2011
Corporate social responsibility report

AÉROPORTS DE PARIS

The world is our guest

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Publication available for all
This document is available on our Internet site, www.aeroportsdeparis.fr, under the heading «Group». A voice synthesis version is available for the visually-impaired.

Pierre Graff
Chairman and CEO

We want to lead by example

Financial year 2011 marked an important turning point for our Group: it saw the start of both the second economic regulation contract with the public authorities and our new five-year strategic plan.

Within this plan, I set the Company the ambitious but motivating target of becoming the European benchmark in sustainable development and corporate social responsibility (CSR).

I am convinced that we have the ability to succeed in this. Our environmental performance targets are clear; our investment programmes are geared towards energy diversification requirements; we have initiated a large number of actions regarding the local areas and their residents; and our governance complies with the criteria expected by the financial community.

In addition, as you will see in this report, we no longer use an annual rating of non-financial aspects of our business, which will encourage us to make continual progress, improving our weak points and consolidating our strengths.

We have recently been ranked in first place in the CSR panel of 18 European «transport and logistics» companies.

This does not mean that we are perfect, far from it. These results do, however, constitute a serious and unmistakable step along the road to leadership and a solid motivation to making further progress.

This is the struggle of corporate responsibility. And we will make it ours.

The Group in 2011

8
departments involved

1,281
municipalities

6,686 **hectares**

Flights leave for more than **360** cities in **115** countries from Paris-Charles de Gaulle and Paris-Orly.

n°1

Ranked first by Vigeo in the **Aspi Eurozone®** transport and logistics index

Number 1 airport area in Europe

As the gateway to France, the world's most popular tourist destination, Aéroports de Paris is a major international air transport hub. As a result of its location, world-class infrastructure and competitiveness, it is ideally positioned to take full advantage of the expected growth in air traffic over the medium and long term.

Aéroports de Paris owns and operates the three major airports in the Paris area (Paris-Charles de Gaulle, Paris-Orly, and Paris-Le Bourget). The company provides airlines, passengers and freight and mail operators with high quality facilities, and a range of services tailored to their needs.

Paris-Le Bourget

No. 1 European airport for business aviation

Paris-Orly

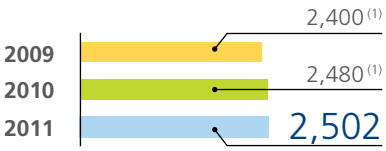
3 runways
2 passenger terminals
1,540 hectares

Paris-Charles de Gaulle

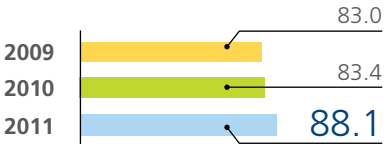
4 runways, **9** passenger terminals
3,257 hectares
7th largest airport in the world for passenger traffic

Key figures

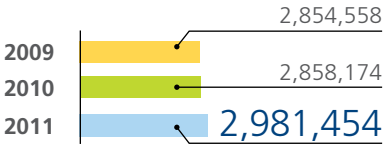
Consolidated revenue (€m)



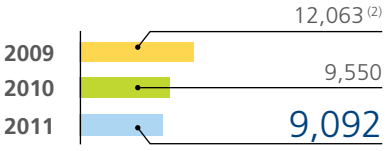
Number of passengers



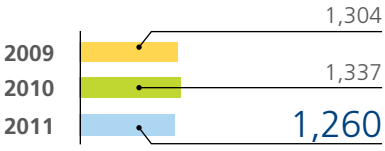
Water consumption (m^3)



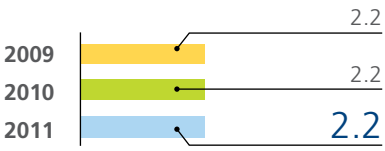
Average headcount Aéroports de Paris Group



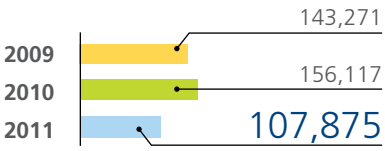
Internal energy consumption (GWhep)



Community involvement (€m) (3)



Greenhouse gas emissions ($teqCO_2$)



(1) The Aéroports de Paris Group has adopted a new presentation of its consolidated accounts with effect from financial year ended 31 December 2011. Pro-forma accounts for 2009 and 2010 have been drawn up in accordance with these changes.
(2) Scope not comparable
(3) Excluding the Aéroports de Paris Foundation.

AÉROPORTS DE PARIS

Ranked 1st among airport groups in Europe **for freight and mail**

Ranked 2nd among airport groups in Europe **for passenger traffic**

With **88.1** million passengers handled in 2011, the Group's airport system (Paris-Charles de Gaulle and Paris-Orly) is the **largest** en Europe.

Nearly 1,000 **companies** use the three airports and employ over 115,000 **people**

In 2011, Aéroports de Paris had a total of **189** airline customers

The airport city

Airports are specially designed to handle all the operations involved in the landing and take-off of aircraft. This requires a whole range of related services and creates business that are directly or indirectly linked across the airport. In all, several hundred companies are involved in airport operations and providing services to passengers.

Aéroports de Paris

- Organizing and operating the airport
- Retailing & services
- Property (leasing, construction)
- Airport services to airlines & professionals: industrial services, supplies water/ energy, car parks

Companies

- Airlines and suppliers of ground handling
- Security companies
- Air cargo and mail suppliers
- Shops, restaurants, hotels, banks, car rental, cleaning and maintenance companies

Government services

- Air traffic management: general direction of civil aviation (DGAC)
- Safety and security: border police (PAF) and air transport gendarmerie (GTA)

Distribution of wealth

Government and local authorities

€62m
Property tax [1]

€50m
Contribution to the local economy [1]

€64m
Other taxes and fees [1]

€2m
Community involvement and Aéroports de Paris Foundation

Shareholders and banks

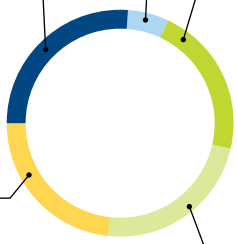
€150m
Dividends (paid in 2011 for the year 2010)

€524m
Reimbursement of debt

€98m
Net financial expenses

Suppliers

€636m



Investments

€686m
Capacity, renovation and quality, property

Employees

€677m
Employee expenses (Salaries, social charges, shareholding, incentives, provisions for labour commitments)

(1) Paid in 2011 for 2011 taxes.

Information about financing is presented in the Aéroports de Paris Registration Document, available on our website.

Main subsidiaries

Aéroports de Paris Management	100%
ADPI	100%
Hub télécom	100%
Alyzia Sûreté	100%
Société de Distribution Aéroportuaire	50%
Média Aéroports de Paris	50%
Relay@ADP	50%

Additional information

For more information,
see under «Group» on our website, www.aeroportsdeparis.fr

Our strategy 2011-2015

Strengthening our economic model

Our new strategic plan 2011-2015 was approved by the Board of Directors on 27 January 2011. Drawn up alongside our second economic regulation contract (CRE2), it aims to improve our economic performance beyond the scope of the regulations, by expanding retailing activities, property diversification and our subsidiaries' activities. This vision forms part of our existing economic model, which has proven its effectiveness in periods of growth and robustness in periods of crisis. Customer satisfaction comprises the core of our strategy. The professional development of our employees, together with the HubLink alliance signed in 2008 with the Schiphol Group, manager of Amsterdam Airport, will be significant factors in achieving this objective. €1.8 billion will be allocated over five years to our programme of investment in the regulated scope (1). In terms of sustainable development and social responsibility, we are continuing to implement the recommendations of the Grenelle Environment summit, in order to become the reference airport group in Europe.

A 5-year vision

Thanks to the men and women who work at Aéroports de Paris, to become the benchmark airport group in Europe on customer satisfaction, business performance and sustainable development.

(1) Investments in the Aéroports de Paris SA scope amount to €2.4 billion over five years.

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Strategic focus to 2015

Customer satisfaction

Being among the leading benchmark companies in Europe. Achieving an overall passenger satisfaction rate of 88.1% by 2015.

Employees

Encouraging professional development and seeing this reflected in Group performance in line with participation.

Shareholders

Continuing to improve business performance and value creation.

Aviation activities

Supporting airlines' growth and strengthening the Paris-Charles de Gaulle hub.

Retailing

Raising business to the level of the leading benchmark companies in Europe.

Property

Developing the property portfolio, its value and performance.

International

Increasing the Group's presence outside the Ile-de-France (Paris region) and, in particular, internationally.

Security

Ensuring regulatory compliance.

HubLink

Implementing and strengthening the partnership with Schiphol Group.

Sustainable Development and Corporate Social Responsibility

Becoming the European benchmark by implementing the recommendations of the Grenelle Environment summit. Reducing internal CO_2 emissions by 25% between 2009 and 2015, while keeping quality of service constant and taking into account the increase in airport capacity.

HubLink projects

The HubLink alliance signed between Aéroports de Paris and Schiphol Group, manager of Amsterdam Airport, has celebrated its third anniversary. In 2011 we defined seven priority projects, of which four projects fall directly under our corporate responsibility:

- shared principles regarding quality of service, accompanied by targeted actions to harmonise services;
- processes to optimise safety;
- implementation of actions to facilitate the welcome and experience for Chinese passengers;
- installation of solar power plants at our respective sites on a test basis.

Personnel exchanges

Since 2010 we have organised exchanges between volunteer managers. Three long-term exchanges started in 2011, in the areas of quality and sustainable development. Two seminars were held (in Lausanne in June and at Paris-Charles de Gaulle in October) which brought together 30 managers from the two companies to discuss strategic themes, including environmental challenges and partner relationships with airlines.

Fact

In 2011, Aéroports de Paris and Schiphol Group also signed a cooperation agreement with Icheon International Airport Corporation, the manager of Seoul's main airport, covering 12 topics and whose first assessment was carried out in early 2012.

2011 at a glance

The year of all energies

In 2011 we focused our energies on consolidating our organisation and rolling out transversal action programmes. We intensified our policy of high-quality service, consolidated our employment policy, implemented our renewable energy projects and tightened our links with surrounding communities.

Strategy and Corporate Governance

New strategy 2011-2015 **(p.6)** • Second economic regulation contract **(p.6)** • Third year of the HubLink alliance with Schiphol **(p.7)** • Improving the proportion of women on the Board of Directors and the Executive Committee **(p.14)** • Organisation of the first regional conference on CSR **(p.16)** • New internal control and risk management governance **(p.18)** • Extension of the partnership with Transparence International France to the Group's subsidiaries **(p.19).**

Social

Schemes to promote internal mobility **(p.23)** • Development of professional training **(p.23)** • Implementation of a new compensation and career management policy for managers **(p.24)** • Reduction of the pay gap between men and women **(p.25)** • Study and analysis of the prevention of work-related stress **(p.26)** • Analysis of psychosocial risks, with the aim of an agreement on prevention **(p.27).**

Environment

Renewal of ISO 14001 certification for the airports of Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget and the heliport at Issy-les-Moulineaux **(p. 31)** • Installation of a geothermal power plant and construction of a biomass plant **(p. 32)** • HQE® certified Works Council building **(p.34)** • An intercompany travel plan **(p.35)** • Renewal of Level 2 of the Airport Carbon Accreditation **(p. 36)** • Policy for preserving biodiversity **(p.40).**

Customers

Customer satisfaction, the core of the 2011-2015 strategy **(p.44)** • First training courses at the Service University **(p.44)** • Operational quality of service committees bringing together the companies, ground handling companies and Aéroports de Paris **(p.45)** • Introduction of the Parafe biometric recognition system at border crossings **(p.46)** • Indoor geolocalisation for passengers using smartphones **(p.47)** • New discussion tools for site businesses **(p.48).**

Sustainable procurement

Study of a Purchasing Code of Ethics **(p.49)** • Gradual increase in purchasing from institutions in the sheltered sectors **(p.49)** • Study on the inclusion of clauses relating to social integration in our maintenance work markets **(p.49).**

Civil society

Economic, social and environmental partnership agreement with the Conseil Général (General Council) of Seine-et-Marne **(p.53)** • Hubstart Paris® recognised by the public authorities **(p.53)** • Signature of the Pole d'Orly Sustainable Development Charter **(p.53)** • Creation of *AERO* Skills, a regional consortium for training for airport jobs **(p.56)** • Third public information campaign on the aid for soundproofing scheme **(p.61).**

Cross-talk

In December 2011, Aéroports de Paris organised the first regional conference on corporate social responsibility. What message did you want to give?

BC: Rather than corporate social responsibility, we should be talking about the social responsibility of organisations. Our practices, and those of the major companies who joined us for this conference, show that the Government, local authorities, associations and NGOs are no longer only stakeholders. They are actors in corporate social responsibility in their own right. We see a collective approach emerging. We want to work together to identify the innovations and initiatives which will ensure the sustainable development of companies and of society.

What concrete action is Aéroports de Paris taking to achieve this?

DH: CSR is part of the recommendations of the Grenelle Environment summit which we are implementing. We have already been applying the principles of this voluntary initiative for many years. We are supporting the development of our region by forging partnerships with economic actors and local authorities.

Didier Hamon,
Environment and Sustainability Director

Bernard Cathelain,
Executive Director
and Chief Development Officer

We have developed several aid programmes to support access to training and jobs, including in particular, the regional *AERO* Skills programme. We are helping to increase the attractiveness of the region, alongside our partners, by participating in Hubstart Paris® and Orly International, two initiatives promoting the region, and also in the Aeropole business incubator. We have made firm commitments to reducing CO_2 emissions and we have an ambitious energy policy.

Why are you encouraging companies in this voluntary initiative?

BC: The CSR approach should be an integral part of their strategy, as it is in our own 2011-2015 strategy. It improves corporate transparency at both a social and environmental level. Because of this, it also increases the confidence of employees, suppliers, customers and civil society in the ability of the company to take their expectations into consideration. It is a very effective tool for risk prevention and analysts use it to rate listed companies. In addition, it is an important lever in conducting business. This approach is most effective when it is followed by all our employees. That is why we have started a process which aims to integrate it as closely as possible within our organisation.

What is your assessment of your own CSR practices?

DH: The non-financial ratings which we have undertaken on a voluntary basis every year since 2005 show that we are making progress. In 2010 the Group reached a level close to excellence, with a rating of 3 out of 4. This rating covers governance, environment, human resources, human rights, behaviour in the market and community involvement. It is therefore a positive assessment. On the environment, for example, we will reach the targets set by the Grenelle Environment summit early. Our ambition is to eventually create a reference in corporate social responsibility, by becoming the European leader in our business segment. And we are well on the way.

CSR on a daily basis

With stakeholders

Civil society

Residents, associations, local authorities, NGOs, influential parties and leaders of opinion and business analysts

Information Tools
- Websites
- Annual reports
- The press
- Environment and Sustainable Development Centres

Methods of consultation
- Forums and exhibitions
- Environmental advisory committees
- Aéroports de Paris Foundation

Employees

Aéroports de Paris employees, the works council, trade union organisations, employees at airport companies

Information Tools
- Intranet
- In-house media, newsletter
- Information and awareness-raising booklets for staff

Methods of consultation
- Annual Social Climate Survey
- Works committee
- HRD Club for airport-based companies

Customers

Passengers and those accompanying them, airlines, companies using the sites, ground handling companies and airport retailers

Information Tools
- Websites
- *Aéroports de Paris LifeStyle* (passenger magazine)
- Customer guides (passengers and companies)
- E-newsletters (passengers and companies)
- Airport orientation committees (AOC)

Methods of consultation
- Websites
- Touchscreens at information points (passengers)
- A single telephone number 3950
- Satisfaction questionnaires
- Discussions with companies
- Quality of service operational committees

Challenges

Systematically embed environmental concerns in all our activities and promote these values.

Efficiently manage soundproofing aid funds.

Enable local and regional authorities, local businesses and the populations around our sites to benefit from the growth of our Ile-de-France airports.

Challenges

Aim for a fair social balance.

Stimulate individual and collective efficiency through skills training and motivating employees.

Respect diversity and equal opportunities.

Promote employee health and quality of life.

Challenges

Be among the leading European references in customer satisfaction: meet their expectations by listening and innovating; introduce and achieve high standards of quality of service.

Ensure that passengers are always safe and comfortable.

Cooperate with airlines to make them more competitive.

Business partners

Service providers, suppliers, subcontractors

Information Tools
- Conferences (business)
- www.ecoairport.fr (companies)
- www.tendersmart.com

Methods of consultation
- www.tendersmart.com (supplier consultation)
- Self-assessment questionnaire
- Markets and consultations
- Environmental partners' club

Financial Partners

Reference shareholder (the French Government), banks, investors, individual shareholders

Information Tools
- Annual reports
- Shareholder newsletter and Internet guide
- Quarterly results
- Half-yearly results

Methods of consultation
- General Meeting of Shareholders
- Shareholders' club
- Shareholders' meetings
- Site visits

The French Government, public bodies

The French Government, European institutions, public bodies and general interest organisations

Information Tools
- Annual reports

Methods of consultation
- Working groups
- Participation in regional groups
- Dialogue with Government ministries and agencies

Challenges

Apply the Aéroports de Paris Purchasing Code of Ethics and ensure it is observed.

Respect the interests of suppliers and service providers when purchasing.

Ensure our business partners comply with service quality standards and social responsibility best practices.

Challenges

Pursue strong business performance.

Respect the interests of small shareholders.

Challenges

Develop economic and social cooperation.

Ensure legal compliance

Respect our economic regulation contract.

1. Transparent governance

The Daniel Lebègue's point of view,

President of Transparency International France (an NGO)

Daniel Lebègue, President of Transparency International France, explains the risk of corruption and the role that companies such as Aéroports de Paris can play in the fight against its devastating effects.

Transparency International is the leading civil society organisation dedicated to the fight against corruption. Established in 1995, Transparency International France is the French chapter of the organisation. Corruption, which represents a violation of human rights and of fundamental democratic principles, leads to the distrust of citizens in their institutions. It also makes many environmental and human safety offences possible. It distorts international trade rules, while breeding poverty and underdevelopment. For all these reasons, Transparency International France aims to fight corruption by improving our country's public and private governance, with the support of all stakeholders.

