the cargo business is a strategic priority for which we are developing new real estate solutions that are expected to enable us to double our capacity.

- **Tenants in and outside terminals:** as a lessor, we make every effort to provide a high-quality service to our tenants, including dedicated sales and technical teams, a renovated portfolio and low rental charges, spaces that are safe and pleasant to work in, and real-time dialogue tools. Quality of service is monitored through site visits and an annual satisfaction survey.
- **The shops in our terminals:** to enhance the airports' attractiveness in terms of employment, we work with the concession companies on topics such as symmetry of attention, recruitment, multi-company career paths, customer culture, ethics and values.

(50) 1. Improve punctuality. 2. Streamline customer journeys. 3. Optimise transfers. 4. Provide personalised customer care. 5. Support their development.

### OUR ACTIONS

## Devise tomorrow's airport

Our **Innovation Hub programme** is currently embodied in a 300 sq.m. space at Groupe ADP's head office and in the future in a new 600 sq.m. space at the heart of Paris-Orly Airport with a triple objective:

- spread the culture of innovation to the Group's staff members through a showroom, a programme of events (over 150 per year) and dedicated training;
- support startups, the academic world and our staff members through intrapreneurship approaches

by making our airports forums for trialling innovative solutions;

- finance innovative fledgling companies through the "ADP Invest" fund and subscriptions in investment funds (VC);

This strategy of innovation, a factor in transformation and competitiveness, is serving the airport of the future, with more fluid processes, a personalised relationship with passengers and the introduction of new services.

### INTERNATIONAL

## AN INNOVATION HUB IN TURKEY

The new TAV Airports head office has an Innovation Hub managed by its subsidiary TAV Technologies: it brings together TAV's innovation department and a start-up incubator developing solutions around the biometric journey and the smart airport. In 2019, TAV joined forces with Aéroports de Paris SA to organise the Airport Startup Days: at

Paris-Charles de Gaulle on 15 October and subsequently at Izmir-Adnan Menderes on 17 October, around 15 startups took part in a pitch competition unprecedented in the airport industry. These actions demonstrate the gradual international expansion of the Innovation Hub approach, which will gather pace in the coming years.

## REINVENTING THE AIRPORT CITY

The second edition of our Play Your Airport global innovation competition focused on the airport city of the future. Whether students, passengers, partners or staff members, participants were invited to propose ideas to make Roissy-pôle a more attractive neighbourhood for the 11,000 people who work there. This open innovation approach is increasingly successful and is fostering the emergence of ideas that always excite irrespective of achievability: auditorium, urban greenhouse, wave pool, augmented directory, etc. One of the winning projects developed by an internal team based on a culinary incubator at Paris-Charles de Gaulle is being studied. In the startup category, Wingzy, an app that connects residents in the Roissy-pôle district, has been rolled out.

## DEVISING THE INTEGRATION OF FLYING VEHICLES IN URBAN TRANSPORT

In June 2019, Groupe ADP and the RATP Group, alongside the Paris region and the French Civil Aviation Authority (DGAC), announced the launch of a feasibility study for demonstrating a vertical take-off and landing (VTOL) aircraft system in urban areas for the 2024 Olympic

Games in Paris. Bringing together all the components of land and air mobility, this collaboration formalises the creation of a team of recognised experts to develop not only French technology but also a model of urban mobility, and spearheading the export of our sustainable airport city approach.

## CONTEXT AND BACKGROUND

To pursue its value creation strategy and securely support its international growth, Groupe ADP has implemented a prevention policy and a harmonised and gradual rollout of its various risk control systems.

# 4.2

## CONTROLLING RISKS AND ACTING ETHICALLY

### ANTICIPATING AND MANAGING RISKS

#### OUR COMMITMENTS

Our risk management approach is based on risk management, internal control, audit, business continuity and crisis management systems. Its goals are to:

- strengthen the robustness of the Group's risk control (including emerging risks) and activities;
- ensure the Group's compliance with laws and regulations;
- promote the achievement of the Group's objectives.

#### OUR ACTIONS

To achieve this, we have rolled out a **robust risk control system at each of the entities we control in France and abroad.** Integrated into our management systems, it includes:

- business continuity plans;
- crisis exercises;
- enhanced internal control to support international growth in particular;
- harmonised control of administrative, accounting and financial processes;

- raising awareness among all our staff members about the issues involved in protecting personal data in order to comply with the GDPR.

In 2020, internal control will continue to be deployed throughout the Group thanks to the implementation of cross-functional risk control processes.

## ACTING ETHICALLY AND RESPONSIBLY

#### CONTEXT

Ethics and compliance are tools that build trust for all our stakeholders. Being exemplary means first and foremost following ethical principles, committing to combating corruption and anticipating these risks.

From this viewpoint, France's legislative arsenal has been considerably strengthened in recent years: the law on transparency, the fight against corruption and the modernisation of economic life (known as the Sapin 2 law) aims to align France with the highest international standards. Meanwhile, the March 2017 Potier law on the duty of vigilance obliges large companies to prevent and correct human rights violations and environmental damage caused not only by their activities and those of their subsidiaries, but also by the activities of subcontractors and suppliers with whom they have an established business relationship.

#### OUR COMMITMENTS

These new regulations confirm our long-standing commitments in France and abroad. Due to its operations in around 20 countries, the Group is particularly exposed to corruption risks.

The concepts of ethics and compliance include **compliance with laws and regulations as well as with the Group's values.** From this viewpoint, our 2016-2020 strategic plan has two main goals:

- **further our programme to prevent corruption and conflicts of interest** with a vigilance plan and risk management, control and internal audit systems;
- **strengthen the "Ethics and Compliance" culture** within the Group.

#### INDICATORS & RESULTS 2019



**NO ALERTS** relating to the Potier law have been recorded



**79%** OF STAFF MEMBERS say they are very concerned about ethics<sup>51</sup>



**OVER 9,000 PEOPLE** trained in ethics and compliance through e-learning and over 500 people trained in-person (Groupe ADP)



**MEMBER OF TRANSPARENCY INTERNATIONAL FRANCE** and Cercle éthique des affaires<sup>52</sup> (ADP SA)



**SIGNATORY OF THE MOBILISATION CHARTER** for the defence of equality against racism<sup>53</sup>

(51) Results of our annual barometer on the internal ethics climate

(52) To learn more, visit [www.cercle-ethique.net](http://www.cercle-ethique.net)

(53) To learn more, visit [egalitecontreracisme.fr](http://egalitecontreracisme.fr)

OUR ACTIONS

### Strengthen the "Ethics and Compliance" culture

Our "Ethics and Compliance" action plan involves a change of culture that, despite being outside the remit of procedures, is based on:

- exemplary management;
- the map of corruption risks;
- dedicated governance, with a department reporting to the Chairman & Chief Executive Officer, an ethics committee created in 2019 and a strengthened network of "Ethics and Compliance" officers;
- an "Ethics and Compliance" code of conduct distributed to all staff members and available online at any time;
- procedures for handling conflicts of interest, gifts and invitations;
- a lobbying charter to govern the representation of interests;
- an alert system accessible to all Group staff members and our suppliers;
- a barometer measuring annual changes in the culture of ethics and compliance, particularly the level of confidence in the alert system;
- educating and training our staff members, in France and abroad, through new e-learning modules rolled out alongside in-person training.

### Combat corruption and tax evasion

Our strategy to combat tax evasion is aligned with OECD standards aimed at locating and taxing income where the activity is conducted and improving the transparency of information. We reject all investments in tax havens and countries considered to be fiscally uncooperative if they are not motivated by real business reasons.

In 2019, we drew up a **map of the risk of corruption in France and internationally**, accompanied by recommendations and follow-up. We have educated and trained our entire Executive Committee and the senior management at all our subsidiaries. The corruption risk is also taken into account prior to all contract signings.

#### INTERNATIONAL

AIG and TAV Airports have conducted an inventory of local regulations in all areas of the ISO 26000 standard: this gave them the opportunity to analyse their practices and identify their

risks in the areas of human rights, labour relations and working conditions, and the environment. Various working groups are now tasked with defining improvement actions.

In Madagascar, Ravinala Airport (RA) has adopted a code of conduct on transparency and ethics, which must be applied by all staff members as part of a "zero tolerance" mindset.

In 2020, we will continue our work in anti-corruption and the duty of diligence, as well as our **international harmonisation** efforts. We will continue to implement a **single multilingual code of ethics** in all our operations around the world, along with local roadmaps to foster transparency.

### Ensure data security

As part of Aéroports de Paris SA's many activities, over 200 personal data processing operations have been recorded in the regulatory

register under the GDPR (General Data Protection Regulation). Examples include baggage handling, financial assistance for soundproofing by local residents, customer loyalty management and employee payroll management.

A data protection officer has been appointed to oversee the compliance of these processing operations. The Group's compliance with the GDPR continued in 2019, including a campaign on informing and educating staff members about personal data protection issues.



## CONTEXT AND BACKGROUND

We have 6,686 ha of land in the Paris region, the equivalent of two thirds of the surface area of Paris. 70% of this land is dedicated to our aeronautical activities: runways, taxiways and terminals. 19% of the land is intended for real estate activities related to airport business (cargo, aircraft maintenance, industrial buildings, etc.) and diversification: commercial real estate, business premises, warehouses, etc. The 977,200 sq.m of real estate assets built on this land and owned by the Group are managed by our integrated real estate company, which accounts for 6% of the Group's revenue. We have 357 ha of landholdings fit for construction. Such landholdings are rare in the Paris region: as a developer, we are responsible for optimising this land while integrating it into local regions, taking into account the environment and our tenants' needs. These responsibilities also apply internationally.

# 4.3

## DEVELOPING SUSTAINABLE AIRPORT SPACES

### OUR COMMITMENTS

As a specialist in **airport cities**, we are committed to developing veritable cities with **real quality of life and service**: environmental performance, ease of access, landscaped areas, diversified activities, etc. As a developer and builder, we are committed to considering the overall and sustainable quality of our projects and assets, both in the construction phase and throughout the operation period.

### INDICATORS & RESULTS 2019



**100%**  
OF NEW BUILDINGS  
LABELLED  
(in line with our goal)



**LEED SILVER CERTIFICATION**  
for the new Zagreb terminal in 2017, the Izmir Adnan Menderes domestic terminal and the Liège Airport terminal



**5**  
**CERTIFIED BUILDINGS:**  
our Paris-Charles de Gaulle head office and the Baikal office building (HQE certification, Excellent level), Roissy Continental Square (BREEAM In-Use certification, Very Good level), Paris-Orly pavilion of honour (HQE certification, Excellent level, and BREEAM certification, Good level)

### OUR ACTIONS



**20%**  
**ENERGY EFFICIENCY GAINS**  
in our real estate diversification buildings (excluding air terminals) in 2019 versus 2015



**39%**  
**MODAL SHARE OF PUBLIC TRANSPORT**  
for passenger access to Paris-Charles de Gaulle and Paris-Orly

### Translate our environmental ambitions into our developments

Our developments and our construction and renovation projects reflect our environmental ambitions, with standards that often exceed our regulatory obligations:

- we have developed a **sustainable development reference system for our airports**;
- our projects are designed with development and sustainable construction in mind, with a view to obtaining High Environmental Quality (HQE®) and BREEAM **certifications** that go beyond the regulatory obligations of the RT2012;

- we are renovating our buildings to **optimise their energy and environmental performance**: rolling out electric vehicle sockets in car parks, water savings and reuse of rainwater. (see section 2);
- we have ambitious targets for **recycling building materials**.

### Develop living spaces

The essence of the city is the combination of uses and quality of life. We are sensitive to the quality of the interior and exterior developments of our buildings, including green spaces and even shared gardens, high-quality street furniture and common areas, and shops that meet users' aspirations.