The private sector, in particular, is expected to play a leading role in promoting transparency, integrity and accountability in economic life and advance the global fight against corruption. That is one reason why our association is encouraging French companies to engage in this fight. Other reasons may naturally lead them there: understanding corruption and the necessity of being protected against it is fundamental, so that the company never has to face a serious offence due to a lack of sound procedures concerning its business conduct and the behaviour of its staff in its markets.

We thus offer companies our help in implementing policies and programme aimed at preventing corruption. In 2008, we partnered with Aéroports de Paris S.A. In 2011, this partnership was extended to the Group and its four main subsidiaries. Our methodology included assisting with a self-assessment, making recommendations based on the information provided by the company, and suggesting project phase-specific tools developed by our NGO. We also contributed to the development and dissemination of the parent company's rules of ethics. In 2010 and 2011, we participated in staff awareness and staff training sessions on the public tender rules. This work will continue in 2012, for both Aéroports de Paris SA and its subsidiaries.

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1.3 Acting safely and reliably **18**

Additional information

For more information,
see the «Group» menu item on our website:
www.aeroportsdeparis.fr

1.1 Acting responsibly

Female members on the Board of Directors

The Board of Directors has provided for an increasing representation of female directors. On 31 December 2011, a woman replaced an employee-elected director. As a result, three of the 12 Directors covered by the AFEP-MEDEF Code of Corporate Governance are now female Directors, representing 25% of the membership (excluding employee-elected directors).

Remuneration of corporate officers

The Board of Directors sets the remuneration of the corporate officers after hearing the opinion of the Remuneration Committee and in accordance with the AFEP-MEDEF recommendations. In 2011, two CSR-related objectives were added to the criteria used for the variable portion of executive remuneration: controlling energy consumption and increasing workforce diversity.

Examples of areas reviewed by the Board of Directors in 2011

- Strategy and investments
- Initial assessment of the partnership with the Schiphol Group
- Risk management and internal control
- Approval of the company financial statements
- Remuneration of corporate officers
- Operation of the governing bodies

Aéroports de Paris is a French public limited company governed by a Board of Directors *(Société Anonyme à Conseil d'Administration)*. Internal regulations set forth the scope of the Board's responsibilities and its operating procedures. Board Member Guidelines govern the rights and duties of each director, and a code of ethics relating to share transactions and respect for French regulations on insider trading, breach of insider trading laws and market manipulation is appended to the internal regulations.

The Board of Directors

In April 2009, the Board decided to apply the AFEP-MEDEF guidelines for the corporate governance for listed companies issued in December 2008.

Composition

The Board of Directors is a collegial body that determines the Company's business strategy and ensures its implementation. It consists of 18 members, including six directors appointed by the General Shareholders' Meeting, six directors representing the government and six directors elected by employees. Two censors participate in the Board meetings in an advisory capacity. The term of office for both directors and censors is five years, as of 15 July 2009. In 2011, the Board of Directors met 14 times.

Assessment of the Board

The annual internal evaluation of the Board of Directors for the 2010 financial year was entrusted to an independent director and its results were presented to the Board at its meeting of 20 October 2011. The comparison with previous assessments (both internal and external) shows high levels, constantly growing, of satisfaction by the Board about the conditions under which it carries out its mission.

Special Committees

Three advisory committees contribute to the quality of the decisions taken by the Board of Directors:

The Audit Committee

It examines the corporate and consolidated accounts. It regularly reviews the Group's major risks with senior management. It ensures that risks are effectively tracked and that internal controls are monitored. It ensures the existence of a process for preparing and validating financial communication. In 2011, it met seven times with an attendance rate of 93%.

The Strategy and Investments Committee

It advises on the definition and implementation of the Aéroports de Paris Group's business strategy, in particular as it concerns the diversification of operations, and regularly audits the actual results. It examines the internal and external growth plans made by the Company and its subsidiaries. In 2011, it met three times with an attendance rate of 94%.

The Remuneration Committee

It makes proposals on the amounts of and changes to the total remuneration of corporate officers. It advises on the remuneration policy for the Company's senior executives. In 2011, it met twice with an attendance rate of 100%.

Our Executive Committee

Our values

Corporate social responsibility (CSR) puts the principles of sustainable development to work in the enterprise. It calls on companies to take their own initiatives to improve society and protect the environment, in tandem with their stakeholders.

A proactive policy of sustainable development

For several years, we have been exercising our corporate social responsibility through a proactive policy of sustainable development to support our growth. This policy is based on the reduction of the environmental footprint of our operations, as well as on economic and social cooperation programs benefiting local communities, but also on our social responsibility towards our employees and the respect for the interests of our customers and suppliers.

Our commitments

We conduct our policy in compliance with human rights and fundamental rights as defined by the International Labour Organization (ILO). Since 2003, we have been signatories to the UN Global Compact. We also partnered, in 2008, with Transparency International France, an NGO that focuses on the fight against corruption. In line with Grenelle Environnement (the French Environment Forum) recommendations, we made seven commitments to reduce our climate footprint. More generally, our approach follows the guidelines of ISO 26000, the CSR standard selected by our Environment and Sustainable Development division.

Independent assessment

From 2005 to 2010, our performance has been evaluated annually by an independent, non-financial rating agency. Full-scale assessments alternated with partial assessments. From 2011, such evaluations will be conducted every two years, to allow us to properly implement actions needed to make progress. The ratings evaluate our performance in the areas of corporate governance, environmental protection, respect for social commitments, human resource management and respect for human rights, as well as our behaviour in the market. For the first time in 2010, non-financial ratings were assigned, by Vigeo, to all Group companies. The audit of Aéroports de Paris S.A. and its four main subsidiaries revealed a convincing commitment level (level 3) for the Group, in relation to environmental, social and governance factors.

Leader on the Aspi Eurozone index®

In 2011, as a result of an unsolicited rating, Aéroports de Paris S.A. became the leader in the Transport & Logistics sector on the ASPI (Advanced Sustainable Performance Index) Eurozone®. This index includes the 120 best rated companies in the euro zone according to Vigeo, based on ethical, social, environmental and governance criteria.

The Executive Committee

Chaired by the Chairman and Chief Executive Officer, the Executive Committee meets weekly. It is responsible for the company's strategic and operational management. It discusses all matters relating to its successful operation and ensures proper execution of the decisions made.

Three governance principles

1. **Improve** performance in line with ethical behaviour and national and international standards.
2. **Manage** all risks for which the company is directly responsible.
3. **Report** to stakeholders.

Transparency

Every year, we report on our sustainable development activities in the Environmental and Social Responsibility Report, prepared under the Global Reporting Initiative (GRI) guidelines. Widely distributed to our stakeholders, this report is also made available on our website.

The UN Global Compact

The Global Compact is a UN initiative that lays out ten principles in the areas of human rights, labour standards, environmental protection and anti-corruption. As a Global Compact signatory since 2003, we ensure that we abide by these principles. Each year, we provide proof of our compliance with these commitments by communicating about our best practices.

Additional information

For our best practices recognised by the UN, visit our website: www.aeroportsdeparis.fr («Group» tab, «Sustainable Development» section).

1.2 Putting CSR at the heart of our organisation

A regional conference

In December 2011, we organised at Paris-Charles de Gaulle the first regional conference on corporate social responsibility. This event placed the issues of the CSR in the context of European standardisation and noted its future role in corporate ratings. A CSR club, which brings together Aéroports de Paris and large corporates participating in the conference, suggested that the discussions be continued. We also announced our partnership with Afnor and the Ile-de-France Regional Development Agency.

Think Clubs

To bring together airport stakeholders to examine economic, social and societal challenges, we have organised business clubs on our three main sites.

- Airport Player Clubs carry out partnership initiatives to promote and develop the airport area as a whole.
- HRD Clubs are designed to bring HR executives together to focus on training, employment, employee quality of life, disability and new laws.
- Environment Partners Clubs bring together environment officers to discuss and share environmental best practices for eco-efficient airports.

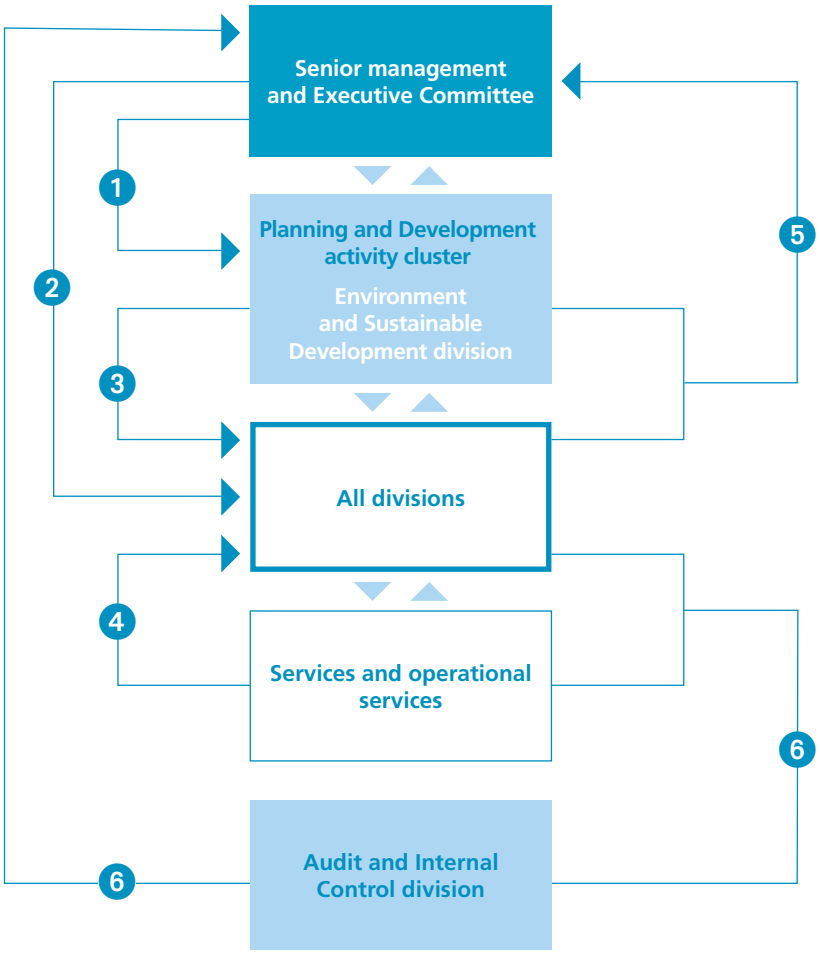
Roles and responsibilities of the divisions

Our corporate social responsibility policy is driven from the highest level of senior management.

A policy rolled out in all units

The Group's social responsibility policy is proposed by the Environment and Sustainable Development division to the Executive Committee. This division, which also manages the non-financial rating process, forms part of the Planning and Development activity cluster, whose Executive Director and Chief Development Officer is a member of the Executive Committee. The Audit and Internal Control division and the Security and Risk Management division ensure that all risks are covered and carry out all necessary checks and amendments. Sustainable development and corporate social responsibility policy is applied in all of the company's functional and operational activity clusters.

Validation and implementation of sustainable development policy



1. Validation of CSR Policy
2. Scoping paper for planning
3. Definition and implementation of CSR Policy Horizontal Actions
4. **Division reporting**
   Implementation dashboards
5. **Quarterly reporting to the Executive Committee**
   Implementing the CSR policy: annual operational plans, horizontal actionsopérationnels annuels, actions transversales
6. Self-assessment submitted to the Audit and Internal Control division

Contributions of divisions to the CSR policy

Divisions	CSR focus	Key horizontal actions with other divisions
Airports' divisions	• Maintaining SME and SMI certification	• Training and local initiatives
Human Resources	• Employment policy, human and social rights, equal opportunities, diversity, health, and training	• Training in CSR, quality of service, CSR clauses in outsourcing contracts, and social actions for local communities
Customer satisfaction	• Quality of service and Service University	• Disseminating a customer-centric culture
Marketing, Retailing and Communication	• Retailing relationships in terminals and respecting the customer	• Customer satisfaction surveys
Property Development (Planning and Development activity cluster)	• Services to business users in airports and environmental quality of real estate assets	• Third-party environmental performance
Engineering, Architecture and Contracting	• Environmental quality of buildings and ethical practices for building tenders	• Monitoring the environmental quality of projects
IT	• Security and protection of personal information	• Energy savings, raising awareness about IT security, and quality of service and innovation
Innovation activity cluster	• Quality of service to passengers in terminals	• All projects
Finance and Administration activity cluster, including Purchasing division	• Adherence to the Code of Conduct for Trading and Market Activities, CSR criteria in contracts, solidarity purchasing, and training buyers	• Economic and social cooperation, communication about economic and social responsibility, and implementation of the purchasing policy

Organisation of the Environment and Sustainable Development division

The Environment and Sustainable Development division works through an environmental and energy policy unit, two regional units for sustainable development and horizontal activity clusters. The environmental and energy policy unit oversees strategic directions in environmental and energy issues, monitors technical and regulatory specifications, and provides technical support to other divisions. The regional delegations and the horizontal activity clusters roll out the strategies for economic and social cooperation, solidarity and communication to local or regional stakeholders.

Main duties of the Environment and Sustainable Development division

1. **Gain** support for the development of airports in the Paris region.
2. **Draw up** the support agenda for environmental management across the entire Aéroports de Paris S.A. Group.
3. **Provide** optimal management for noise pollution aid financed by the tax on aircraft noise.
4. **Develop** strategies that enable local businesses and governments to benefit from the dynamism of Paris airports.
5. **Help l**ocal communities in difficulty.
6. **Keep** local residents informed.

Regional units for sustainable development

The two regional units for sustainable development (one for Paris-Charles de Gaulle and Paris-Le Bourget, and one for Paris-Orly) propose guidelines for the economic and social cooperation policy and for relations with regional authorities. They drive discussions among partnership structures and local networks, and represent the company in dealings with local (public or private) stakeholders.

Five horizontal activity clusters

Five horizontal activity clusters handle specific campaigns to inform the stakeholders and provide assistance to local residents, in synergy with the regional units:

- Trade, employment and training watches;
- Management of communication to local residents;
- Management of soundproofing aid for local residents;
- Partnership management;
- Aéroports de Paris Foundation.

1.3 Acting safely and reliably

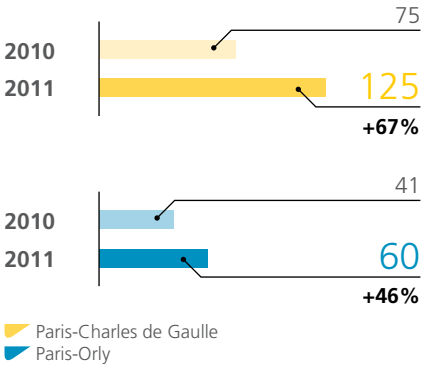
Business continuity

Managed by the Security and Risk Management division, the company's comprehensive policy for business continuity was initiated in 2011. Its objective is to identify priorities and principles of implementation of business continuity solutions, covering all divisions within the scope of Aéroports de Paris S.A. This policy will be supported by a methodology guide for the divisions.

Keep passengers informed

In the event of traffic disruptions, the airlines are responsible of informing and assisting the passengers. To support this effort, we mobilise our employees and information tools: billboards, freephone number, alerts by email, text messages or via social networks.

The fleet of snow clearing vehicles



Internal control and risk management

A comprehensive approach

Aéroports de Paris has a comprehensive approach to internal control and risk management. This method is driven and coordinated by the Security and Risk Management division and the Audit and Internal Control division.

Internal control and risk management are business control systems assisting in the management of the performance of the Group and its entities. Internal control aims to improve the efficiency of daily activities. Risk management allows for the prioritisation of major risks and ensures that they are managed at Group level. These systems comprise a set of resources, behaviours, procedures and actions appropriate for the characteristics of the Group and its entities.

The internal control guidelines for the Aéroports de Paris Group and the risk management standards were released in January 2010 and January 2011, respectively. They show how these systems are organised: regulatory frameworks and internal standards, stakeholders, roles and responsibilities, and associated governance.

Internal regulations

The Aéroports de Paris S.A. internal regulations define the permanent rules of general discipline and lay out the enforcement process for hygiene, health and safety. They include rules of ethics and specific rules specified in the procurement code of ethics, the code of ethics for trading and market activities, and the code of ethics for information security.

Simplified governance and professionalism

In 2011, to optimise and simplify the governance of the risk management and internal control processes, we brought together within a single network the «risk management» coordinators and «internal control» coordinators in all divisions of the company and the Group's major subsidiaries. We also updated the job descriptions of these coordinators. Joint committees were further created: a Coordination Committee that includes the coordinators and an Operations Committee at management level. The four awareness sessions on risk management and internal control systems were attended by more than 150 managers.

Lessons learnt

Following the exceptional snowfalls of the winter of 2010-2011, we reviewed our winter management model to improve its operational strength. We also established, on 1 July 2011, a Winter Sustainability activity cluster at the Paris-Charles de Gaulle and Paris-Orly airports. This activity cluster centralises all activities and resources dedicated to snow clearing and de-icing, in particular inventory management, operational monitoring of utilities consumed, purchasing of de-icing and snow clearing products. Winter Sustainability establishes appropriate rules, procedures and operating methods. We have invested about 60 million euros to be able to deal with harsh winters. This investment enabled us to purchase new de-icing and snow clearing equipment, to build new aircraft de-icing spaces and increase our storage capacity. With the help of the Human Resources division, many volunteers have been trained to intervene quickly.

Transparency International France

First signed in 2008, the partnership agreement between Aéroports de Paris and Transparency International France was renewed on 11 February 2011 for 2011 and 2012, and extended to cover Aéroports de Paris Management, ADPI, Alyzia Holding and Hub télécom. It focuses on ethics issues and the prevention of corruption risks. The Aéroports de Paris SA's first three year fraud-fighting programme for the period 2009-2011, managed by the Audit and Internal Control division, identified sensitive areas. The extension of the partnership to cover the subsidiaries is an opportunity for the parent company to learn from their best practices. ADPI and Hub télécom have already approved their action plans. Aéroports de Paris Management will approve its plan during the first quarter of 2012. A presentation on «Protecting expatriate employees and the fight against corruption» will be given during the framework convention for expatriates to be held in Paris, in March 2012.