Altaï Building, a building with NF certification, HQE tertiary building, Roissypole at Paris-Charles de Gaulle

OUR ACTIONS

## BREEAM IN-USE LABEL ON OPERATIONS CERTIFICATION

The Roissy Continental Square property programme (eight buildings) is BREEAM In-Use certified: this British operating label is granted for three years. It assesses a building's quality and its operating procedures, as well as organisational efficiency, i.e. occupants' impact on environmental performance. Our goal is to gradually roll out this label across our entire real estate portfolio.

## Operate responsible worksites

Our construction sites are operated responsibly: an integration clause is included in our main construction contracts and we draw up a "clean site" charter for our main projects.

## CŒUR D'ORLY - BUSINESS DISTRICT OF SOUTHERN PARIS

We aim to make **Cœur d'Orly the benchmark business district in the south of Paris**. Connected to the Paris-Orly terminals and, from 2024, lines 14 and 18 of the Grand Paris Express, it brings together 70,000 sq.m. of office space, 3,000 sq.m. of retail space at the foot of the building, 1,900 hotel rooms, a green corridor, interior gardens and architecture on a human scale. The construction site of this eco-business district complies with the latest **eco-design and eco-construction standards** and is an example of our approach to the sustainable airport city.



## Improve and diversify means of accessing our airports

This is a key factor in the smooth operation of our airports and their environmental performance: the **quality and diversity of means of access** is a priority for limiting car use and therefore our greenhouse gas emissions. We are working on a variety of projects:

- At Paris-Charles de Gaulle: the opening of the CDG Express line, scheduled for 2025, will allow passengers to reach the centre of Paris in 20 minutes, with trains running every 20 minutes between

5:00 am and midnight.

To further improve the airport's accessibility, we support all public transport projects, particularly line 17 of the Grand Paris Express, and aim to promote active traffic networks. We support the Grand Paris Express public transport lines that will serve Paris-Orly and Paris-Charles de Gaulle.

- At Liège Airport: we aim to create an express shuttle line to the city centre serving all companies at the airport.



## ORLY SINGLE TERMINAL

The construction of a junction building connecting the two Paris-Orly terminals has created a single terminal that enables us to achieve the highest European standards of service quality, comfort and operational efficiency. Its construction was aligned with an **HQE approach**, including a clean worksite, the **E+C- label test** (positive energy and carbon reduction), an **eco-solidarity clause** including 10,000 hours of work in vocational reintegration, **70% of worksite waste recycled** and 100% LED lighting. A multimodal station will be built by 2024 and will bring together all of the airport's services: metro lines 14 and 18, tram line 7, bus lines and Orlyval.

## CONTEXT AND BACKGROUND

Exemplary operations involve taking into account the impacts of all our activities on people and the environment, including activities we do not perform ourselves. Suppliers are key participants at our airports. As a responsible instructing party, we must disseminate our best practices and help our suppliers to make progress on the CSR issues we are committed to.

# 4.4

## ENGAGING OUR PARTNERS

### OUR COMMITMENTS

We aim to involve all our stakeholders and suppliers, as well as partners and customers, in our goals on sustainable development, ethics and respecting human rights: this is achieved through our **purchasing policy, as well as by raising awareness and sharing best practices.**

### INDICATORS & RESULTS 2019



**84%**

**OF CONTRACTS SIGNED**  
(over 98% of expenditure) include a CSR rating criterion (goal of 80% in 2020)

**SIGNATORY OF THE CHARTER**  
on Supplier Relations and Sustainable Procurement since 2010

**SUSTAINABLE PROCUREMENT STANDARD**  
ISO 20400: "evidentiary" level



**90%**

**OF ENERGY-INTENSIVE CONTRACTS**  
incorporate an energy performance criterion (goal of 100% in 2020)

**SUPPLIER RELATIONS**  
and sustainable procurement label since 2014, renewed in 2018

**EXTRA-FINANCIAL RATING 90/100**  
(Excellence level) for considering CSR factors in the procurement process in 2018 (41/100 in 2017)

### OUR ACTIONS



**€736,000**  
**OF PURCHASES**  
**FROM 9 SUPPLIERS**

in the sheltered workshop sector, 88% covered by multi-annual contracts (goal of 1 million in 2020)

### SOCIAL INTEGRATION CLAUSES

included for 5% of the workforce working on all our fundamental projects (goal of 5% in 2020)

### Engage our suppliers

Our procurement policy is based on a number of measures to include our suppliers in a continuous improvement drive:

- **the Supplier CSR Charter:** all of our suppliers under contract must undertake to meet the commitments of this charter. Revised in 2018, it incorporates new legal obligations in terms of combating corruption and the **duty of vigilance**;
- our "Ethics and Compliance" alert system (see section 4.2 "Acting ethically and responsibly") is open to staff members at all our suppliers, in accordance with the Due Diligence Act. To meet these new regulations, an inventory of our suppliers and corrective measures have been implemented with the help of expert divisions;

- **social and environmental criteria are incorporated into 84% of our purchases,** based on the nature and impact of the contracts concerned. In our calls for tender, these criteria account for between 5% and 10% of the score awarded to candidate companies, and as much as 15% in some contracts. The procurement risk map has been updated on the social and environmental aspects;
- **a social integration clause** is included in all contracts awarded as part of our major projects: as such, our fundamental projects benefited from 198,632 hours of social integration in 2019;
- we also work with the sheltered workshop sector: some contracts are reserved for establishments that employ people with a disability.

### Engaging our partners

Sustainable development issues, including environmental issues, can only be addressed in a holistic manner. Tackling these challenges drives us to go beyond the strict framework of the commercial relationship to engage in real partnerships with stakeholders in the airport industry and develop practices collectively and individually.

**We make our tenants aware of the use of our buildings:** all our

leases include an **environmental appendix** setting out energy and environmental performance goals (landscape quality, air, noise and visual pollution, sustainable mobility, biodiversity, waste management). We **lead green committees** that aim to raise tenants' awareness of these issues and promote best practices. In 2019, we worked on biodiversity and waste management issues and organised various educational campaigns.

# APPENDIX 1

## REPORTING METHODOLOGY

We publish our Corporate Social Responsibility (CSR) information every year.

**This document concerns Groupe ADP's activities from 1 January to 31 December 2019. It was prepared in compliance with the fourth generation of management and reporting guidelines of the Global Reporting Initiative (GRI). This international, multi-party initiative aims to develop globally applicable indicators that incorporate companies' economic, social and environmental performance. The guidelines offer organisations balanced and reasonable performance reporting principles.**

### Control and consolidation

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

### HR indicators

For indicators on the number of people employed at our airports, the headcount was based on a study conducted in 2017 by the Utopies consultancy. HR indicators are subject to a reporting protocol that defines the relevant scope and methods. The workforce scope covers Aéroports de Paris SA, the Group's (controlled) companies and fully consolidated subsidiaries of which 50% or more is owned: ADP Ingénierie, ADP International including AIG, Hub One, TAV Airports, SDA, Relay@ ADP and Media Aéroports de Paris. Some indicators and data only cover part of the Group. The HR indicators are sent to the sustainable development and public affairs division.

### Environmental indicators

**For the environmental indicators,** Groupe ADP has a reporting protocol that specifies the definition of the indicator, the scope and the calculation methodology. The frequency of the environmental indicators was previously based on a rolling year from October to September. In 2019, these indicators have been adjusted to a calendar year from January to December.

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

**For aircraft emissions,** the calculation is based on the methodology established by the International Civil Aviation Organization (ICAO) for the calculation of LTO (Landing and Take-Off) cycle emissions with actual taxi times for Paris-Charles de Gaulle and Paris-Orly and an average taxi time for Paris-Le Bourget.

For Paris-Charles de Gaulle and Paris-Orly, the figures shown in the table of indicators concern commercial aircraft movements (passengers and cargo).

**The transport data** is collected via passenger surveys by the Passenger Observatory at departure and arrival.

### Table of indicators

The economic, social and environmental data, together with an explanation of the general items of information about the organisation, are set out on pages 96 to 101. The materiality matrices, the correlation table containing the GRI G4 summary and the declaration of extra-financial performance items are published in this document and on the Groupe ADP website.

### CORE CRITERIA

**The report was drawn up in accordance with the core criteria defined by GRI G4.** Where a theme or indicator has not been explored in the required amount of detail, please refer to the "Group" tab on our website ([www.parisaeroport.fr](http://www.parisaeroport.fr)) or the universal registration document. This applies in particular to financial information, governance and risks.



## APPENDIX 2 TABLE OF INDICATORS 2019

### Groupe ADP in figures – Consolidated financial statements for 2019

	Unit	2018 <sup>(1 and 2)</sup>	2019 <sup>(1 and 2)</sup>	GRI REF
<b>Revenue</b>	€m	4,007	4,700	EC1
<b>EBITDA</b>	€m	1,680	1,772	EC1
<b>COP</b>	€m	1,123	1,094	EC1
<b>Net income</b>	€m	610	588	EC1

(1) These data take into account the full consolidation of the results of Société de Distribution Aéroportuaire and Relay@ADP since April 2019, and AIG's results since April 2018.

(2) The Group's consolidated revenue, EBITDA and operating profit no longer take into account the activity of Istanbul Atatürk Airport in 2018 and 2019.

### Economic data

	Unit	2017	2018	2019	GRI REF
Compensation fund for airport-related disturbance (FCNA)	€m	4.57	4.57	4.57	EC8
Fondation Aéroports de Paris (amount granted by the foundation)	€m	1	1	1	EC8
<b>Paris Aéroport passenger air traffic</b>	million	101.5	105.3	108.1	AO1
Paris-Charles de Gaulle	million	69.5	72.2	76.2	AO1
Paris-Orly	million	32	33.1	31.9	AO1
<b>Paris Aéroport number of aircraft movements</b>	thousand	704.7	709.9	716.5	AO2
Paris-Charles de Gaulle	thousand	475.6	480.9	498.2	AO2
Paris-Orly	thousand	229.1	229	218.3	AO2

### HR data

	Unit	2017	2018	2019	GRI REF
<b>Average staff numbers</b>					
Aéroports de Paris SA (b)	number	6,435	6,349	6,295	G4-9
Subsidiaries	number	17,743	19,568	19,827	G4-9
Group total (a)	number	24,178	25,917	26,122	G4-9
<b>Employment and integration of disabled workers</b>					
Number of disabled workers	number	441 (b)	451 (b)	677 (a)	LA12
Average age (b)	years	47.4	47.6	48.2	LA12
Percentage of women:	%	37.9 (b)	37.6 (b)	34 (a)	LA12
<b>New recruits/leavers</b>					
On a permanent basis	number	285 (a)	364 (a)	1,167 (e)	LA1
New employees under 25 (b)	number	63	53	72	LA1
Leavers (any reason)	number	349 (a)	497 (a)	1,478 (e)	LA1
Promotion rate	%	3.7 (b)	4.5 (b)	5 (d)	LA1
Replacement rate for permanent job roles (b)	%	2.1	3.8	4	LA1
<b>Training</b>					
Percentage of payroll dedicated to continuous training (b)	%	4.2	4.38	4.36	LA9
<b>Absenteeism</b>					
Absenteeism rate (any reason)	%	6.9 (b)	6.9 (b)	6.5 (d)	LA6
<b>Health and safety conditions</b>					
Workplace accidents	number	216 (b)	220 (b)	127 (d)	LA6
Fatal accidents (a)	number	0	0	0	LA6
Frequency rate of workplace accidents	ratio	13.64 (b)	14.62 (b)	11.17 (d)	LA6
Severity rating of workplace accidents	ratio	0.95 (b)	0.99 (b)	0.97 (d)	LA6