Aéroports de Paris Management

Assisted by Transparency International France, Aéroports de Paris Management conducted an internal ethics audit. This initiative allowed to inform headquarters employees about the related risks, while emphasising the importance given to this matter by senior management. In particular, the audit resulted in the drafting of a code of ethics. In 2012, this code will be included in the internal regulations and will be widely distributed to employees. To ensure its sustainability, Aéroports de Paris Management scheduled dedicated training and awareness activities.

ADPI

ADPI has just completed its draft ethics charter. In 2012, the company will formalise its procurement and outsourcing management processes. It will also organise awareness sessions for its staff. At the same time, ADPI is also pursuing its CSR policy. In this respect, in 2011 it launched an initiative in favour of professional equality between men and women and also established a skill management process.

Hub télécom

In accordance with its action plan approved in 2011, in 2012 this subsidiary will develop a code of good behaviour and will formalise its procurement and outsourcing management processes. For several years now, Hub télécom has been conducting a proactive policy for environmental responsibility with the strong involvement of employees. It designs products that promote the reduction of energy consumption and the carbon footprints of its customers.

The risk management system

The Risk Management and Prevention department in the Security and Risk Management division is responsible for overseeing this facility and intends to give all stakeholders an accurate, collaborative and shared global vision of risks and their level of control, through:

- a structured organisational framework and a risk management policy;
- a risk management process based on an «identification/analysis/risk» processing model;
- continuous monitoring of the system.

The department is also responsible for the policy of crisis management and business continuity and policies regarding IT security, protection and prevention.

Prisme, a shared information tool

Since 2010, we have been developing Prisme, a GRC (governance-risk-compliance) system managed by the Audit and Internal Control division. This shared information system will gradually bring together, in a practical manner and on a single medium, all the data that needs to be managed: risk maps and information sheets, associated control elements, action plans, monitoring records of compliance with regulatory requirements and events impacting the Group's business.

Improved legal watch

In 2012, Prisme will be connected to the new regulatory watch system for environment, health and occupational safety, which was implemented in 2011 by the Environment and Sustainable Development division and the Human Resources division.

2. Encouraging professional development

Observations by Catherine Benet,
Human Resources Director of Aéroports de Paris

Appointed Human Resources Director of Aéroports de Paris in 2011, Catherine Benet has set ambitious goals for her programme. She aims to boost professionalism and to cultivate a service-focused culture while maintaining balanced labour relationships.

Between 2006 and 2010 we implemented a new human resources policy to support our changing corporate culture and the extensive restructuring that these changes entailed. We hope to continue growing even in a difficult economic situation by relying on the quality of our services and the professionalism of our employees.

In 2011, I gave priority to the employment policy in order to spur employees' interest in internal mobility, which makes it possible for the company's resources to continuously adapt and respond to the Group's needs. A major initiative was carried out in order to make the mobility management tools created during the past ten years easier to read and use. We believe that employees will now be better guided as they proceed down their career path and will more clearly see the benefits of mobility for their careers and continued skills and expertise. At the same time, we will be able to gradually refresh our workforce over time thanks to the incubators we have established to cultivate young talent destined for certain sectors within the Company.

2012 will be a year of restructuring for our division. Our objective is to rearrange roles and responsibilities to adopt a project-based management system. This new organisational system will be more efficient and will ensure that our action plans are compatible with our strategic objectives and values. One centre will be assigned to promote our labour commitments, particularly in relation to quality of life at work, diversity and equal opportunities. In this last regard, we will work especially hard to continue the actions taken in favour of gender equality and women's access to managerial positions. A multidisciplinary Organisational Change activity cluster will help entities adapt their organisational structure. A Managerial Development activity cluster will respond to our managers' desire to receive support from the Human Resources division in order to develop their managerial skills. There is still a lot of work to be done to promote and encourage this type of mobility and to provide more individualised support for our employees.

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Additional information

For more information,
please see the section entitled «Group – Human resources» on our website, www.aeroportsdeparis.fr

2.1 Motivating our employees

2011 goals and progress

Quality of employment conditions	
Objectivity and transparency of remuneration schemes	◕
Managing jobs and skills	
Quality of job management	◕
Skills development and employability	◕
Quality of working conditions	
Protecting health and safety	◕
Organising work time carefully	◕
Professional and social relations	
Promoting employee participation	◕
Promoting social dialogue and collective bargaining	◕
Non discrimination	
Preventing discrimination and promoting gender equality	◕
Preventing discrimination and promoting equal opportunities for vulnerable groups	◕
Respect for fundamental human rights	◑

This roadmap shows progress points over the medium term (2011-2015).

Starting ◔ On-going ◑
Advanced ◕ Attained ●

We will achieve the goals set under our five-year strategic plan thanks to the men and women of the company. Our social policy stimulates individual and collective empowerment within balanced labour relationships. This balance is based on respect for diversity, equal opportunities, health and quality of life at work. We spread these values of corporate social responsibility throughout the Group and also with our stakeholders.

Managing changes in employment and jobs

The Human Resources division

Our Human Resources division operates at the Group level. A Human Resources Committee lays down common Group directions for Aéroports de Paris SA and its subsidiaries. A Group Committee presents the company's strategic directions to partners.

The Human Resources division makes sure that human and social rights are respected within the group and under the contracts it signs with third parties. In 2011, it drew up a set of social responsibility clauses to be included in the tenders it issues and the contracts it signs with suppliers and contractors. It works to disseminate a customer-centric culture throughout the corporation and contributes to the regional economic and social cooperation activities of Aéroports de Paris.

Managing jobs and skills

We rely on a dedicated jobs and skills management system (GPEC) to oversee employment policies. The GPEC is used to anticipate changes in employment and jobs. It enables employees to adapt to changes and determine their future career path. In 2011 we entered into negotiations with our social partners, in accordance with the French law on planning for social cohesion, in order to organise a dynamic employment management system in conjunction with the predictions from the jobs analyses.

Redeployment of employees

As part of the strategic directions for the 2011-2015 period, we reorganised our Property Management division. The social aspect of this reorganisation was agreed on with our social partners in 2010. In 2011, out of the 179 employees affected by this reorganisation, 82 were assigned to modified positions or to positions created within the Property Management division; 60 employees were redeployed to other departments. The second economic regulation contract (2011-2015) provides for a 2% average reduction in staff per year within the parent company, until 2015.

Incubators to cultivate new talent

In order to fill positions that require rare skills, several years ago we created an incubator system for young managers coming from prestigious universities or having specialised master's degrees. These young graduates, hired under long-term contracts, come face-to-face with various corporate issues. We are working on a project to develop an external incubator system for maintenance technicians made up of our best apprentices.

Careers and mobility

Using mobility to invigorate the company

Our company adheres to a hiring control policy and encourages internal mobility. Mobility opens doors to rewarding careers while making it possible for the company's resources to continuously adapt and respond to the Group's needs The Career Mobility activity cluster advises, guides and supports employees as they follow their career paths. The Mobility Committee helps by pooling needs and employee career plans. Since 2011, we have been enhancing the methods used to encourage professional mobility, such as the "mobility spaces" for managers. These spaces aim to help managers identify gateways between jobs.

Motivating managers

Our Managers project, which took effect in January 2011, recognises manager performance and provides tools to motivate managers. This project includes a system for setting clear, measurable, individual goals, a new method for managing professional development, a dynamic remuneration scheme and a flexible promotion plan.

Developing career plans

The cornerstone of the professional development system is the professional appraisal meeting, which takes place between managers and their employees. For managers, the documentation for this appraisal has been computerised. This computer system will be expanded to non-managers between 2012 and 2013.

Training as a tool for progress

Our employees receive collective training that focuses on the company's corporate strategy: corporate social responsibility (CSR) thus forms part of several training modules. The customer relations development program – customer relations being the number one priority in the Group's 2011-2015 strategic plan – is managed by our new Service University. Individual professional training may be accompanied by role-playing scenarios as part of a mobility plan.

Managers

Managers act as relays for HR policy in the company's various divisions while drawing on the support of their local human resources department. They set the objectives for their units in terms of their workforce, develop skills and help employees make their career goals a reality. They disseminate corporate culture and help prevent risks. They are given training in order to equip them to perform these duties. Managers are educated on the human values embodied in the company's social policy.

A career mobility website

Employees have access to a website dedicated to career mobility, where they can consult job openings within the Group. This website maps out the various jobs and their corresponding descriptions and provides recommendations and tools to enable employees to play an active role in determining their career path. It also informs them of the resources at their disposal (training, skills review, workshops, resumes, etc.).

Social survey

Each year, our employees are asked to share their perception of the company as part of an anonymous poll run by an outside firm. The results of this poll are used to draw up the social survey, which is presented to employees during the first quarter of the subsequent year. In 2011, the survey included a question on psychosocial risks. This survey helps managers improve internal communication and identify actions to foster a positive social climate.

Employment figures

Workforce (Group) (1)	**9,092**
Hiring	
Manager incubators	**14**
Apprentice and work-study contracts	**83**
Education and training	
People trained	**6,114**
Hours of training given	**215,095**
Investment in continuing education (in thousands of euros)	**21.2**

(1) New scope: excludes group handling companies and commercial joint ventures.

Aéroports de Paris SA data

2011 profit sharing (in thousands of euros)	**14,052**
Average gross premium (in euros)	**2,113**
Participation 2011 (in thousands of euros)	**15,034**
Average gross premium (in euros)	**2,261**
Diversified employee savings at 31/12/11 (in thousands of euros)	**71,315**
Number of investors	**8,838**
Employee shareholding at 31/12/11 (in thousands of euros)	**81,308**
Number of investors	**6,188**

72% of Aéroports de Paris employees are shareholders via the Aéroparts fund. These employees owned a **1.61%** equity share in 2011.

Marker

In 2011, the energy conservation goal under the profit-sharing agreement was surpassed: **-2.3%** drop in 2011 in relation to 2010, versus a goal of **-1.7%.**

Recognising contributions and skills

Our wage policy aims to reward the contributions made by our employees. The Group is offering interesting remuneration packages with very good health insurance/ retirement benefits.

Fair compensation

The new compensation system for managers, launched on 1 January 2011, accounts for the quality of the manager's contribution as well as skill development. The variable portion of this compensation, which depends on the extent to which targets were met, is being gradually increased over time. Pursuant to the agreement on gender equality, the wage gap analysis has made it possible to reduce major gaps. These measures will continue, if necessary, once the situation has been re-evaluated. A wage agreement signed in late 2010 approved a company-wide wage increase of 1.6% as of 1 January 2011 and the payment of a non-renewable bonus for employees at the top of the pay scale.

Profit-sharing linked to sustainable development

For financial year 2011, Aéroports de Paris SA paid its seventh share-holding premium and its 24th incentive bonus. The profit-sharing agreement applies three similarly-weighted criteria: business performance, customer satisfaction and energy consumption.

A five year outlook for employee savings

All employees are entitled to a Group savings plan (PEG) and a retirement savings plan under the collective Group pension plan (PERCOG). In 2011, the scale for contributions paid into the Aéroparts fund under the PEG and into the PERCOG funds was established for a period of five years. Pursuant to the law reforming the retirement pension system, 50% of the share-holding premium will be invested, by default, in the PEG and unavailable for five years, and the other 50% will be invested in the PERCOG and unavailable until retirement.

Solidarity investment fund

Aéroports de Paris selected a corporate mutual fund (Amundi Label Actions Solidaire) in 2009. The socially supportive part of the fund is invested in the investment company France Active that finances projects for the environment, integration and fighting social exclusion. This fund is known as a socially responsible investment (SRI).

Inspiring creativity

Our employees submit around 50 innovative proposals each year through two participatory innovation efforts – Innov'idées et Innov'équipes. The best proposals are implemented and presented at the special initiative day. In 2011, two teams from Paris-Charles de Gaulle won the prize for the best proposals: the first for a computer tool designed to aid in feasibility studies and to track work activities in the terminals, and the second for a more efficient remote display system for baggage sorting. Two employees presented a proposal to equip boarding bridges with an additional control screen to improve safety during manoeuvres.

2.2 Respecting equal opportunities

Our corporate agreements and proactive policy require that we promote social and gender diversity and equal professional opportunities among our employees. As the Group is a signatory to the Global Compact, we fight against discrimination.

Gender equality, disabilities, senior employees

Communicating our values internally

We pay special attention to informing all divisions and employees of our commitments. Employees are kept informed through internal media and publications, during seminars or at national events. Our managers, staff representatives and the network of human resources correspondents attend special training sessions.

Gender equality

In December 2010 we signed our third agreement on gender equality (2011-2013). In doing so, we agreed to promote diversity, to mobilise corporate players and to aim for an optimum work/family balance. Two key goals in the agreement are to facilitate access to managerial positions and ensure equal pay for women. Thus, since 2011, the Human Resources division of Aéroports de Paris has been led by a woman who sits on the Executive Committee. The main wage gaps identified between men and women were reduced by an annual amount of €350,000 in 2010 and 2011. Each year, an audit is carried out to determine whether the equal pay policy has been upheld. A booklet to raise awareness was distributed to managers and employees. Training modules related to diversity have been thoroughly revised and will be deployed in 2012.

Disabled workers

Disability contact people and the Disability team serve as special, dedicated points of contact for disabled workers. The seventh agreement on jobs for people with disabilities (2010-2012) was signed in January 2010. This agreement establishes a required minimum percentage of disabled workers, assistance for disabled employees or those who have a disabled dependent and increased purchasing from relevant sheltered sectors. We signed an agreement with the National Union of Sheltered Workshops. Every year, since 2009, we have organised a Handicafé during the Week for the Employment of People with Disabilities and participating in forums on this issue.

Senior employees

The 2010-2012 corporate agreement on seniors' jobs and job retention guarantees the right for older employees to continue to serve in a motivating occupation, for example, through the development of mentoring programs. Under this agreement, their experience can be leveraged while guaranteeing them access to training. The company is committed to a recruitment rate of 4% for the term of agreement. End of career support measures, including part-time work, timetable adjustments and aid for pension buy-back have been implemented.

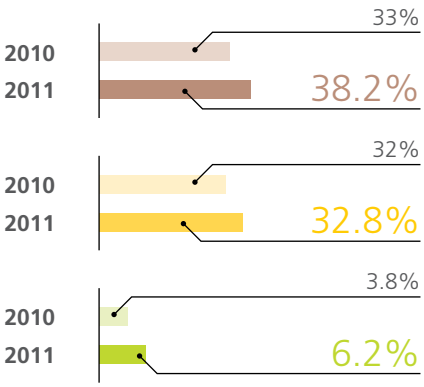
Diversity

A diversity audit was carried out in late 2009/early 2010 by the IMS Entreprendre pour la Cite association at the request of Aéroports de Paris SA. The priority actions identified in 2010 will serve as the basis when defining the diversity policy.

Sheltered sector

In November 2011, we participated in the first conference on the sheltered sectors. We have a dozen partnerships in place with sheltered workshops in France. These establishments provide services such as maintaining green spaces, cleaning light vehicles and special equipment, maintaining the beacon lights or distributing mail.

Job equality for men and women



Disabled workers hired

Scope: Aéroports de Paris SA

	2011	2010-2012
Long-term contracts	4	11 (minimum)
Assisted / fixed term contracts	4	20
Work-study contracts	1	9
Interns	5	15
Sheltered workshops (in thousands of euros)	328	

Senior employees 2010-2011

Hiring rate (%)	4.3
Part-time	24
Timetable adjustments	25
Training (%)	80.5
Cases of pension buy-back	5

2.3 Ensuring employee health and quality of life

A new tool for monitoring regulatory affairs

In 2011 Aéroports de Paris acquired a new tool for monitoring regulatory affairs, as regards occupational health and safety. This tool will be integrated in the Prisme risk management tool in 2012.

Expatriates

Group expatriates and French staff working overseas are covered by a special protection scheme that permanently monitors security conditions in countries where they are visitors or residents. This real-time alert system was upgraded in 2011 Specific audits were carried out in the countries where the Group has permanent sites. Expatriates and French staff working overseas have access to an intranet site and are given safety awareness training.

Markers

- CESU: **975** beneficiaries in 2011, including **21** disabled workers (employees or spouses) and **12** children with disabilities.
- **40** automatic defibrillators were installed at the three airports.

Our workplace health and safety policy is based on prevention and the notion that work should be adapted to the worker. Our 2011 annual plan for the prevention of occupational risks draws on the 2010-2014 Health at Work plan (Plan santé au travail) of the French Ministry of Employment and Health and on the regulatory provisions applicable to work hardship. We anticipated these lines of action beginning in 2009 and continued our efforts in 2010 and 2011. Communications are issued periodically under the prevention policy. A booklet was provided to the employees of Aéroports de Paris SA in 2009.

Our organisation and programme

Organisation

Eight committees on health, safety and working conditions (CHSCT) are spread over 20 Aéroports de Paris sites, and 20 safety officers have been assigned to operating and functional divisions. A multidisciplinary medical and technical commission brings together the work of doctors and the officers specialising in occupational hazard prevention under the leadership of the Director of Human Resources. This commission decides on additional areas of study to support the annual prevention plan.

An eight point action plan for 2011

Our 2011 action plan focused on the prevention of psychosocial risks, the risk of falls to the ground and road risks, on concurrent activities, on the prevention of chemical risks, on exposure traceability, on regulatory compliance and on the deployment of automatic defibrillators.

Conventional risks

Technical risks

In 2011 we completed our efforts to track the risk of asbestos at the three airports. Traceability procedures for chemical risks have been operational since 2009, while traceability procedures for exposure to asbestos, noise, vibrations and ionising radiation were implemented in 2011. Staff are made aware of the new labelling of chemicals to protect them from the risks of carcinogens, mutagens and reprotoxic agents (CMRs). A plan to implement alternatives to CMRs is currently being drawn up.

Work hardship

In 2011, the Human Resources division led a study for the prevention of work hardship. The hardship audit, which will identify "difficult" jobs and the personnel concerned, is currently under way. An agreement on work hardship prevention is being negotiated with our social partners and is expected to be signed in 2012. This agreement, which will essentially be a plan of action, will include the measures already taken to prevent occupational hazards or other corporate agreements, such as the agreement on seniors' jobs and the agreement on gender equality.