Scope of social data:

(a) Groupe ADP

(b) Aéroport de Paris SA only

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

(d) Groupe ADP excluding TAV, Hub One, SDA

(e) Groupe ADP excluding TAV

N/A = not applicable

na = not available

## Environmental data

	Unit	2017				2018				2019					GRI REF
		CDG	ORLY	LBG	ADP SA TOTAL	CDG	ORLY	LBG	ADP SA TOTAL	CDG	ORLY	LBG	ADP SA TOTAL	GROUP TOTAL	
<b>ASSISTANCE WITH SOUNDPROOFING</b>															
Cases handled (3)	number	1,150	801	183	<b>2,134</b>	1,199	296	242	<b>1,737</b>	932	312	159	<b>1,403</b>	<b>1,403</b>	SO1
Homes or premises not soundproofed (3)	number	1,893	1,069	247	<b>3,209</b>	2,137	833	272	<b>3,242</b>	2,319	473	339	<b>3,131</b>	<b>3,131</b>	SO1
Aid granted (3)	€m	21.98	12.7	3.54	<b>38.22</b>	21.53	6.31	3.47	<b>31.31</b>	23.04	3.99	3.03	<b>30.06</b>	<b>30.06</b>	SO1
<b>AIRPORT AIR QUALITY</b>															
Annual concentration of nitrogen dioxide (NO <sub>2</sub> ) (3)	µg/m <sup>3</sup>	31	28	na	<b>N/A</b>	26	26	na	<b>N/A</b>	27	26	na	<b>N/A</b>	<b>N/A</b>	EN21
Annual concentration of PM 10 particles (3)	µg/m <sup>3</sup>	14	24	na	<b>N/A</b>	17	20	na	<b>N/A</b>	16	23	na	<b>N/A</b>	<b>N/A</b>	EN21
Annual concentration of PM 2.5 particles (3)	µg/m <sup>3</sup>	10	14	na	<b>N/A</b>	11	12	na	<b>N/A</b>	10	11	na	<b>N/A</b>	<b>N/A</b>	EN21
Annual concentration of ozone (O <sub>3</sub> ) (3)	µg/m <sup>3</sup>	39	40	na	<b>N/A</b>	52	47	na	<b>N/A</b>	47	54	na	<b>N/A</b>	<b>N/A</b>	EN21
<b>AIRCRAFT EMISSIONS (real data method)</b>															
CO <sub>2</sub> emissions (3)	metric tonne	904,104	274,959	17,573	<b>1,196,636</b>	928,780	280,115	17,030	<b>1,225,925</b>	951,525	273,949	16,446	<b>1,241,920</b>	na	EN17
NOX emissions (3)	metric tonne	4,470	1,238	60	<b>5,768</b>	4,601	1,261	58	<b>5,920</b>	4,734	1,224	56	<b>6,014</b>	na	EN21
<b>POWER PLANT EMISSIONS</b>															
NOX emissions (3)	metric tonne	33	3.5	1.4	<b>37.9</b>	27.9	4	1.4	<b>33.3</b>	27	4.3	1.4	<b>32.7</b>	na	EN21
<b>CLIMATE</b>															
CO <sub>2</sub> scope 1 emissions (2)	metric tonne	38,423	7,691	2,412	<b>48,526</b>	38,159	8,482	2,407	<b>49,048</b>	39,409	7,316	2,461	<b>49,186</b>	<b>83,639</b>	EN15
CO <sub>2</sub> scope 2 emissions (2)	metric tonne	4,527	408	0	<b>4,935</b>	4,437	231	0	<b>4,668</b>	1,840	419	0	<b>2,259</b>	<b>30,176</b>	EN16
Total CO <sub>2</sub> emissions scopes 1 and 2 (2)	metric tonne	42,950	8,099	2,412	<b>53,461</b>	42,596	8,713	2,407	<b>53,716</b>	41,249	7,735	2,461	<b>51,445</b>	<b>113,815</b>	EN15 and EN16
CO <sub>2</sub> emissions prevented (2)	metric tonne	15,053	10,996	0	<b>26,049</b>	14,369	9,836	0	<b>24,205</b>	8,259	9,038	83	<b>17,380</b>	<b>18,737</b>	EN19

Scope of environmental data:

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

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

(3) ADP SA (Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget Airports)