Partners and third parties

Aéroports de Paris has drawn up prevention plans with airline service providers in regard to baggage sorting and handling operations. Meetings between the various parties involved are held on a quarterly basis. Prevention plans are updated on a yearly basis.

Pedestrian and road traffic

Over half of the workplace accidents that occur within the Group are caused by falls to the ground and on stairways. Preventative signage has been installed at all of our sites. The analysis of pedestrian routes continued in 2011. A third campaign to raise awareness about road risks has been organised. The company plans to develop an internal policy for road accident prevention and to pinpoint the "black spots" on the roadways of the three airports in 2012.

Psychosocial risks

Steps taken towards a prevention agreement

An interdisciplinary alert network was tasked with detecting psychosocial risks. It consists of physicians, the social department, managers and CHSCT representatives. In 2011, a joint prevention group worked on a shared diagnosis. This diagnosis will lead to the signing of an agreement on psychosocial risk prevention in 2012. Consequently, the agreement on methods for preventing psychosocial risks, signed with trade union organisations in 2011 and valid for a 12 month period, has been extended. A working group has also been assigned to define a method for assessing psychosocial risks so that they can be included in the annual risk assessment. The first assessment of these risks will take place in 2012.

Day-to-day

In 2010, internal and external mediators were appointed and tasked with the following:

- Starting dialogue and seeking compromises;
- Alerting the Human Resources division of any collective malaise, deterioration of the social climate or problems arising from organisational change.

In 2011, a resource group was created to handle individual situations. An awareness-raising seminar was held for managers. Training modules on psychosocial risks are currently being developed.

Quality of life and health

Work-life balance

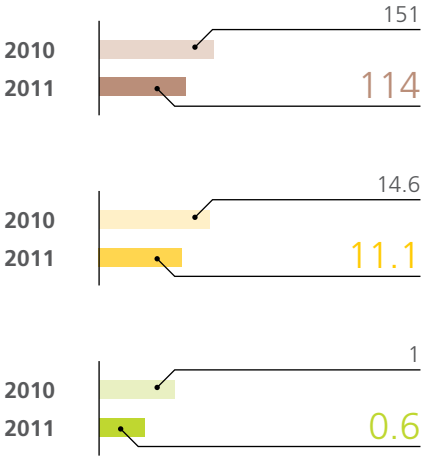
Our employees can take advantage of the Cheque Emploi Service Universel (CESU) programme as per the conditions set forth in the agreements on gender equality and the employment of disabled people. These cheques are awarded to pay for services for young children, home help services, extracurricular activities and disability support. In 2011, the company's participation in the CESU programme increased by 53%. Additional aid is provided to people with disabilities to adapt their homes and vehicles or to finance a different method of transport. Two inter-company nurseries have been available to employees since 2006 and 2009, respectively, at Paris-Charles de Gaulle and Paris-Orly.

Health and safety

In 2011, the Health Protection Committee distributed a booklet to employees encouraging them to regularly drink water to stay in good health. The Committee's intranet site provides nutrition, hygiene and fitness advice.

Rate of accidents at work

Scope: Aéroports de Paris SA



AT (accidents at work)
TF (frequency)
TG (severity)

2011 figures indicate a clear drop in accidents at work.

Markers

- Aéroports de Paris is a member of a network of large companies, moderated by ANACT to discuss experiences of psychosocial risk.
- Paris-Charles de Gaulle is OHSAS 18001 certified (occupational health and safety). This certification was renewed until April 2014.

3. Our commitment to preserving the environment

Cleaning the rainwater retention pond at Paris-Charles de Gaulle

Franck Goldnadel,

Managing Director at Paris-Charles de Gaulle airport, talks to us

Managing Director at Paris-Charles de Gaulle airport, Franck Goldnadel presents our latest projects, which will reduce our greenhouse gas emissions and improve the management of rainwater.

In 2008 we made a commitment to launch a programme to install renewable energy facilities at our airports. This decision was part of our strategy to control our activities' CO_2 emissions and formed part of the Grenelle Environment Plan. The first facility to be installed was a geothermal power plant at Paris-Orly, which was commissioned in 2011. This year we launched the construction of a biomass plant at Paris-Charles de Gaulle which will supply 25% of the airport's heat requirements. Fuelled by waste from forestry activity around the site, it is expected to be put into service during 2012. This new facility will reduce CO_2 emissions by 18,000 tonnes annually.

Our actions in the field of energy are clearly not limited to the production of renewable energy. We implement a high environmental quality approach to our building and renovation activities, which includes criteria for energy consumption. As an example, let's look at satellite 4, which is scheduled to open at Paris-Charles de Gaulle in 2012. This terminal will have a very efficient shell and will be heated and air-conditioned using a thermo-frigo pump which can simultaneously produce heat and cold using electricity, and has an excellent performance.

In a completely different area, we have carried out a major study on rainwater management. We want to make further progress in controlling what we call the treatment of winter pollution, linked to the use of products on aircraft and runways during cold spells. In 2011 we saw improvement plans being put into operation, which will be continued in 2012.

These actions fit well into our environmental management system, based on continual improvement in controlling and reducing our impact. Our airport has been ISO 14001 certified for several years and we have integrated systems for managing quality, environment, health and safety at work into a single system. This Integrated Management System (IMS) was certified in 2010 and again in 2011.

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Additional information

For more information,
see under «Group - Sustainable development» on our website, www.aeroportsdeparis.fr

3.1 Working towards our commitments

Targets and progress 2011

Energy efficiency – HEQ®	
Design/construction of new buildings	◕
Rehabilitation of existing buildings	◑
Carbon (CO_2) footprint	◑
Renewable energy	
Implementation of renewable energy production systems	◑
Purchases of renewable energy	◑
Transportation	
Action in the Company and Inter-company Business Commuting plan	◕
Waste	
Recycling general waste	◕
Recycling organic waste	◕
Sorting passenger waste	◑
Water	
Reducing drinking water consumption	◑
Biodiversity	
Reducing the use of pesticides	◑
Biodiversity action plan	◑

This roadmap shows progress points over the medium term (2011-2015).

Starting ◔ On-going ◑
Advanced ◕ Attained ●

Striving for efficiency

Our ambition is to excel in the environmental management of impacts from our activities. Our 2011-2015 strategic plan sets out the Group's target of becoming the European benchmark in sustainable development and corporate social responsibility in its business segment.

Our commitments

In line with Grenelle Environment (the French Environment Forum) recommendations, we made seven commitments to reduce our climate footprint. In accordance with the agreement signed in 2008 by the aviation operators, these commitments are subject to an annual report sent to the French Civil Aviation Authority (DGAC).

Concrete results

In 2011, a geothermal power plant was commissioned at Paris-Orly airport and construction work was started on a biomass boiler at Paris-Charles de Gaulle. We also signed an agreement for the purchase of around 200 electric vehicles between now and 2015, as part of a joint scheme led by La Poste. Internal energy consumption per passenger in 2011 was 20% lower than in 2004. The introduction of local management of departures, in early 2011, led to a reduction in aircraft taxiing time at Paris-Charles de Gaulle. In November 2010, our Paris-Orly and Paris-Charles de Gaulle sites received Level 2 Airport Carbon Accreditation, recognising the effective knowledge and management of our greenhouse gas emissions. Certified by an independent auditor, this accreditation was renewed in 2011.

A new environmental policy

In 2011 we updated our environmental policy. A general policy will be developed further according to themes: water, air and emissions, waste, biodiversity and energy. It will consider each of the objectives laid down in the 2011-2015 strategic plan and incorporate the items in the second economic regulation contract.

Environmental Policy

Engagement	Déploiement
Systematic factoring in of the environment within our activities	Application of existing best practices; compliance with regulations and additional corporate commitments in a spirit of continuous improvement
Act as a responsible player in controlling local emissions	Reduce energy consumption, improve transport methods around the airport, construct HEQ® buildings
Prevent the risk of collective pollution	Earmark the requisite technical and human resources; involve employees, businesses and regional partners
Promote its values and share best practices with environmental partners and local stakeholders	Communicate transparently on environmental impacts, support actions for environmental management by all other players in the airport hubs

A tailored organisation

With the support of a network of Environment Officers across the Group, the Environment and Sustainable Development Division provides transversal management of environmental policy. It undertakes an annual performance review and produces a dashboard showing the results, based on eight environmental indicators, and which is presented to the Executive Committee every quarter. The Sustainable Development Steering Committee, created in late 2010 as a result of the merger of the Energy Steering Committee and the Climate Plan Monitoring Committee, is the decision-making body on environmental policy matters.

In 2011, the Environment and Sustainable Development Division undertook an in-depth review of its tool for monitoring regulations, which will be incorporated into the 'Prisme' Group risk management tool during 2012 in order to improve monitoring of regulatory compliance and to centralise corporate action plans.

Our environmental management systems are certified

Management certified by third parties

The environmental management systems (EMS) of the Paris-Orly, Paris-Charles de Gaulle and Paris-Le Bourget airports, as well as the heliport at Issy-les-Moulineaux, are certified and comply with the ISO 14001 standard. This global standard is based on a system of continuous performance improvement on which the effectiveness of the system depends.

The integrated management system at Paris-Charles de Gaulle (based on compliance with quality management standard ISO 9001, management of health and safety at work standard OHSAS 18001 and ISO 14001) had its certification renewed in March 2011. This approach is also being applied at Paris-Orly, where an initial analysis was carried out in 2011. The aim is to achieve IMS certification at Paris-Orly before the end of 2012. The ISO 14001 certifications at Paris-Orly, Paris-Le Bourget and the Issy-les-Moulineaux heliport were renewed in 2011. In order to be lasting, these processes require the commitment of all employees at every level in the Company.

Communication, training, awareness

We use a number of internal environmental communication tools: a quarterly e-newsletter, a bimonthly technical environment watch bulletin and a system of electronic document management. We are systematically training all employees who are called upon to operate in environmental areas. In 2011, we developed a new training programme which will be introduced in 2012. In addition, we organise awareness-training days for new hires, both management and non-management, and for all current employees. Two and a half days were organised in 2011 on the themes of the environment and corporate social responsibility (CSR) and a booklet promoting awareness of IMS was distributed to all employees at Paris-Charles de Gaulle. We also ask our partners and employment agencies to sign our environmental awareness guidelines for temporary staff.

The seven commitments of the Grenelle Environment Forum

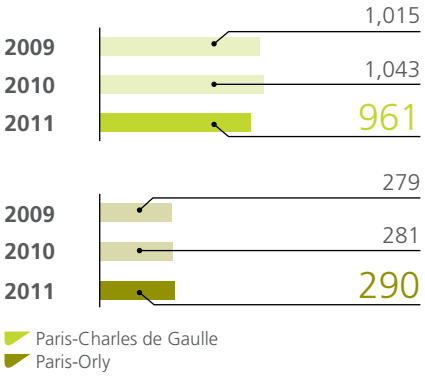
1. **Lower** aircraft average taxiing time by 10% at Paris-Charles de Gaulle airport by 2015, in association with other stakeholders involved.
2. **Apply** a high environmental quality approach to new construction projects.
3. **Reduce** the company's internal energy consumption by 20% per passenger between 2004 and 2020.
4. **Launch** a renewable energy installation programme.
5. **Reduce** CO_2/km emissions by 30% in the light vehicle fleet by 2012.
6. **Contribute,** in partnership with airlines to limiting the use of auxiliary power units for aircraft.
7. **Promote** carpooling among people working in Paris airports.

Aéroports de Paris Management Expertise

Thanks to the support of Aéroports de Paris Management, the operators of the airports in Amman (Jordan), Algiers (Algeria) and the 13 Mexican airports operated by Grupo Aeroportuario del Centro Norte (OMA) had their Management System certifications renewed in 2011.

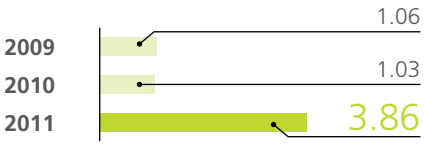
3.2 Reducing our energy footprint

Internal energy consumption (en GWhep)



Share of renewable energy in our final internal consumption (%)

Scope: Aéroports de Paris



Ambitious targets

Our 2011-2015 strategic plan sets out a target of a 12.46% reduction in primary internal energy consumption per square meter of building between 2009 and 2015, being an average 2.2% improvement per year in energy efficiency. It aims to provide 15% of our final internal consumption from renewable energy sources by 2015. The overall objective is to reduce our CO_2 emissions by a quarter between 2009 and 2015. In accordance with this, the Energy pole of the Environment and Sustainable Development Division is developing a new energy policy, based on the ISO 50001 energy management standard published in June 2011. This pole is steering the application of the energy policy across the Company.

Increasing our production of renewable energy

A geothermal power plant and a wood-fired boiler

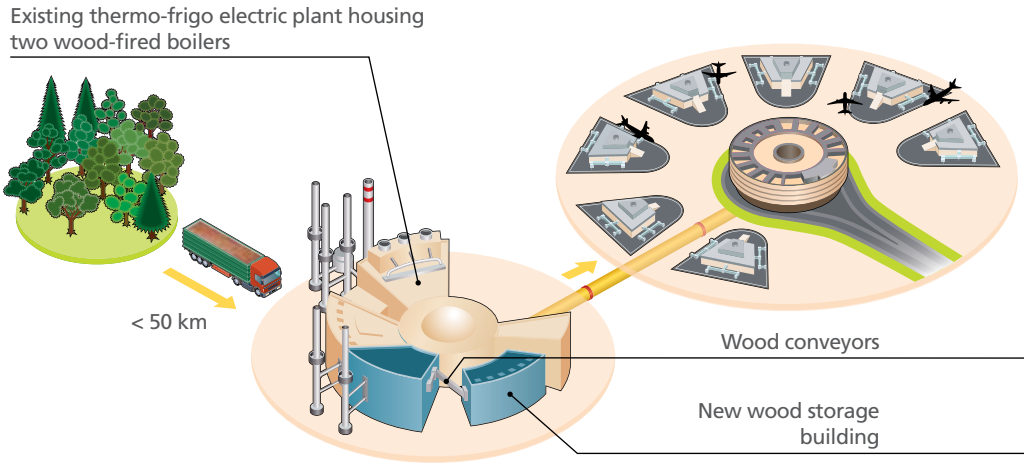
There are a number of renewable energy production systems currently in place, under construction or in test phase on our sites. The geothermal power plant commissioned in early 2011 at Paris-Orly will eventually produce all the heat required for the terminals. The only installation of its kind in France, and which reduces annual CO_2 emissions by 9,000 tonnes, it was awarded the Essonne Environnement prize (energy/climate category) by the Essonne Chamber of Commerce and Industry in October 2011. In 2012, we will put a high-performance thermo-frigo pump system into service at Paris-Charles de Gaulle for heating and cooling the future satellite 4, as well as a biomass plant whose construction was started in 2011.

Solar energy

Several facilities use solar power. At Paris-Orly, the roof of the inter-company restaurant is equipped with thermal solar panels. Measuring 72 m^2, this system can heat 4,000 litres of water and represents an annual electricity saving of approximately 30,000 kWh. In 2011, we installed stand-alone lighting equipped with wind turbines

Paris-Charles de Gaulle introduces wood-powered energy

To reduce the carbon footprint at Paris-Charles de Gaulle, we are installing a wood-fired boiler on the site of the thermo-frigo electric plant, which is expected to enter service in Autumn 2012. With a 7 MWth capacity, the two new boilers will be fuelled by wood chips coming, for the most part, from forests located within 50km of the airport. Consuming 40,000 tonnes of wood per year, the boiler will reduce CO_2 emissions by 18,000 tonnes per year. By 2013 this installation is expected to produce 25% of the site's heat requirements.



Stand-alone lighting installed at Orlytech

and photovoltaic solar panels along the walkway linking Orlytech to the neighbouring RER train station. A thermodynamic solar water heater was installed at Paris-Le Bourget at the end of 2011 to provide hot water for the fire station.

Projects

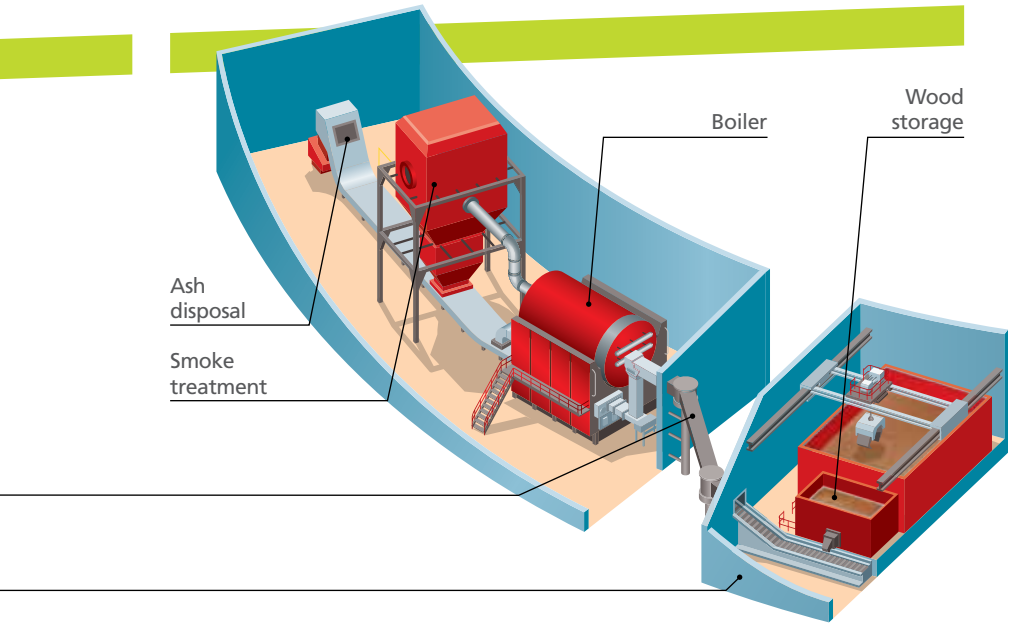
To diversify our energy provision sources even further, we are investigating the possibility of increasing our renewable energy production installations. A number of projects are being studied: biogas production and the installation of photovoltaic panels to supply the Environment and Sustainable Development Centre at Paris-Charles de Gaulle.