## Environmental data

	Unit	2017				2018				2019					GRI REF	
		CDG	ORLY	LBG	ADP SA TOTAL	CDG	ORLY	LBG	ADP SA TOTAL	CDG	ORLY	LBG	ADP SA TOTAL	GROUP TOTAL		
<b>ENERGY</b>																
Total energy consumption (1)	MWh of final energy	N/A	N/A	N/A	<b>N/A</b>	N/A	N/A	N/A	<b>N/A</b>	601,191	210,180	33,990	<b>845,361</b>	<b>1,095,760</b>	EN3	
Renewable energy purchases (1)	MWh of final energy	N/A	N/A	N/A	<b>N/A</b>	N/A	N/A	N/A	<b>N/A</b>	330,196	106,882	21,637	<b>458,715</b>	<b>458,715</b>	EN6	
Power generation from renewable sources (1)	in MWh of final energy	N/A	N/A	N/A	<b>N/A</b>	N/A	N/A	N/A	<b>N/A</b>	45,613	26,219	664	<b>72,496</b>	<b>72,800</b>	EN3	
Our local renewable energy production's share of our final internal energy consumption (3)	%	15.7	20.4	6.8	<b>15.8</b>	15.7	19.8	7.7	<b>15.8</b>	12.10	18.80	9.80	<b>13.10</b>	<b>N/A</b>	EN3	
Energy efficiency compared to 2015 (3)	%	1.5	4.7	6.7	<b>2.8</b>	5.4	4.8	5.2	<b>5.9</b>	8.30	12.50	17.50	<b>10.40</b>	<b>N/A</b>	EN6	
Energy intensity (2)	MWh of final energy/ Revenue in €m	N/A	N/A	N/A	<b>N/A</b>	N/A	N/A	N/A	<b>N/A</b>	N/A	N/A	N/A	<b>N/A</b>	<b>158</b>	EN5	
Green electricity share of electricity purchases (3)	%	60	60	100	<b>60</b>	65	65	100	<b>65</b>	75	65	100	<b>70</b>	<b>N/A</b>	EN3	
<b>WATER</b>																
Total water withdrawal (1)	m <sup>3</sup>	N/A	N/A	N/A	<b>N/A</b>	N/A	N/A	N/A	<b>N/A</b>	2,460	870	82	<b>3,412</b>	<b>4,722</b>	EN8	
Internal consumption of drinking water (3)	thousands of m <sup>3</sup>	1,036	317	45	<b>1,398</b>	1060	435	19	<b>1,514</b>	1,221	366	15	<b>1,602</b>	<b>N/A</b>	EN8	
Recycled water use rate (1)	%	N/A	N/A	N/A	<b>N/A</b>	N/A	N/A	N/A	<b>N/A</b>	0	21	0	<b>N/A</b>	<b>7</b>	EN10	
<b>WASTE</b>																
Volume of NHW collected (1)	metric tonne	31,770	6,715	1,299	<b>39,784</b>	37,558	6,617	1,390	<b>45,565</b>	35,839	6,453	1,149	<b>43,441</b>	<b>51,186</b>	EN23	
Volume of internal NHW Aéroports de Paris SA (3)	metric tonne	10,305	5,574	380	<b>16,259</b>	11,088	5,665	294	<b>17,047</b>	11,336	5,934	324	<b>17,594</b>	<b>N/A</b>	EN23	
Buried (3)	%	1.4	1.8	0.9	<b>1.5</b>	2.1	1.6	0	<b>1.9</b>	0.4	1.8	0	<b>0.9</b>	<b>N/A</b>	EN23	
Recyclable (3)	%	31.3	32.9	83.5	<b>33.1</b>	32.7	42.5	80.8	<b>36.8</b>	33.6	50.8	78.6	<b>40.1</b>	<b>N/A</b>	EN23	
Incinerated (3)	%	67.3	65.3	15.6	<b>65.4</b>	65.2	55.9	19.2	<b>61.3</b>	66	47.4	22.4	<b>58.9</b>	<b>N/A</b>	EN23	
Volume of internal hazardous industrial waste (HIW) collected (1)*	metric tonne	2,601	233	30	<b>2,864</b>	2,454	201	74	<b>2,729</b>	130	131	210	<b>471</b>	<b>503</b>	EN23	
<b>TRANSPORT</b>																
Public transport share of passenger access to airports (3)	%	43	33	N/A	<b>39</b>	44	32	N/A	<b>40</b>	42	33	N/A	<b>39</b>	<b>N/A</b>	EN30	

Scope of environmental data:

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

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

(3) ADP SA (Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget Airports)

(\*) Sludge/sanitation waste has been excluded.

## Presentation of organisational information under GRI-G4

GRI - G4 REF	TITLE	SECTION OF THE MAIN DOCUMENT
G4-1	Strategy and analysis	Running the airport city - Broadening our horizons - Meeting today's and tomorrow's challenges - 2019 Universal Registration Document - Groupe ADP website
GA-3 to GA-16	Organisation profile	Running the airport city - Broadening our horizons - Meeting today's and tomorrow's challenges - Taking action for the people at our airports - Groupe ADP website
GA-17 to GA-23	Appearance and relevant scopes identified	Expanding our horizons - Meeting today's and tomorrow's challenges
GA-24 to GA-27	Stakeholder involvement	Dialogue with our stakeholders
GA-28 to GA-33	Outline of report	Appendices 1 and 2
GA-34	Governance	Rolling out our CSR policy Universal Registration Document 2019
GA-36	Ethics and integrity	4.2 Controlling risks and acting ethically Appendices 3 and 4

The Disclosures of Management Approach is provided in the Profile and CSR Approach sections (pages 4 to 25), in the above-mentioned reporting methodology (appendix 4) and on the Groupe ADP website.

## 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 SA and Hub One are carried out in France, where child labour is prohibited. Our subsidiaries established abroad must apply the same rules. Like Aéroport de Paris, TAV Airports is a signatory of the Global Compact. An overview of the Potier Law was drawn up to identify local laws and existing actions and define standards at a Group level.

● **HR6: sites and suppliers identified as posing 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 SA and Hub One are carried out in France, where forced or compulsory labour is prohibited. Like Aéroport de Paris, TAV Airports is a signatory of the Global Compact. An overview of the Potier Law was drawn up to identify local laws and existing actions and define standards at a Group level.

● **LA7: staff members directly and frequently exposed to diseases linked to their work activity.** In compliance with French regulations, Aéroports de Paris SA performs medical examinations, the frequency of which is determined according to the activities undertaken by staff members.

● **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 SA and staff representatives.

## Environmental information

● **EN12: description of substantial impacts of activities, products and services on the biodiversity of protected areas** and areas outside those protected areas with considerable biodiversity. The activities, products and services of Aéroports de Paris SA 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 2019, no penalty of any nature whatsoever was imposed on Aéroports de Paris SA for non-compliance with laws and regulations relating to the environment.

## Community information

● **EC6: proportion of senior managers recruited locally at the main operational sites.** No Aéroports de Paris SA senior manager has a local contract. All of our contracts are based in France.

● **HR2: total number of hours of training for staff members on human rights policies and procedures applicable to their work, including the percentage of staff members trained.** Training in human rights is integrated into certain general training courses at the level of Aéroports de Paris SA. 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.** Contracts with security providers acting on behalf of Aéroports de Paris SA require the provider to comply with European legislation and best practice guides relating to the rights of individuals undergoing security checks. The providers sign a CSR charter, which includes a section on human rights. This charter is being replicated in some subsidiaries abroad.

● **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. An overview of the Potier Law was drawn up to identify local laws and existing actions.