Reducing our energy consumption

Reducing our carbon footprint also means reducing our energy consumption. We have set ourselves the goal of reducing our internal energy consumption by 2.2% per square meter per year. We have already achieved other goals, such as the gradual replacement of lighting systems in terminals by high performance lamps and the automatic switching off of IT equipment after use.

Tests in terminals

In 2011 we tested two energy-efficient initiatives at Paris-Orly. At Orly West, display screens switch off automatically when there are no longer any passengers in the airport. This practice will gradually be extended to other terminals. At Orly South, a new computer system for controlling the baggage handling facility could lead to a reduction of 35% in the installation's electricity consumption. The baggage belt no longer moves continually but starts as soon as a piece of luggage is placed on it and stops after the last piece of luggage is removed. This system could be used with future baggage handling facilities.



«Greener» computers

The IT department is starting to roll out a new range of IT terminals using four times less electricity than traditional computers. Data are stored on a single server shared with other users. This shared storage reduces unnecessary consumption. All computers now have an optimised system for putting them in sleep mode, which is expected to save 2,000 hours of electricity per day.

Designing tomorrow's towns

Aéroports de Paris has joined forces with the competitiveness pole, Advancity. This pole brings together 192 companies of all sizes and more than 200 research facilities to favour the creation of research projects on sustainable towns. Research will cover projects in areas as diverse as mobility, waste methanisation, building insulation and managing waste water networks. In three years, Advancity has identified 270 projects, of which more than 105 have received financing investment for research and development amounting to €230 million.

A tight regulatory framework

The Climate Energy Package adopted in December 2008 requires the 27 member states of the European Union to reduce their greenhouse gas emissions by 20% by 2020, through measures to ensure that an average of 20% of their consumption comes from renewable energy sources and by improving energy efficiency by 20%. In France these targets have been written into the Grenelle laws and the multi-year investment programming (PPI) which has set the renewable energy target for 2020 at 23%. Revised in 2007, the directive on energy efficiency in buildings stipulates that energy consumption of office and residential buildings should be reduced by 38% by 2020.

EU embassy in Tokyo

In November 2011, the building housing the European Commission delegation in Tokyo was inaugurated. Designed and built by ADPI, Europa House complies with the Japanese Comprehensive Assessment System for Building Environmental Efficiency (Casbee) standard.

A shopping and sustainable services centre

The Aéroville shopping and leisure centre under construction at Paris-Charles de Gaulle will open in late 2013. It will have 100,000 m² of shops, a hypermarket and restaurants. The project incorporated energy saving, water consumption and waste recycling methods. Its designer is also conducting a feasibility study into geothermal heating. Aéroville is aiming for Breeam certification, the British equivalent of High Environmental Quality certification.

Training

The Engineering and Architecture Division organises regular training sessions devoted to LEB design and very low energy consumption renovation. Ten training and awareness sessions took place in 2011.

Adopting a high environmental quality approach

As architects and planners we build and renovate our buildings according to a demanding approach in compliance with High Environmental Quality and LEB guidelines. We implemented new thermal regulations (RT 2012) early in our most recent projects, applicable since 28 October 2011. These regulations apply to new office buildings. They take up the levels set by the LEB Effinergie® seal of approval, by limiting primary energy consumption to 50 kWhep/m²per year, being between three and five times less than the level recommended by the previous regulations.

Satellite 4, a giant in high environmental quality

Satellite 4, housing the future departure lounges for terminal 2E at Paris-Charles de Gaulle, will be delivered in 2012 and will cover 100,000 m². It was designed in accordance with the high environmental quality (HEQ®) approach. Called upon to be a reference, it was subject to a pilot HEQ® audit in 2010. In order to reduce energy consumption, its features include a very efficient shell and innovative energy-saving systems. In total, Satellite 4 is expected to consume 30% less energy than the average of the existing terminals.

A HEQ® freight terminal

The new freight terminal, GB3, on the Paris-Charles de Gaulle site, will enter service in September 2012. It will comprise nearly 14,000 m² of warehousing and 4,000 m² of offices. After the construction of terminal GB2 in 2008, which enabled HEQ® standards to be developed for the logistics sector, this new building will be HEQ® certified and its offices LEB certified.

With Schiphol Group

As a result of the partnership between Schiphol Group and Aéroports de Paris, the Altaï office building in the Roissypole business district will be inaugurated in June 2012. This 12,500 m² HEQ® building will only consume 65 kWh/m²per year, which qualifies it for the Effinergie®LEB label. This performance requirement is set down in the project specifications given to the architect and construction company chosen by Schiphol Group and Aéroports de Paris.

A works council clad in wood

The new works council building at Paris-Charles de Gaulle, which opened in June 2011, is a first. The decision to construct a wooden building enabled a negligible carbon footprint to be achieved, together with minimal environmental pollution and generation of waste on site (panels and frames partially prefabricated). The majority of the products used are recyclable. Energy efficiency takes pride of place. The heating and air conditioning system is provided by a reversible heat pump and an underfloor heating/cooling system. Combined with a high performance shell, this installation cuts energy consumption in half. The planted terraces drain rainwater and increase the sound insulation. This building is the first service building built by Aéroports de Paris that is entirely HEQ® certified.

3.3 Controlling our emissions

Encouraging low-pollution travel

In order to help employees manage their travel better and reduce the environmental impact of their transport, we set up a corporate travel plan (PDE) in 2005. Our most recent travel barometer shows that 81% of employees favour private car for their home-work journeys, a figure which has fallen four points since 2010. Around 11% of employees use public transport, 2% use carpooling and 6% an alternative means of transport.

IT to the rescue

To reduce the need for travel during the workday we have introduced a network of 33 video conference rooms and six self-service office spaces. Since 2010 we have installed more than 1,200 computer workstations equipped with the MOCS communication tool, enabling audio and video conferencing and online sharing of documents with one or more participants. Our Intranet site has a «Transport and journeys» tab which gathers together public transport information for all sites.

A three year action plan

To make the PDE more attractive, in 2010 we created a new three year action plan. This aims to increase the attractiveness of public transport, to reduce the number of journeys that need to be made and to ensure that car use is carefully thought out. It also suggests solutions adapted to the diversity of demand. Eleven action points have been defined, including revising the «Transport and journeys» section of the Intranet, improving teleconference facilities, improving the carpooling system and the debate on taking «soft» modes of transport into account.

Reducing our fleet's carbon footprint

Over the next four years we will take delivery of around 200 electric vehicles. As part of this project, we are studying the installation of recharging stations. We use light and utility vehicles with low emissions (LPG, NGV and electric). Our aim is to reduce greenhouse gas emissions from our fleet.

Improving site access

On 15 June 2011, we signed an agreement with the RATP and the STIF (Ile-de-France Transport Union) to define the methods of financing and construction necessary for a tram line serving Paris-Orly. Starting in 2013, tram line no. 7 is expected to link the Paris metro line 7 to Paris-Orly and Athis-Mons.

From PDE to PDIE

On 7 April 2011, in association with five of the largest companies at Paris-Charles de Gaulle airport (Air France, FedEx Express®, La Poste Hub-courrier de Roissy, La Poste PIC Paris-Nord and CIF Keolis), we joined an inter-company travel plan (PDIE), named R'Promobilité. The objective is to improve site access conditions for employees and to promote responsible mobility. Coordinated by the Versailles-Val-d'Oise-Yvelines Chamber of Commerce and Industry, this plan is relevant to half the employees at the airport. A PDIE is also being developed at Paris-Orly airport.

Mobility meetings

In association with 26 partners, we held the fourth European Mobility and Road Safety Week from 16-22 September 2011 around 30 hosts were present on 54 stands in 13 entertainment areas. They raised the awareness of nearly 15,000 employees of the Paris-Le Bourget, Paris-Orly and Paris-Charles de Gaulle airports to the climatic impact of transport, the challenges of road safety and responsible behaviour. A competition was organised, as well as a joint conference with Paris-Orly and Paris-Charles de Gaulle. Brochures on optimising business travel, and the organisation of and improvements to public transport had been specially created for the event and were widely distributed.

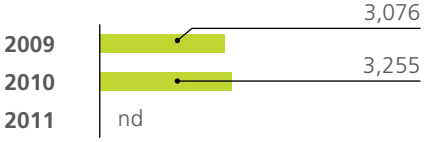
On a regional scale

In 2010, Aéroports de Paris announced its proposals for the major inter-modal projects for the greater Paris area, and for high speed train services and RER B+ trains at its sites.

Vehicle emissions

(in tonnes of CO_2)

Scope: Paris-Charles de Gaulle et Paris-Orly



Strict monitoring of thermal power plants

Our three main sites each have their own thermal power plant. Boasting a capacity in excess of 20MW, these combustion facilities are part of the national greenhouse gas emission quotas allocation plan (PNAQ). Their CO_2 emissions are therefore strictly monitored.

On an international scale

In the framework of the Sesar and Aire international research projects, Aéroports de Paris participates in the debate on tomorrow's contributions to reducing aircraft fuel consumption.

Facts

- Since 2010, Paris-Charles de Gaulle has been labelled as a «CDM Airport" by Eurocontrol, the European Agency for the Safety of Air Navigation.
- The average aircraft taxiing time for departures at Paris-Charles de Gaulle was almost **10%** lower in 2011 than in 2007.

Helping our partners to reduce their carbon footprint

To meet our commitments, we have a embarked upon a series of actions with our partners.

Specific changes

Specific changes, such as the opening of the Echo4 taxiway at Paris-Charles de Gaulle, have enabled reductions in taxiing time, the number of stops and aircraft kerosene consumption. We are installing 400Hz power sockets at our main sites for aircraft on the stand. These sockets replace the diesel units (GPU) or auxiliary power units (APU) for supplying electricity.

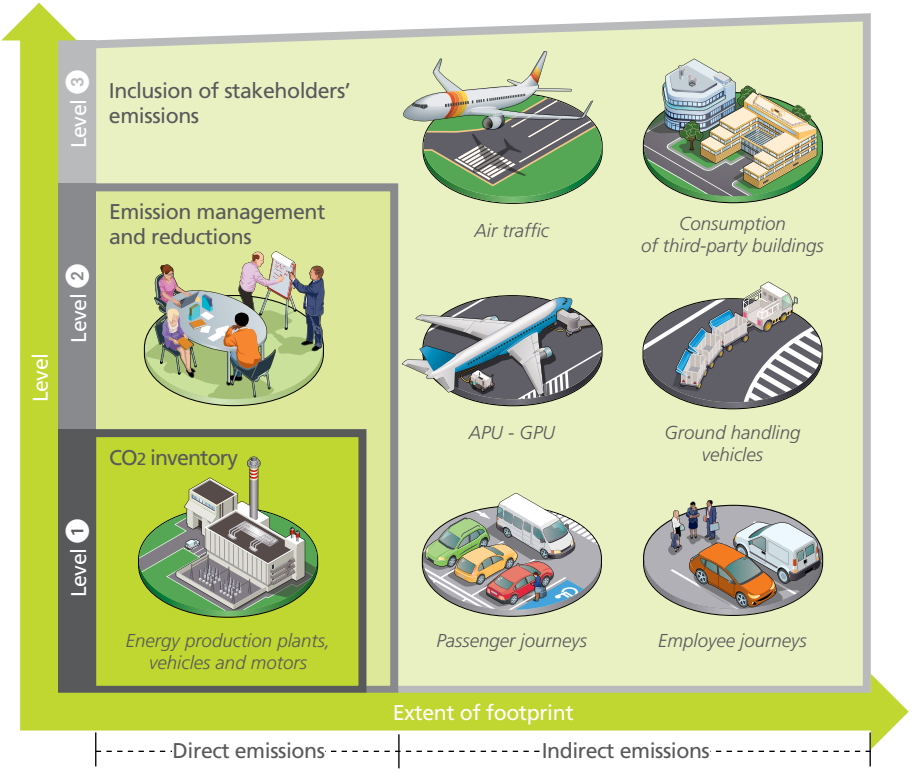
Working together

In conjunction with the DGAC and Air France, Paris-Charles de Gaulle airport has introduced local management of departures (GLD). Produced as a result of Collaborative Decision Making, this IT tool helps to reduce the taxiing time of an aircraft between the moment it leaves the stand and take-off. This time optimisation generates significant fuel and CO_2 emission savings. Continuous descent by aircraft, tested by the French Civil Aviation Authority, may be extended. It enables air crew to taxi on landing with reduced use of the engines and therefore reduced fuel consumption.

Towards Level 3 Airport Carbon Accreditation

In 2010 we achieved Levels 1 and 2 Airport Carbon Accreditation for Paris-Charles de Gaulle and Paris-Orly. In 2011 this accreditation was renewed and we prepared for the inclusion of our stakeholders' emissions to achieve Level 3. Developed at the European level, Airport Carbon Accreditation evaluates and recognizes the efforts undertaken by airports to reduce their greenhouse gas emissions. It requires checks to be carried out by an independent third party and includes three levels of accreditation:

airport carbon accredited
REDUCTION



3.4 Monitoring air quality and noise pollution

Assessing air quality

The requirement to measure air quality and assess noise levels is laid down in our operating specifications. In 2009, we signed an agreement on information sharing and joint work with Airparif, a network which assesses air quality in the Ile-de-France region. We provide data for the Survol study, led by the regional prefecture. The Aéroports de Paris laboratory, which is COFRAC-accredited , is tasked with constantly monitoring air quality at the airports.

Five measuring stations

The laboratory now operates five air quality measuring stations on the Paris-Orly and Paris-Charles de Gaulle sites. An additional station was installed at both Paris-Orly and Paris-Charles de Gaulle in 2011.

A plan to protect the atmosphere in 2012

In 2011, we participated in work to revise the plan to protect the atmosphere (PPA) in the Paris urban area. Based on the regional air quality plan, this document defines the measures to be taken to improve air quality in the Ile-de-France region. The new PPA will be subject to consultation and is expected to be approved in 2012.

Measuring and mapping noise

Our laboratory draws up noise maps for the DGAC. The noise maps are determined by calculations and represent curves of equal sound intensity reflecting the ground noise impact of air traffic around an airport. These make it possible to draw up exposure maps to aid site planning around the airports. They are also used to prepare noise pollution plans (PGS), which entitle local residents located in the areas most affected by noise to special aid for soundproofing.

Acnusa

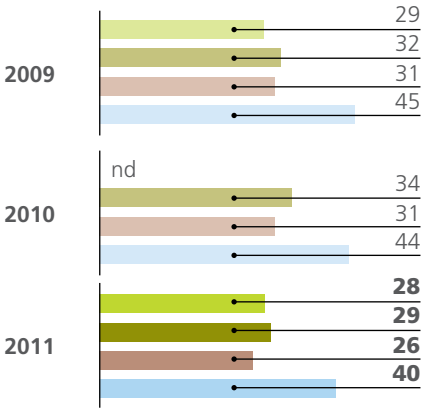
In June 2011, we presented the results of our Grenelle commitments, the taxiing time for departures at Paris-Charles de Gaulle, the limitation on the use of APUs, environmental monitoring and the corporate travel plan to the Airport Pollution Control Authority (Acnusa). Acnusa's area of responsibility covers airport noise.

Paris-Le Bourget adopts a noise pollution plan

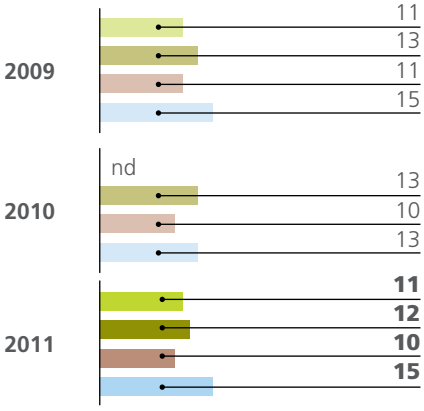
An Environmental advisory committee (CTE) met again regarding Paris-Le Bourget airport, as it does for Paris-Orly and Paris-Charles de Gaulle airports. A noise pollution plan proposed by the DGAC was approved in December 2011. Drawing up of the noise exposure plan is expected to start in Spring 2012.

Air quality data (en µg/m³)

NO2



NO



Paris-Charles de Gaulle (North station)
Paris-Orly
Tremblay-en-France
Paris 18e

Aircraft movements in 2011

Paris-Orly	**228,534**
Paris-Charles de Gaulle	**506,888**

For further information

The website www.entrevoisins.org provides:
- annual results of measurements of air quality and data in real time;
- noise measurement data.

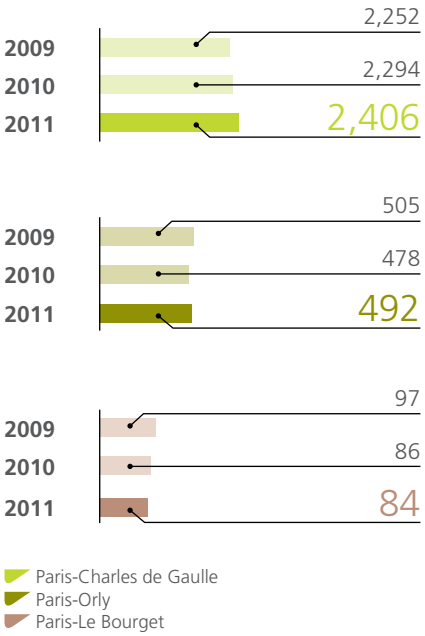
3.5 Protecting the natural environment

Separate meters

We are aiming to reduce drinking water consumption per passenger by 2015. Separate water meters are being installed for the majority of airport customers, in order to increase awareness of the impact of their consumption. Aéroports de Paris and its partners consume nearly 3 million m³ of drinking water (almost 30 m³ per passenger).across the three airport sites.

Drinking water consumption (in thousands of m³)

Internal and external scope



These figures correspond to the total consumption of drinking water on Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget sites. Aéroports de Paris consumption (companies, passengers, subcontractors, etc.) is consolidated for each site.

Managing the water cycle

Our responsibility as regards water is determined by regulatory requirements and by the size of our airport activities. Within our sites we manage the complete water cycle: drinking water supply, waste water collection, and the collection and treatment of rainwater. This management covers our own activities and those of third parties. Collected waste water is discharged into departmental networks which take it to treatment stations in the Paris urban area. Rainwater is specially collected and treated, if necessary, before being released.