## Customer information

● **PR8: total number of complaints regarding invasion of privacy and loss of customer data.** In 2019 no complaint was submitted regarding invasion of privacy or loss of customer data.

# APPENDIX 3

## COMPLIANCE WITH UN AND ILO INTERNATIONAL CONVENTIONS

Our pledge to uphold the principles of the ILO and the Global Compact is crystallised in the actions undertaken in these areas and described in the table below.

PRINCIPLES OF THE GLOBAL COMPACT AND OF THE ILO	ACTIONS UNDERTAKEN
<b>Human rights</b>	
1. Support and respect the protection of internationally proclaimed human rights within the Group's sphere of influence	Groupe ADP code of conduct, CSR charter, supplier CSR charter incorporated into the procurement processes (sent for signature by candidates for procurement processes initiated by Aéroports de Paris)
2. Make sure that the Group's companies are not complicit in human rights abuses	Aéroports de Paris code of conduct and vigilance plan currently being formalised, notably in collaboration with our international subsidiaries
	Aéroports de Paris ensures supplier compliance with provisions regarding illegal work by obtaining from them legal documents certifying their compliance with fiscal and social law and any legal obligation to declare foreign workers
	During procurement processes, candidate CSR policies and practices declared in respect of human rights are taken into account
	Social audits (compliance with labour law rules) are conducted in certain procurement segments
	The Procurement Division is an integral part of the process of applying the law regarding the duty of vigilance where suppliers and subcontractors are concerned
<b>Labour standards/Principles of the ILO</b>	
3. Respect freedom of association and the effective recognition of the right to collective bargaining	Staff representative bodies, individual entitlement to union training and signature of union rights agreements
4. Eliminate all forms of forced or compulsory labour	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 providers to apply national workforce protection regulations and to comply with ILO conventions
5. Ensure the effective abolition of child labour	By agreeing to respond to calls for tenders, candidates commit to applying the supplier CSR charter, in particular its requirements on the abolition of child labour
6. Eliminate discrimination in respect of employment and occupation	Groupe ADP's commitment to combat discrimination through the signature of four agreements: employment of people with disabilities (2016-2018), gender equality in the workplace (2017-2019), diversity (2017-2019), the "youth" and "senior" provisions of the manpower planning agreement (2016-2018)

<b>Environmental protection</b>	
7. Support a preventive approach to environmental challenges	Environmental policy of Aéroports de Paris
8. Take initiatives to promote greater environmental responsibility	Conduct an environmental training and awareness-raising programme for all Aéroports de Paris staff members.
9. Encourage the growth and dissemination of environmentally-friendly technologies	Technology and innovation watch (renewable energies) by Aéroports de Paris
<b>Anti-corruption</b>	
10. Combat corruption in all its forms, including extortion and bribery	Signatory of the Responsible Lobbying Declaration of Transparency International France
	Audit in 2018 of fraud prevention 2015-2017 for Aéroports de Paris
	<ul style="list-style-type: none"> <li>Creation of an Ethics and Compliance Division reporting directly the Chairman &amp; Chief Executive Officer and tasked with the company-wide management of ethics and compliance with the Legal Affairs &amp; Insurance Division for Aéroports de Paris and its subsidiaries</li> <li>Implementation of an Ethics and Compliance action plan approved by the Executive Committee and presented to the Board of Directors and its Audit and Risks Committee</li> <li>Letter of commitment from members of the Executive Committee and the managing directors of TAV Airports and AIG</li> <li>Implementation of a warning platform accessible to all Groupe ADP staff members and supplier staff members                             <ul style="list-style-type: none"> <li>Revision of the Code of Ethics annexed to the bylaws of Aéroports de Paris</li> </ul> </li> </ul>

## APPENDIX 4 INDICES 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, 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 70 points for 2018 and 66 for 2019<sup>1</sup>.



### Ethibel Sustainability Index (ESI) Europe

We have appeared in this index since 2009 and in the Ethibel Sustainability Index Excellence Europe investment register since 2013. The Ethibel Sustainability Index (ESI) for Europe lists 200 companies that are leaders in CSR. It is based on ethical and sustainability criteria.



### MSCI World ESG and MSCI World SRI

We were rated AA in 2017 and A in 2019. We have been listed in the MSCI World ESG indexes and MSCI World SRI indexes since 2012<sup>1</sup>.



### Stoxx® Global ESG Leaders

We are listed on the Stoxx® Global ESG Leaders index, which classifies the leading international companies in terms of environment, social policy and governance. Stoxx provides financial and non-financial indices (CSR, risk control) to European and international investors and companies based on data provided by Sustainalytics.



### Sustainalytics

In 2018, Sustainalytics, the world leader in CSR evaluation, ranked us among the top three transport infrastructure management groups in the sustainable development and social responsibility category.



### Euronext Vigeo

We have been listed on the Euronext Vigeo Europe 120 and Euronext Vigeo Eurozone 120 indexes since 2012. Among the companies listed in the Stoxx® 1800 index, they highlight those that demonstrate the best CSR performances. The figure in the index name indicates the number of companies selected.



### Oekom Prime Global Challenge Index

Since 2014, we have been awarded the Prime ranking with a score of C+. We feature among our industry's leaders and satisfy the minimal requirements in our sector. The extra-financial rating agency Oekom manages classifications for the Prime Global Challenge Index.



### FTSE4 Good

We have featured in the FTSE4Good Global Index and FTSE4Good Europe Index since July 2015. These SRI indexes, part of the British FTSE family of indexes, list quoted companies that are deemed ethical and responsible.

<sup>(1)</sup> The decrease in our rating compared to previous years is mainly due to changes in the scope of our activities, which now encompasses international with varying levels of maturity.

## APPENDIX 5 GLOSSARY

### A

ACA: Airport Carbon Accreditation  
 ACI: Airports Council International  
 Ad'Ap: Programmed accessibility agenda  
 ADP: Aéroports de Paris  
 AIG: Airport International Group  
 ANIMA: Aviation Noise Impact Management through Novel Approaches (project on noise reduction around airports through innovative approaches)  
 APU: Auxiliary power unit  
 ARO: "Avoid, Reduce, Offset" (sustainable development principle aimed at achieving zero environmental impacts from developments)  
 ARS: Regional Health Agency  
 ASQ/ACI: Airport Service Quality/Airports Council International

### B

BD: Board of Directors  
 BPW: Buildings and Public Works  
 BREEAM: Building Research Establishment Environmental Assessment Method (method for environmental assessment of buildings)

### C

C&CEO: Chairman & Chief Executive Officer  
 CAP: Certificate of Professional Aptitude  
 CCAR: Advisory Committee for Assistance to Local Residents  
 CDG: Paris-Charles de Gaulle Airport  
 CDM: Collaborative Decision-Making  
 CDP: Carbon Disclosure Project (international organisation for reporting greenhouse gas emissions)  
 CEC: Environmental Advisory Committee  
 CESU: Universal Service Employment Voucher  
 CFE-CGC: Confédération Française de l'Encadrement - Confédération Générale des Cadres (French trade union for managers)  
 CGT: Confédération Générale du Travail (union)  
 CLQ: Local Quality Committees  
 CNDP: French National Commission for Public Debate  
 CO<sub>2</sub>: carbon dioxide (greenhouse gas)  
 COA: Airport Organising Committee  
 COP15: 15th Conference of the Parties (biodiversity theme)  
 CORAC: Council for Civil Aviation Research  
 CSAE: Union Chamber of Ground Handling Staff  
 CSE: Social and Economic Committee  
 CSR: Corporate Social Responsibility  
 CV: Curriculum Vitae

### D

Défenseur des Droits: a State institution that combines the role of State Ombudsman, Protector of Children's Rights, the Supreme Authority in matters of discrimination and equality (Halde) and the National Commission for Professional Ethics and Security (CNDS)  
 Démos: System for Musical and Orchestral Education with Social Vocation  
 DGAC: French Civil Aviation Authority  
 DJSI: Dow Jones Sustainability Index (index rewarding the top-performing companies in environmental, social and economic terms)

**E**

EASA: European Aviation Safety Association  
 EBITDA: Earnings before interest, taxes, depreciation and amortisation  
 ESG: Environmental, Social and Corporate Governance  
 ESI: Ethibel Sustainability Index (responsible investment index)  
 EXCOM: Executive Committee  
 EU: European Union

**F**

FCDAP: Paris Airport Community Endowment Fund.  
 Forem: Walloon Office for Vocational Training and Employment  
 FTC: Fixed-Term Contract  
 FTE: Full-Time Equivalent

**G**

GDPR: General Data Protection Regulation  
 Graduate Programme: programme developed by the company to attract young graduates  
 GRI: Global Reporting Initiative (mission to develop applicable guidelines on sustainable development for governmental and non-governmental organisations)

**H**

ha: hectare (unit of area measurement)  
 HALDE: the French supreme authority in matters of discrimination and equality  
 HQE: High Environmental Quality (environmental label for buildings)  
 HR: Human Resources  
 Hub: connection hub

**I**

ICAO: International Civil Aviation Organisation  
 ILO: International Labour Organisation  
 IPBES: Intergovernmental Platform on Biodiversity and Ecosystem Services  
 ISE: Intermediate-Sized Enterprise  
 ISO: International Organisation for Standardisation

**K**

KADIGER: Women Entrepreneurs Association of Turkey  
 kWh: Kilowatt-hour (unit of energy)

**L**

LED: Light-Emitting Diode  
 LF: Labour Force

**M**

Materiality: a function of company size as measured by assets and revenue  
 MEDD: Environmental and Sustainable Development Resource Centre  
 MP: Manpower Planning  
 MSCI: Financial services company, publishing stock market indices in particular  
 MWh: Megawatt-hour (unit of energy)

**N**

NGO: Non-Governmental Organisation  
 NHW: Non-Hazardous Waste  
 NO: Nitric Oxide  
 NO<sub>2</sub>: Nitrogen Dioxide

**O**

O<sub>3</sub>: Ozone  
 OECD: Organisation for Economic Cooperation and Development  
 OHSAS: Occupational Health and Safety Assessment Series (an internationally applied British standard for occupational health and safety management systems)  
 OMA: OMA Foundation for sexually abused children

**P**

PaQte: pact with the districts for all businesses (initiative from the Ministry of Territorial Cohesion and Relations with Territorial Authorities, initiated in 2018)  
 PEB: Noise Exposure Plan  
 PEC: Permanent Employment Contract  
 PGS: Noise Pollution Plan  
 PM<sub>2.5</sub>: suspended fine particles  
 PPA: Project Partnership Development / or Power Purchase Agreement (direct sale of electricity)  
 PRM: People with Reduced Mobility

**Q**

QPV: City Priority District

**R**

RE: Renewable Energies  
 RMP: Reduced Mobility Passengers

**S**

SA: public limited company  
 SBF 120: Stock market index - Société des Bourses Françaises  
 SCIEGE: Consular Company for Business Establishment and Warehouse Management  
 SDA: Société de Distribution Aéroportuaire  
 SDG: UN Sustainable Development Goals  
 SESAR: Single European Sky Air Traffic Management Research (programme for modernising the European air traffic management system - technological component of the construction of the Single European Sky)  
 SME: company mobility scheme (PME) or small and medium-sized enterprises  
 SRI: Socially Responsible Investing  
 SRI: see ISR

**T**

TAV Airports: Turkish airport group

**U**

UN: United Nations  
 UNFCCC: United Nations Framework Convention on Climate Change

**V**

VITRIL: visualisation of aircraft flight paths and online information (software for depicting air traffic in the Paris region and associated noise measurements)  
 VSB: Very Small Business

**W**

WHO: World Health Organisation  
 Wtech: Women in Technology Association

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