Monitoring and control

We constantly monitor the quality of waste water discharged into departmental networks and of rainwater released into the natural environment. The quality of drinking water supplies is monitored for buildings and for aircraft.

Treatment of rainwater

Paris-Charles de Gaulle and Paris-Orly airports include approximately 1,500 hectares of sealed ground surfaces. Controlling the impact of rainwater on the natural environment is therefore a significant challenge. Water run-off from these surfaces can contain chronic pollution (winter melt used for de-icing runways or aircraft) or accidental pollution (hydrocarbons). To reduce the risk of deterioration in the aquatic ecosystem, we have a rainwater collection system with pollution isolation and retention ponds that limit downstream outflows. Rainwater treatment systems (STEP) are installed, after which water is released into the river Orge (for Paris-Orly) or a tributary of the river Marne or Seine for Paris-Charles de Gaulle.

Limiting and offsetting sealing

We are committed to limiting and offsetting new sealing. Guiding principles for rainwater management have been finalised for development projects at the two main sites. They incorporate national and local legislation.

Paris-Orly is innovating

In July 2011, the prefectural authorities renewed the order authorising the release of rainwater from Paris-Orly into the Orge for ten years. This agreement recognises the correct management of rainwater. We are working to improve the treatment station's performance. In order to reduce the risk of pollution, a 2,000m³ retention pond will be built in the North zone. Following tests, a rainwater treatment system using a filter marsh is expected to be put into service in 2012. Each year, 70,000m³ of rainwater at Paris-Orly are reused in the airport's central cooling system.

Recycling and reducing our waste

Every company is responsible for eliminating and recycling its own waste. It must ensure that the end of the waste cycle complies with all regulations in effect. Grenelle Act 1 sets a national target of 75% for recycling of general company waste and a reduction of 15% in the volume of waste incinerated or dumped. Grenelle Act 2 introduces detailed specifications on waste from buildings, biodegradable waste, items of furniture and the harmonisation of recycling instructions.

Reducing our waste

As the owner and operator of airport sites, we define the rules for sorting waste, the organisation of its collection, the positioning of containers and transport rules for general waste produced on our sites. We try to limit the amount of waste we produce and encourage our partners to adopt these practices. We organise selective waste collection on our sites to optimise waste recycling.

Developing sorting at source

Our target is to recycle 35% of our waste by 2015, through developing sorting at source and introducing an attractive tariff policy for our partners. All administrative areas at the Paris-Charles de Gaulle terminals have paper and ink cartridge recycling containers. This action was extended to our other airports in 2011. By programming copiers to print double-sided as the default setting, we have reduced the Company's paper consumption. Inside the airports, we are installing waste bins for selective waste disposal both before and after the screening checkpoints.

Reusing building site waste

Recycling materials also means reusing them. When buildings 225 and 280 were being taken down at Paris-Orly, demolition waste was sorted and crushed on the site. Most of this was reused in the construction of car parks and their access roads. This operation avoided the transportation of 25,000 tonnes of material by lorry, saving 11,000 litres of diesel fuel in addition to reducing the cost of the building site by half.

Recycling plastics

The systematic collection of used badge wallets at Paris-Charles de Gaulle has enabled one tonne of plastic waste to be recovered since the operation was started in 2011, and recycled as piping. Following successful tests in 2010 on prototypes designed by Aéroports de Paris employees, compactors for plastic bottles will be installed at certain screening checkpoints. These systems will enable waste recycling: the bottles will be recycled as ... bottles.

Our subsidiary, Hub telecom, eco-designs for its customers

Our subsidiary, Hub telecom, has designed an advanced Internet telephony solution for is customers, which eliminates the need for them to buy specialised infrastructures and dedicated servers. The infrastructure is hosted by Hub telecom. This product saves the customer company significant financial expense and high energy consumption linked to IT installations. The development of this solution was itself the subject of eco-design: the technologies and equipment selected offer the best available performance in terms of energy performance, electro-magnetic safety and recycling. Hub telecom has also implemented a responsible procurement policy with its suppliers.

Waste characteristics

To increase waste material recycling, a study was carried out of the waste characteristics at Paris-Charles de Gaulle airport. This analysis studied the quantities of different types of waste produced by airport activities by zone and proposed ways in which waste management could be improved.

Repère

- A *Waste Reference Guide* has been issued to site employees.

Come into the biodiversity garden

Inaugurated on 21 June – the first day of summer! – The biodiversity garden at the Environment and Sustainable Development Centre at Paris-Orly has a threefold mission. It symbolises the Group's commitment to the conservation of rare animal and vegetable species. Open to the public, this 1,000m² area contains 57 varieties of plant from five continents and offers visitors the opportunity to appreciate the beauty of a natural space. During the flowering season, the garden also offers the 400,000 bees from neighbouring hives a considerable biodiversity ... of food.

Facts

- **1,400** hectares of green space and six beehives at Paris-Charles de Gaulle
- **850** hectares of green space and five beehives at Paris-Orly
- **800,000** trees and shrubs have been planted on **570** hectares of green space at Paris-Charles de Gaulle.

A new biodiversity policy

Operating more than 6,000 hectares of land in the Ile-de-France region, Aéroports de Paris has a direct role to play in protecting biodiversity. The new national biodiversity strategy launched in 2011 encourages all members of civil society to act, at different levels and in different activity sectors (water, land, sea, climate, energy, agriculture, forestry, urbanism, infrastructure, tourism, industry, commerce, education, research and health), to protect the diversity of life.

Rare environments and species

The first step in our commitment was to carry out an analysis of the existing wealth in terms of animal and plant species already living on land managed by Aéroports de Paris. Ecologists discovered the large diversity of the natural land we manage. At the Paris-Charles de Gaulle site alone, no fewer than 176 species of bird were spotted , including several which are rare in the Ile-de-France region, such as the wheatear (œnanthe œnanthe) and the stone curlew (burhinus œdicnemus).

Integrating biodiversity into our strategy

In 2011, a transversal working group, in conjunction with our plant health network, drew up a biodiversity conservation policy. This policy aims to integrate biodiversity conservation into our strategy, to improve the Company's internal knowledge, to restore or conserve rare species and habitats and to improve communication and dialogue.

Reducing the use of pesticides

We have signed a framework agreement relating to the use of pesticides by companies in non-agricultural areas. As part of the Ministry of Agriculture's Ecophyto programme, which aims to reduce the use of pesticides by 2018, this agreement commits us to using alternative practices for the maintenance of green spaces. Spraying machines have been fitted with detection heads to locate unwanted plants and with GPS to avoid passing a second time over sectors which have already been treated. This equipment has enabled a reduction in the volume of products used.

Sharing data and best practices

In May 2011, we signed a protocol agreement with the General Council of Seine-et-Marne. Under this three-year agreement, we will exchange best practices, flora and fauna inventories and species monitoring data. We will carry out awareness-raising actions together for employees and the general public.

A flower meadow has been sown at Paris-Orly

Bringing a touch of the countryside to this densely urban area, it encourages biodiversity, while saving a significant amount of time on maintenance of the area. The diversity of flowering plants attracts pollen-collecting insects and reduces the risk of insufficient food sources for the bees from the site's beehives.

3.6 Supporting our airports' partners

We have created best practices clubs

The environmental performance of airports is a concern for the businesses and administrative facilities working there. To educate and support our partners, we have created the Environmental Partners Clubs (CPE) at Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget airports. Membership of the CPEs is free. In 2011, there were 218 members of the CPEs at the three sites

Dialogue and increasing awareness

Each year the CPEs draw up an action plan which is then monitored at annual reviews. The Club members participate in events such as National Sustainable Development Week, Mobility Week, and the European Waste Reduction Week by organising activities to educate their employees. In 2011, the CPEs organised information meetings on a variety of themes including sustainable travel and the integration of sustainable development challenges to the purchasing function.

A dedicated Extranet

The Extranet site, www.ecoairport.fr, which was given a new look in 2010, gives CPE members self-assessment tools, including Ecocarte, to carry out initial environmental diagnosis. The site is dedicated to dialogue and information on the actions of working groups for best practices and the latest environmental legislation.

www.ecoairport.fr

Finding the carbon footprint®

To help our partners control their greenhouse gas emissions, we carried out management awareness training on CO_2, as part of the Environmental Coffee Break sessions organised by the CPE. This initiative covered the different greenhouse gases generated by anthropic activities and the means of assessing them. The Bilan Carbone® (carbon footprint) method was presented, including its implementation and the assistance which companies can receive, together with the Airport Carbon Accreditation scheme (p. 36).

Working on the water footprint

For the eighth consecutive year, we ran the Sustainable Development Week, in conjunction with the CPE. From 1-7 April, a total of 77 partners (compared to 67 in 2010) ran more than 30 activities across the three airport sites, the heliport at Issy-les-Moulineaux and four general aviation airfields. Around 50 presenters took part. The main theme was the water cycle. Partners and association representatives held conferences and hosted themed stands, Interactive tools were displayed on the plasma screens in our terminals. Our Water Cycle Guide was distributed to participants. In total, more than 6,000 people took part on Aéroports de Paris sites. In addition, 18 diplomas were awarded to school children for commitment to sustainable development.

Eco-actions rewarded

Eight partner companies were awarded Eco-action certificates during the Sustainable Development Week: Acna, CFA-Afmae, CIF-Keolis, Europcar, Logair, Passerelle CDG, Servair 2 and OAT. The remaining five certificates went to Aéroports de Paris teams.

Three Eco-action label trophies were awarded to Schenker, Paris-Orly and Paris-Le Bourget. The Eco-action label special prize, created in 2011, was awarded to Servair for its significant environmental commitment.

Facts

- New CPE members in 2011: Air Canada, Air France Industries (Paris-Le Bourget), Air France headquarters (Paris-Charles de Gaulle), DHL Express, DHL GF, FedEx Express®, GEH
- **65** Ecomaps
- **28** companies signed Paris-Charles de Gaulle's Environment Pact
- **14** companies signed Paris-Le Bourget's Environmental Quality Charter
- **19** companies signed the environmental awareness guidelines for temporary staff
- **2** Environmental Coffee Breaks

4. Looking after our customers' and suppliers' interests

Passengers in the Soundcorner music area in terminal 2B at Paris-Charles de Gaulle airport

Florence Parly,

CEO, Air France Cargo and member of the Air France Executive Committee, talks to us

Florence Parly, CEO of Air France's Cargo division, explains how the business's competitiveness hinges on close collaboration between the players in the airport.

Air France Cargo is a division of Air France. For the IATA year 2010-2011, our consolidated revenue, together with KLM Cargo and Martinair Cargo, amounted to €3.15 billion. The global economic crisis deeply affected air cargo carriers, while the competition continued to increase. We reacted swiftly to preserve our competitiveness, adopting a new strategy based on saving resources and improving the efficiency of our logistical processes. Our efforts paid off. Following the posting of losses for several consecutive quarters, the financial result for Air France – KLM Cargo was a positive €69 million for IATA year 2010-2011.

On the one hand, we prioritised transportation in the holds of long-haul passenger aircraft, which today represents 75% of our capacity, compared to 25% in cargo-only aircraft. On the other hand, we carried out a comprehensive dematerialisation of all our documents: e-freight and e-booking. Replacing paper documents with electronic documents has resulted in a smoother flow of commercial and customs formalities, increased reliability and tracking of operations and meets regulatory requirements concerning safety and security. In particular, it allows us to pass information regarding loading an aircraft to the appropriate department before the aircraft's departure.

As part of this, at Paris-Charles de Gaulle, we are participating in the Cargo Information Network (CIN) programme to draw up a single electronic message format. This programme brings together all the players in the air cargo transportation logistics chain: the association of air freight professionals, airlines, handling agents, customs and of course, airport management. Aéroports de Paris has played a central role in bringing these parties together and supporting this programme. The alliance between Aéroports de Paris and Schiphol Group, operator of Amsterdam airport, has proven its worth, since it is Schiphol Group that is developing the CIN software which will allow cargo to be tracked in real-time. In conjunction with Aéroports de Paris, we are also optimising logistics on the ground. In 2011 a large warehouse was opened at Paris-Charles de Gaulle to house a pallet storage buffer zone between the main storage area close to the cargo-only aircraft departure points, and the passenger terminals. This close relationship with the airport manager has been integral to our practices for a long time and helps to reinforce our strategy.

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Additional information

For more information,
see our website,
www.aeroportsdeparis.f

4.1 Working closely with our partners

Targets and progress 2011

Focusing on customers

Customer satisfaction	
Being among the leading benchmark companies in Europe	◑
Customer-centric culture	
Corporate training in customer culture	◑
Quality of service to airlines	
Quality standards and collaborative approaches, innovation	◑
Quality of service to passengers	
Satisfaction surveys, quality standards, innovation	◑
Quality of Service for lessee companies	◔
Quality of infrastructure and buildings	◕

Sustainable purchasing goals

Suppliers and providers	
Purchasing ethics	●
Factoring CSR into tenders and contracts	◕
Purchasing from SMEs	◑

This roadmap shows progress points over the medium term (2011-2015).

Starting ◔ On-going ◑
Advanced ◕ Attained ●

Developing a customer service culture

One ambition

Looking after our customers' interests is one of the challenges of sustainable development. Improving customer satisfaction comprises the core of our 2011-2015 strategy. We are targeting a significant improvement in performance to become a recognised European benchmark in this area. This undertaking is being led by the Executive Vice-President, who reports directly to the Board of Directors.

As a service integrator, our economic and societal performance hinges on improving the quality of our service provision to passengers, airlines and companies based at our airports. Our second economic regulation contract.2011-2015 (CRE2) has raised the level of the indicators relating to quality of service.

Fundamentals

In 2008 we created a Customer Satisfaction Department to spearhead our improvement plans. In 2010 a customer quality director was appointed to site divisions at Paris-Orly and Paris-Charles de Gaulle. 2011 saw the opening of our Service University to improve the training of our teams in customer culture. Our improvement plans are based on strategic and operational programmes, compliance with quality standards, and close cooperation with partners, suppliers and concession-holders. We have earmarked some €155 million for stepping up quality of service between 2011 and 2015.

The Service University

The Service University, part of the Customer Satisfaction Department, opened its doors in June 2011 at Paris-Charles de Gaulle. This facility is dedicated to service relationships and their management. It aims to develop and embed a service culture within the Company and its operating partners. A steering committee, chaired by the Executive Vice-President of Aéroports de Paris, defines the programmes, development and budgets.

A dynamic programme

The first training course, «Reception and customer relations», was introduced in 2011. Designed primarily for employees with customer contact, it was created around a benchmark in customer relations and management standards. The dynamic training is based on immersion in real situations and regular practice under the guidance of coaches. As a complement to the training, service forums organised by the operating and functional unit directors promote dialogue between employees. An e-newsletter is sent to employees regularly. The Service University programme will eventually be available to all Aéroports de Paris personnel and its partners too.

The building linking terminals 2A and 2C at Paris-Charles de Gaulle

Making the airport cooperative

Airline satisfaction is, in particular, dependent upon the quality of airport services and the services provided to our shared customers, the passengers. Our annual satisfaction survey shows that 43% of them felt that the relationship with Aéroports de Paris had improved in 2011. A customer guide has been produced to make installation easier for new companies.

Structures for listening and sharing

In 2011, we created a Companies Marketing Department within the Strategy Division. The purpose of this department is to anticipate changes in the aviation market, to better understand companies' expectations and to develop collaborative tools. Service Quality Operating Committees have also been set up in each operating unit. These committees bring together airlines, ground handling companies and Aéroports de Paris. They monitor CRE 2 indicators and steer action plans. Each airport Service Quality Operating Committee is required to meet at least once a quarter.

New terminals and renovation works

During CRE 1 (2006-2010), we invested in increasing the capacities of our facilities, with, in particular, the Galerie parisienne which opened in 2007, the link between terminals 2A and 2C and satellite 4 at Paris-Charles de Gaulle, which will open in 2012. Since 2010 we have been focusing on modernising our older terminals.

The Hub 2012 working group

Since 2006, we have been cooperating with Air France in the Réussir Ensemble scheme to boost our joint performance in delivering passenger services. Our work aims to benefit all our airline customers. In 2012, with the opening of satellite 4 and the link between terminals 2A and 2C, Air France will move its activities to the East side of Paris-Charles de Gaulle. To ensure as little disruption as possible for operators and passengers, together with Air France, we have brought together all those concerned in a working group named «Hub 2012». In 2011, we also prepared an action plan with Air France, which focuses on signposting for passengers, the surroundings and the quality of service at checkpoints.

Smart, acting intelligently

The SMART experiment is an example of our collaboration. It brought together the French border police authority (DPAF), Air France and Aéroports de Paris. Tested at terminal 2E at Paris-Charles de Gaulle in 2010, it was extended to terminals 1 and 2A in 2011. New companies have joined the scheme, as well as several airport service providers. This scheme asks our partners' employees to make suggestions, if they wish, for reducing waiting times, streamlining queues and reception practices at border crossings, and optimizing DPAF activities.

Consultation mechanisms

- The Airport Orientation Committee (COA), is a structure for discussions on quality policy, sustainable development, and environmental and safety issues.
- The Economic Advisory Commission, composed of aeronautical user representatives, professional aviation organisations and Aéroports de Paris, advises on pricing proposals for airport fees and investment programmes.
- The agreements signed with Star Alliance and Oneworld.
- The CRE monitoring committee and the service quality operating committees
- The Réussir Ensemble scheme.

Service University

- **5,041** participants in university activities in 2011
- **1,200** people trained (2011-2012)

CDM

Paris-Charles de Gaulle airport is a «Collaborative Decision Making» (CDM) Airport. This label certifies the process of consultation between the air navigation authorities and the airlines, in particular, to improve flight punctuality and smooth traffic flows on the ground.

Tools

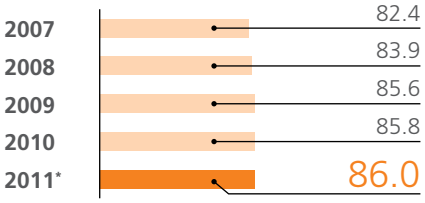
- The Passenger Observatory
- The annual airline satisfaction survey
- The ACI «Airline Quality Survey»
- Mystery customers

4.2 Listening closely to our passengers

Our target for 2015

88.1% overall passenger satisfaction (86.0% in 2011 according to annual departure and arrival surveys)

Overall passenger satisfaction rate (%)



** excluding security agents' strike 16-28 December 2011.*

Connecting flight routes

As part of *Réussir Ensemble*, Air France and Aéroports de Paris have set up a measurement tool to assess connecting flight routes and propose the best routes to passengers.

Disabled and reduced mobility

Aéroports de Paris is responsible for providing assistance to passengers with disabilities or reduced mobility in its facilities.

- Assistance from drop-off to aircraft seat and vice versa
- Parking and drop-off locations: **92** interactive signalling kiosks adapted to all types of disability.
- **11** reception areas.
- Special arrangements at reception desks, checkpoints and in lounges.

Improving passenger welcome, information and comfort

We welcomed 88.1 million passengers in 2011. To meet their needs, since 2009 we have been focusing on improving signposting, passenger flows, reception, cleanliness and comfort. We are developing leisure areas and widening our selection of bars, restaurants and shops. Between 2011 and 2015, €155 million will be allocated to improving the surroundings, fitting out terminals and car parks and developing quality standards.

Signposting

After redesigning terminal and public transport signposting, we have improved signposting on access roads and car parks. These operations were completed in 2011. Oversized signposting in car parks, linked with a colour code for each level, is now easier to read. In 2011, we launched a world first - a smartphone «indoor» geolocalisation application.

Passenger flows

In 2011, we continued improving the screening checkpoints with, in particular, the introduction of reception staff to help passengers get ready for screening, more ergonomic layout of tables and displays showing waiting times. At the busiest periods, one queue is reserved for families. For passengers who are EU citizens crossing the Schengen borders, we are gradually introducing the Parafe automatic biometric recognition system, which reduces the time taken to pass through the border checkpoint to just 30 seconds. More than 40,000 people joined this system in 2010 and 2011.

Reception

To improve our welcome, since 2011 we have been training all our passenger contact employees in customer relations at the Service University. Our partners at the screening checkpoints have signed a charter agreeing to offer passengers the same quality of welcome. Collaborative actions with the DPAF are also aiming to achieve this objective. We are refurbishing our reception areas. At Orly South, a new 140 m² space in the centre of the departure area, which can be easily seen from a distance, groups together the information desk, reception and waiting area for people with reduced mobility. Such innovations could inspire future terminal refurbishments. A concierge service which opened in early 2011 at Paris-Charles de Gaulle and Paris-Orly provides a personal service to travellers.

Cleanliness and comfort

A prototype sanitary block was tested in 2011 at terminal 2D of Paris-Charles de Gaulle and received positive feedback from passengers. It is currently being installed in other terminals and is a reference in terms of cleaning and maintenance. Our cleaning markets have strict quality requirements. We have expanded our range of seating in 2011, as in 2010, with the introduction of a wide variety of seats. Between 2009 and 2011, 10,000 seats were installed or replaced. We have installed water fountains in all terminals and provide pushchairs in departure lounges.

My Airport «indoor» geolocalisation smartphone application

Making the airport easy, lively and in touch

Real-time information

In 2011, we launched the «Paris Airports Live» service. Travellers can access important information in real-time, such as timetables and flight status, road traffic and journey times, airport news and waiting times for baggage. These services, which are primarily aimed at Frequent Fliers, are available on our website, www.aeroportsdeparis.fr, in a mobile version from m.adp.fr, on the smartphone application My Airport, by telephone and on the airport display screens.

Relaxing and eating quickly but well

Departure lounges now offer various amenities for relaxing or working, with play areas for children, video games, Internet cafes and Wi-Fi terminals, power sockets for recharging computers, shops and restaurants. In 2011, 5,000 m^2 of renovated commercial areas were opened in our three main airports. The range of restaurants, incorporating more demanding quality standards, was widened. The level of branded catering is now higher than 65%. Paris-Charles de Gaulle has inaugurated two brand new areas: a high definition video area and an area for music relaxation.

Innovating

In late 2009 we set up an innovation coordination unit. The aim of this unit is to develop a culture of innovation within the Company and to test strategic themes in order to meet - or anticipate - customers' needs. New information technologies play a key role in improving the service provided to passengers. In 2011, we rolled out or tested a number of solutions, in particular for providing information to or directing passengers. More than ten tests were carried out. Those that received positive feedback from customers will be implemented.

Geolocalisation

Following the My Airport smartphone application, this year we tested the «indoor» geolocalisation application, My Way. Any passenger with a compatible smartphone can download the application from our website. My Way guides the passenger through the airport or locates shops and services in certain terminals at Paris-Charles de Gaulle. This system is a world first in an airport. In 2012, this service will be extended across the whole site.

Improving passenger flows around the baggage drop-off

At Paris-Orly we are testing an automatic baggage drop-off system, which has been entirely designed by our teams. This system enables passengers to check-in their luggage very simply, in just 30 seconds.

Welcome holograms and touchscreen terminals

In addition to our agents, virtual reception silhouettes are being deployed at Paris-Orly to provide information to passengers at junctions. We have also installed touchscreen information terminals for international passengers.

Passengers' ideal airport

Passengers have three means of expressing their views about our services: our arrival and departure surveys, touchscreen computer tablets at the information desks and the website www.ditesnous.fr, launched in 2010. Ditesnous.fr asks users to imagine their ideal airport. Certain suggestions have already been taken into account and we now choose one idea per month. In 2011, we opened the «Dites-nous» club, which brings together the most enthusiastic Internet users and invites them to visit our sites and meet our teams.

www.ditesnous.fr

Working together

Since 2009, we have been leading working groups with our partners to generate constructive dialogue. Many ideas for improving customer satisfaction have emerged from these.

Data

Areas for working	**30**
Children's play areas	**10**
Nurseries	**77**
Water fountains	**87**
Premium parking	**6**

4.3 Building loyalty with our lessee companies and developing sustainable procurement

Sustainable Airport City

Our real estate strategy is based on the Sustainable Airport City concept of the environmentally friendly and sustainable city. The airport city will be of high environmental quality and served by an excellent transport hub, and will constitute a strong competitive advantage for companies already located there or wishing to relocate to it.

Companies

- Tertiary activities, commercial or industrial, hospitality, airport services, cargo, safety and maintenance services.
- Two guides for new arrivals: Relocating to Paris-Charles de Gaulle (2009), Relocating to Paris-Orly (2011).

Facts

- **250** buildings; **2,580,000** m² of buildings, including **1,210,000** m² owned by Aéroports de Paris.
- **427** hectares of undeveloped land.

Improving services to businesses on airport sites

Our three main airports house more than 1,000 companies and over 115,000 employees. This figure is expected to grow, with the planned Coeur d'Orly business district at Paris-Orly, and the expansion of Roissypole and the new Aéroville shopping and services centre at Paris-Charles de Gaulle. As planner, developer and investor, we build lasting relationships with business customers on our sites. In 2011, we implemented action plans to better tailor our services to match our business customers' requirements. The overall satisfaction rate of businesses was 71% in 2011, against a target of 69%.

Listening

As part of the reorganisation of our Property Division, we paid particularly close attention to customer contact roles. In 2011, we set up a new commercial team. From 2012, they will carry out between five and ten visits each month. We have also set up an IT communications tool which businesses can use to report a problem or request support. Each year, we organise themed meetings with lessees: four meetings were held in 2011. Annual surveys are carried out to assess satisfaction. Mystery visits regularly check that the services provided comply with our service quality standards.

On-going actions

In 2011, we continued our programme of renovating existing buildings, prioritising energy saving and heating and cooling systems. External refurbishment work was carried out to improve insulation. To make the buildings more comfortable for those using them, we continued to upgrade communal areas, sanitary blocks and hallways. In all three airports, we improved quality controls on cleaning services. Signposting in buildings is currently being renewed.

For shops

In 2011, inspired by the experience of our partner, Schiphol Group, manager of Amsterdam airport, we have developed an IT decision-making tool which is shared with our commercial concession-holders.

Following a proactive, sustainable purchasing policy

Since 2009, our sustainable purchasing policy has been based on four key principles: the incorporation of environmental and social requirements in regulations on consultations and specifications, the need to inform providers and suppliers of the principles of the Global Compact and Aéroports de Paris best practices; the commitment of specifiers and purchasers to sustainable purchasing; and the development of long-term partnerships with service providers and suppliers.

Preparing the Journal d'Aéroports de Paris *for posting, as part of a partnership with the sheltered sector*

Organisation

Our Purchasing Division is currently responsible for purchasing within Aéroports de Paris SA but its scope will eventually be extended to cover the whole Group. A purchasing code of ethics appended to the Aéroports de Paris SA internal regulations sets out the ethical rules for suppliers and service providers. This code is provided to employees in brochure form and appended to contracts with suppliers and service providers. In 2010, the Purchasing Division was reorganized to improve collective performance and reduce the risk of extra costs and fraud. A code of ethics tailored to the needs of subsidiaries is being drawn up as part of our partnership with the NGO Transparence International France.

CSR in subcontractors' contracts

Since 2009 we have been incorporating environmental and social criteria in our consultations and project specifications for subcontractors and suppliers. In 2011 we embarked upon a process to design a new sustainable purchasing policy which will support the economic, environmental and societal interests of stakeholders in a balanced and long-lasting way. We have reassessed our diagnostic and selection procedures as part of a CSR working group led by the Purchasing Division, the Human Resources Division and the Environment and Sustainable Development Division.

A training plan for buyers

To anchor these new responsible practices into our buyers' behaviour, we are systematically training them in corporate social responsibility. In 2011 two-thirds of buyers underwent this training. To help with environmental clauses, our buyers can refer to advice sheets prepared by Factea, a sustainable development consulting firm.

Protected and integration sectors

In 2011, in accordance with our commitments, we increased our purchasing from sheltered companies and the protected sector. The amount allocated to these purchases in 2011 was €328,000 and is expected to rise to €600,000 in 2012. We will include this sector in consultations with companies, and intend to select it for a number of tenders or bids. An agreement was signed in 2010 with the National Union of Sheltered Enterprises (UNEA) to help the Purchasing Division select likely suppliers. A list of ten sectors of activity compiled by the UNEA was distributed to departments. In addition we are studying possibility of including clauses relating to social integration in our maintenance and works markets.

Self-assessment by our suppliers

In association with a specialist company, we have developed a CSR self-assessment questionnaire for our service providers and suppliers. It has three parts: environment, social responsibility, and ethical behaviour. Our suppliers can also complete a self-assessment using our marketplace TenderSmart.com. At the same time, we have a social and environmental audit benchmark for suppliers at risk. The questionnaire and the audit benchmark are both currently being revised to better pinpoint company practices and constraints. A Sustainable Development Coffee Break was held by the Environmental partners' club at Paris-Charles de Gaulle in November 2011.

SME charter

Since 2010 we have been a signatory to the Ministry for the Economy's Best Practices Charter which governs relationships between large companies and SMEs. This Charter requires us to protect and support small businesses. It includes a mediation facility which can be requested by suppliers and subcontractors. A mediator was appointed for Aéroports de Paris SA in 2010.

CSR facts

- **54** CSR trainings including **15** for new buyers and **39** for existing buyers
- **85%** of the contracts in 2011 include CSR clauses
- Around **€328,000** of purchases from sheltered companies and the protected sector in 2011

Supplier facts

- **€1,110** million per year spent on purchasing
- Around **3,300** suppliers

Airfields too

We are also incorporating corporate social responsibility clauses into contracts concerning our general aviation airfields.

5. Working together with civil society

Environment and Sustainable Development Centre at Paris-Charles de Gaulle

Daniel Guérin,

Ile-de-France Regional Counsellor and Chairman of Orly International, talks to us

Ile-de-France Regional Counsellor, Daniel Guérin, is Chairman of Orly International, a promotion and integration association at Pole Orly. He explains how this organisation contributes to employment opportunities for local people.

The Ile-de-France region, together with the departments of Essonne and Val-de-Marne and 17 municipalities, has been actively involved in the development of Pole Orly for many years. In 2009 this major economic cluster benefited from a regional agreement to which we are a stakeholder, alongside the region's major players. The aim of this agreement is to develop employment opportunities and training, and to create a dynamic economic environment, while improving the quality of life of local residents around Orly airport.

To achieve this ambition, around 60 organisations and institutions from the area, including Aéroports de Paris and the authorities who are partners to the agreement, joined together in the Orly International association to create a working tool.

As regards employment, we can all see the facts: out of 173,000 jobs identified at Pole Orly, only 22% are filled by people living close to the airport.

The first results of the implementation of our agreement are now starting to show. Since November 2011 an Ile-de-France employment and recruitment agency (Pôle emploi) has been housed by Orly International. It serves the 400 companies at Paris-Orly airport. Its team of specialist advisers also benefits from the support of the network of employment agencies in surrounding towns. This facility, which gives local companies a single point of contact for all their recruitment requirements, will provide easier employment opportunities for local residents. It's a first step. For 2012 we are working on other projects, such as an employment forum at the cluster and an apprentice training centre for airport jobs.

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Additional information

For more information,
see the website,
www.entrevoisins.org

5.1 Our commitment to regional development

Targets and progress 2011

Making activity clusters more attractive

Supporting SMEs

Helping business start-ups and SMEs access Aéroports de Paris markets

Cooperation with local and regional authorities

Supporting local employment and training

A coherent portfolio of training and support and communicating it to job stakeholders

Solidarity

Supporting integration projects and employee volunteering

Circulating information about jobs and business support

Aid for soundproofing

This roadmap shows progress points over the medium term (2011-2015).

Starting | On-going

Advanced | Attained

Our challenges

Each year, we spend €2.2 million on economic and social cooperation with our immediate region. We are exercising social responsibility by forming partnerships with social and business players in these large airport regions, including representatives from political and consular bodies, associations and government services.

Major social responsibility

More than 115,000 people work in nearly 1,000 companies on our airport sites. The Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget airports have been identified as major economic sites (TEM) in the Ile-de-France regional plan (SDRIF). They form part of the Greater Paris project.

Our organisation

In order to best meet the needs of our multiple stakeholders, we created two regional delegations within our Environment and Sustainable Development Division, one for Paris-Orly and another for Paris-Charles de Gaulle and Paris-Le Bourget. We are also working through partnerships on jobs and economic growth. Funding for these partnerships is managed by a grants committee.

A political framework

Since 2008, our strategy for Paris-Charles de Gaulle has also been prepared within the framework of the recommendations made by the French Government following the «Dermagne» and «Canepa» commission reports on the sustainable development of the airport. To this end, we have created a strategic working group whose work was presented at Rencontres du Grand Roissy. In 2011, the Ministry for Ecology set up, for a one-year term, a strategic commission to consider the future of Paris-Orly in terms of economic development, employment and quality of life of nearby residents.

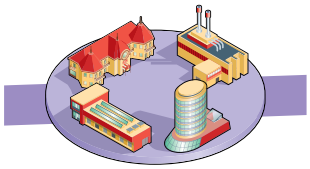
Our aid and cooperation strategy

Sponsorship
Supporting associations

- Disability and health
- Integration/training
- Citizenship and the fight against exclusion

Partnership
Airport job opportunities for local residents

- Social support
- Vocational training
- Mobility
- Integration through economic activity/ community and solidarity economy



Regions
Attractiveness and promotion

- Regional value
- Tourism
- Business creation
- SME/SMI coaching

Airport employees
Everyday life

- Young children
- Housing
- Transportation

Helping to create a dynamic region

For a number of years, we have been closely involved in the business clusters of Orly and Roissy, recognised since 2010 as strategic areas in the Greater Paris project. We have developed separate approaches for each one.

Grand Roissy (Greater Roissy)

In January 2011, the Rencontres du Grand Roissy were organised for the first time by the Ile-de-France Regional Prefect and brought together all the region's stakeholders, including Aéroports de Paris, to discuss economic development and environmental themes, space organisation and governance. We are involved in work to prepare regional development contracts. In March, we signed a partnership agreement with the General Council of Seine-et-Marne for an economic, social and environmental project.

Pole d'Orly

We have been working alongside Pole d'Orly since 2005, and play a role in the two governance bodies of the regional agreement on jobs, training and economic development, signed in 2009. In March 2011 a sustainable development charter was signed. It commits signatories to carrying out ambitious joint transversal actions to animate the cluster, promote job opportunities and improve the quality of life.

The attraction of airports

Hubstart Paris®

Hubstart Paris® is a joint regional project to promote the region internationally. It was recognised by the public authorities during the Rencontres du Grand Roissy as a way to open up Grand Roissy for value creation. Hosted by the Paris Ile de France Regional Development Agency (ARD) and actively supported by Aéroports de Paris, Hubstart Paris® has 23 public and private partners. In 2011 it attended ten international fairs, organised a number of business tours of Grand Roissy and diversified its communication tools (film and photo library). Hubstart Paris® signed two joint agreements with airport sites in the United States: Memphis, in association with Aérotropolis-Europe, and Atlanta. In addition, Hubstart Paris® organised the «Sustainable Airport Area» seminar which was well-attended internationally.

www.hubstart-paris.com

Orly International

Since 2010, Orly International has been the driving force behind the Pacte d'Orly Agreement. Orly International is responsible for implementing the agreement's action plan: enhancing the value of its real estate, international marketing, developing high value industrial or service sectors, and supporting jobs and training. In 2011, Orly International drew up a marketing plan, produced a brochure, organised an export forum in association with the Paris Val-de-Marne Chamber of Commerce and Industry (CCIP 94) and, with support from the Government, arranged a meeting between the public employment service and the airport site businesses.

Grand Roissy

The main activities in 2010 and 2011 were:

- Hubstart Paris®
- Partnership agreement with the General Council of Seine-et-Marne
- Participation in the development study conducted by the Regional Interdepartmental Department for Equipment and Development and in regional development contracts
- Work with the Roissy CDG job booster organization (GIP)
- Reducing the time taken to process soundproofing applications

Pôle d'Orly

The Pole d'Orly regional agreement and sustainable development charter were signed by the Ile-de-France, the General Councils of the Essonne and Val-de-Marne, the Government, the Portes de l'Essonne local community, consular offices, ADOR and SIEPOR. Partners of the Orly Agreement, we are also signatories to the sustainable development charter.

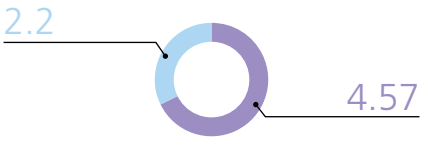
Facts

- **11** economic and social cooperation agreements with regional authorities are in place in 2011, as well as an agreement with the General Council of Seine-et-Marne for Paris-Charles de Gaulle.

Funding for local residents

Breakdown (in millions of euros)

Montant total	**€6,77 million**



Economic and social cooperation
Funds for compensating aircraft noise pollution

5.2 Supporting SMEs and monitoring changes in jobs

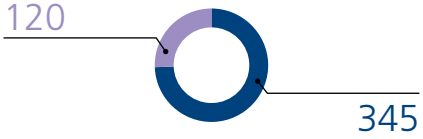
Financing

Aeropole 2011

Aeropole financing partners

- French departments 77, 93 and 95 total contribution **€63,000**
- Aéroports de Paris: contribution **€21,000** and provision of premises free of charge with an estimated value of **€600,000**
- Other partners: economic expansion committees (77, 93 and 95), CCI (77, 93 and 95), chambers of trades of Meaux, Val-d'Oise and Seine-Saint-Denis, Medef, Air France
- **75** businesses have been welcomed since 2002.

Datagora 2011 **Total budget: €465,000**



Datagora financing partners

- French departments 77, 93 and 95, three CCI, Ile-de-France region, three regional development agencies, Paris Ile-de-France regional development agency
- Aéroports de Paris grant: **€120,000** and provision of premises free of charge with an estimated value of **€80,000**
- **1,770** businesses have been welcomed since 2005.

Other partners
Aéroports de Paris

Facts

- Aéroports de Paris held a business convention for the second consecutive year on *«Large company purchasing for SMEs»*. **8** large companies and **150** local SMEs attended.

We use two partnership structures to help young businesses or support their move to our area - a business incubator and a local resource centre. We regularly sign and renew agreements with consular or business assistance organisations to support SMEs. Since 2009 we also have a branch of Coopactive, a job and activity cooperative for self-employed businesspeople.

A business incubator and resource centre

Aeropole, the road to start-up

The Aeropole business incubator is on the Paris-Charles de Gaulle airport site. It offers a «road to start-up» package: nursery, incubator and company hotel. Aeropole, set up in 2000 by Aéroports de Paris and its partners, is the only interdepartmental incubator in the Ile-de-France region. It has been awarded the «technopole» and «international incubator» labels. Aimed at young entrepreneurs and businesses less than three years old, Aeropole offers fully-equipped premises, shared services and advice. Since 2011, very young businesses benefit from group and individual coaching. In addition, this year Aeropole has employed a student from one of France's most prestigious universities as an intern to help the young companies on a part-time basis.

www.aeropole-roissy.com

Datagora, resource centre and business intelligence

Datagora, a Grand Roissy resource centre and value creation company, is a one-stop socio-economic information centre. It is aimed at French or international businesses wishing to set up in the region. Datagora also offers technical support to Hubstart Paris®, which promotes Grand Roissy on the international scene, and provides business intelligence about the Paris-Charles De Gaulle and Paris-Le Bourget airport sites.

Sharing the Plato network

Aéroports de Paris is a member of the Plato network, which aims to share the experience of large companies with SMEs. The Plato Roissy CDG working groups, set up for two years (2011-2013), tackled nine themes in 2011, ranging from business strategy to generation Y management (people in their thirties) via customer relations and social policies. At the Orly site, Aéroports de Paris participates in the Plato Orsa and Plato eco-jobs networks on the themes of the business plan, project-mode management and conquering new markets.

Innovating thanks to «the road to start-up»

Aeropole helped RETinCO and Cyrpa find success. RETinCO developed an automatic distribution system for healthcare, hospitality and personal services products. Their automatic dispensers are installed in public places. Terminal 2E installed one of their «Minipharmacies» in 2011. Cyrpa has created a system for positioning medical lasers, which makes medical treatments using this technology safer. Its creators developed their prototype and found financing thanks to the nursery. In March 2011 the first equipment was installed in a medical environment.

The Aeronef building houses Aeropole and Datagora.

Our observatories

Trade, employment and training Observatories have been set up to improve visibility over employment and changes in the nature of jobs in the Paris airports. Job Watch Observatories are governed by framework agreements between the government, the region, local authorities, consular services, government job agencies, the employment centre, the Jobs and Vocational Training centre, the AFPA - and airport companies including Aéroports de Paris.

Three roles

Survey: every two years, the Observatories organize a complete survey of businesses and public services at the three airports.

Forecast: the Observatories carry out research to assess future job trends in major airport employment sectors;

Share: the Observatories create partnerships with other business intelligence agencies and with the key social and economic players in the immediate locality and the region. They contribute to the work of the Ile-de-France Regional Observatory on Employment and Training (Orefi), the Pole Orly and the Roissy CDG job booster organization (GIP).

A study of social and economic impact

In late 2011, Aéroports de Paris commissioned a study of the social and economic impact of its three airports from the Bipe (Bureau of Information and Economic Forecasting) This study, run notably with the support of the Observatories, enabled a scientific evaluation of the different categories of economic and social impact from airport activity. In total, when the various impacts are combined, activities from the three airports generated nearly €30 billion in added value in 2010, representing nearly 6% of the region's GDP. The total number of jobs (direct, indirect, induced and catalytic) generated by the airports is estimated at 340,000, or more than 8% of the paid employment in the Ile-de-France region.

Helping the Roissy job booster organization (GIP)

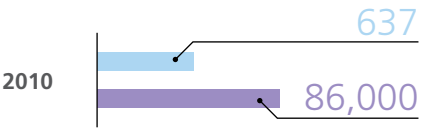
Since July 2011, the Observatories have been contributing to the preparation of a permanent system of employment and training observation and a jobs and skills management (GPEC) tool to be used by the Roissy CDG job booster organization (GIP). This work is being carried out in association with the GIP as part of a task given to Afpa-Transitions and the GIP Carif Ile-de-France by the Government and the region. The aim is to harmonise regional and local employment policies and strategies. When ready, these tools will be used to make the career paths of interim workers and unqualified temporary staff more secure in the Grand Roissy region. More than 63 municipalities are affected. Furthermore, in 2011 the Observatories produced a brochure on the recruitment methods used by companies at Paris-Charles de Gaulle.

Job fact sheets

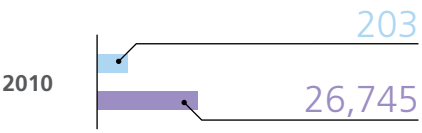
In association with the job centre, Pôle emploi, we designed 36 «Airport jobs» fact sheets aimed at job candidates, schools and colleges. These sheets are distributed by the job centre, employment agencies such as the Roissy CDG GIP, local employment agencies, and our Environment and Sustainable Development Centres.

Breakdown of jobs by site

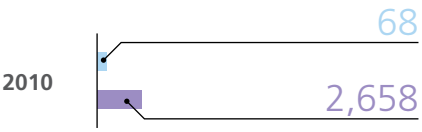
Paris-Charles de Gaulle



Paris-Orly



Paris-Le Bourget



Number of companies in 2010
Total number of employees in 2010

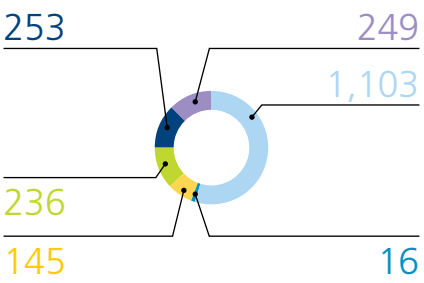
Employees

- **77%** of employees work staggered hours at Paris-Charles de Gaulle and **73%** at Paris-Orly.
- The gender breakdown is **62%** men and **38%** women at Paris-Charles de Gaulle and **67%** men and **33%** women at Paris-Orly.
- **96%** of staff have permanent contracts.

5.3 Innovating for jobs

2011 Planèt'AIRport results

Total number of beneficiaries	2,002



- General IT training
- Mobility assistance
- Reception, information, advice
- Support towards employment
- Vocational training
- Social support

Partners & services

- Aéroports de Paris, the Government, the region, local authorities, CCI, employment centre, companies.
- Aéroports de Paris grants: **€320,000**
- Other Planèt'AIRport financing: **€920,000**

AERO Skills

- **10** sites in Ile-de-France (including Environment and Sustainable Development Centres): Bobigny, Créteil, Garges-lès-Gonesse, Gonesse, Le Blanc-Mesnil, Orly, Roissy, Rungis, Tremblay, Villepinte
- **665** internships per year
- Annual market value: **€2,065,000**

Jobs near our airport sites are characterised by a large amount of flexibility and a need for specialist knowledge related to airport jobs. These jobs remain insufficiently filled by the local population, amongst whom the unemployment rate remains high. For 15 years we have been investing in schemes to promote integration, employability and job retention, alongside our economic partners. The creation of *AERO* Skills in 2011 extended the scope of the company's activity.

Training and support for everyone

Planèt'AIRport

We are involved in five partnership structures whose services are promoted under the brand Planèt'AIRport: AIR, Adife, First Stade, Papa Charlie and Comité Habitat. These on-site structures offer advice, training, follow-up and support services to local residents, local authorities and businesses. Each year, 2,000 local residents benefit from these services. in 2011 Planèt'AIRport launched its website, designed by a local job-integration company.

www.planetairport.com

AERO Skills

In 2011, *AERO* Skills, a regional training consortium for airport jobs, was launched with the support of Aéroports de Paris. Led by AIR, the consortium's sponsor, it brings together AIR, Afpa, Greta BIP 93, Camas Aéroformations, Prom'hôte and the Seine-Saint-Denis Chamber of Trades and Crafts. The consortium, holder of a contract for the Ile-de-France region, is the leading regional provider of training for airport jobs. These one-year training courses, which result in a certificate or other qualification, are provided free of charge. They are open to the unemployed of all ages, in the form of paid work experience, and cover 14 trades. This project brings together within the Aéroports de Paris group, the Human Resources division, the Environment and Sustainable Development Centres and the subsidiary Alyzia Sûreté, which provides the training for security-related jobs. The first course started in September 2011.

Teach'AIR

Created by the AIR association, Teach'AIR® is a regional knowledge-acquisition or updating programme. It provides 19 workshops on cross-sector knowledge and professional approaches relating to the airport environment, aviation, aerospace and tourism.

Structures partenariales de Planèt'AIRport

- **AIR,** general interest association
- **Adife,** urban social development public interest group
- **First Stade,** a government-approved job integration company for on-request transport for member companies
- **Papa Charlie,** an association for social car rental
- **Comité Habitat,** an association supporting access to housing

Job discovery seminars

Each year we organise weekly «Discovering airport jobs» seminars, mainly aimed at young job seekers. Participants meet businesses located in the airports and attend a preparatory workshop to validate a vocational project. These seminars are held at the Environment and Sustainable Development Centres. They are a step towards the training offered by Planèt'AIRport or can lead directly to recruitment. In 2011, three coaching workshops prepared young applicants for recruitment. At Paris-Orly they covered citizenship, communication and image advice while at Paris-Charles de Gaulle they covered job search techniques, image and vocational projects.

Projects for schools

Eclair network

We support the Eclair networks (formerly Successful Ambition Networks (RAR)) for the priority education of young people from low-income or disadvantaged backgrounds and introduce students to airport jobs. We have signed partnerships with the Val-d'Oise education authority for three towns in Grand Roissy - Sarcelles in 2010, and Villiers-le-Bel and Garges-lès-Gonesse in 2011, and with the Seine-et-Marne education authority for the town of Meaux.

Schools for a second chance

In 2011 we signed a partnership agreement with the Val-de-Marne school for a second chance. We are co-founder of «schools for a second chance» in La Courneuve, Cergy-Pontoise, Argenteuil and Sarcelles. The aim of these schools is the professional integration of young people who left the school system more than a year previously.

«I'm entitled to work experience»

With the General Council of Essonne, we signed the «*I'm entitled to work experience*» charter to fight against discrimination in work placements for high school students from «sensitive» urban areas.

Securing career paths

We are a partner of the Roissy CDG job booster organization (GIP), which is active in the Grand Roissy area. Revamped in 2009, this GIP launched a programme of actions in 2010 relating to employment, training and also support for companies which are recruiting. The «STEP employment» project is a way of securing career paths, and has been designed for seasonal and temporary employees. The first project took place in 2011 and covered around 100 people. In addition, English lessons were introduced at several levels of proficiency because fluency in English is essential for working in an airport. Workshops to make companies aware of sandwich training also took place. A sandwich training marketplace is currently being set up.

First Stade

The government-approved First Stade job integration company was founded by AIR. It employs very disadvantaged people as local couriers for 66 member businesses. First Stade has six vehicles. 39 very disadvantaged local residents were thereby able to get a job at the end of their integration period.

Forums

In 2011, the Environment and Sustainable Development Centres held a number of forums in partnership with the parties involved in employment and each site's businesses.

Paris-Charles de Gaulle

- **1** freight and logistics jobs forum
- **1** reception jobs forum
- **1** seasonal and summer jobs forum
- **½** day informing companies about sandwich training
- **1** senior workers forum

Paris-Orly

- **1** work experience and summer jobs forum
- **1** 'jobs for people with disabilities' forum and **1** «sport for people with disabilities» forum followed by a sports challenge
- **1** ecological jobs forum

Bilan des séminaires

- **268** people attended
- **42%** of people had qualifying training or were employed within three months

Vehicles belonging to the Papa Charlie association

Papa Charlie

- **98** vehicles
- Aéroports de Paris grant: **€168,000**
- Partner funding: **€256,000**
- Contributions from beneficiaries: **€109,000**

Nurseries

Total number of children cared for in 2011

- P'tits Loup'ings at Paris-Orly: **148**
- Globe-Trotteurs (L'Ombr'aile, L'Envol) at Paris-Charles de Gaulle: **267**

Partners

- nearby municipalities, DGAC, public services, Air France, site businesses, Aéroports de Paris.

Filéo

- 2011 participation from Aéroports de Paris: **€305,000**
- Partners: STIF, General Councils of Seine-et-Marne and Val-d'Oise, the Plaine de France urban area and Tremblay-en-France.
- **458,000** reservations; **350,000** journeys; **14,000** customers; **620** calls per day to the Filéo centre

Guides

- *CÉDÉGÉ, the Paris-Charles de Gaulle employee guide,* updated in 2011, lists the services available on the site.
- The Paris-Orly employee guide is expected to be rewritten in 2012.

Transport et logement social

Papa Charlie expands to Lyon

The Papa Charlie association provides job seekers and those who have recently got a job with a car for a short period at a low rental rate. This service is available to people living in the Ile-de-France region who do not have a vehicle and who cannot use public transport. Papa Charlie provides training in road safety awareness and is planning to organise a carpooling scheme. In 2011, the association launched the Auto Buy Project, a micro-credit programme for the purchase of vehicles.

A partnership agreement is being finalised with Lyon-Saint-Exupéry airport, the local CCI and the Rhône, Ain and Isère departments to expand this mobility programme to their local area. Papa Charlie has been recognized by the European Social Fund as an innovative and transposable project and by the Global Compact as a best practice in fighting against discrimination in employment and at work.

Nurseries

Our airports are equipped with two inter-company nurseries used by residents of all municipalities: Globe-Trotteurs at Paris-Charles de Gaulle (85 places) and the P'tits Loup'ings at Paris-Orly (60 places). These nurseries are open to parents who work staggered timetables, or live more than two hours from their place of work, or who have no facility close to home. In 2010 Globe-Trotteurs became a child-care centre and has two facilities to meet its care obligations better. L'Ombr'aile (25 places) is open during atypical hours. L'Envol (60 places) is open during standard working hours.

Comité Habitat

The Comité Habitat association, created in 1995, helps site employees find accommodation. It organizes rental housing around Paris-Charles de Gaulle in tandem with enterprises, local authorities and housing professionals. It organized the project to build a residence containing 213 apartments for young workers, which opened on the site in 2008. Since 1995, 1,500 people have been housed, including 500 employees aged between 18 and 30 who were housed in the residence.

Filéo, an on-request bus network

Filéo, established in 1998 by the STIF (Ile de France Transport Union), is an on-demand shared transit service reserved for employees at Paris-Charles de Gaulle. Operating alongside regular public transport lines, this network consists of six buses and serves 16 towns on a 24/7 basis. Aéroports de Paris is the only company to finance this arrangement, alongside its public partners.

Filéo has an online reservation system: **www.fileo.com**

5.4 Developing sponsorship and voluntary

In 2003 we created the Aéroports de Paris Foundation to develop our sponsorship activities, and we encourage voluntary work activities. Our sponsorship is split into three types: financial, in-kind and skills. A Grants Committee approves annual amounts and the nature of the contributions from our various divisions, as well as the Foundation's annual contribution. This committee is chaired by the Executive Director and Chief Development officer of Aéroports de Paris. Its secretariat is run by the Environment and Sustainable Development division.

Aéroports de Paris Foundation

The Aéroports de Paris Foundation co-finances local initiatives to benefit the most vulnerable populations near the airport sites. Under the auspices of the Fondation de France, it provides financial assistance for local solidarity projects. Its executive committee, chaired by the Chairman and CEO of Aéroports de Paris, has defined three priority action areas: integration and training, citizenship and the fight against exclusion, and disability and health. The average grant for each project is €10,000. In order to give young disadvantaged people access to culture, the Foundation has signed multi-year agreements with several important cultural sites, such as the Fondation Royaumont.

Sponsorship and skills volunteering

As part of our sponsorship activities, we share our skills with community and general interest groups. These activities are overseen by the partnership management unit of the Environment and Sustainable Development division. Since 2010, this delegation has also been promoting skills volunteering amongst working employees or those that have retired from Aéroports de Paris. Our aim is to support our partner associations in the areas in which we are located in another way. Since then, a pool of 150 people has been created. In 2011, around 20 projects were carried out, including English lessons and several educational workshops to help job seekers to succeed in the recruitment process.

Sponsorship in-kind

In 2011, in association with the IT department, the partnership management unit of the Environment and Sustainable Development division organised the distribution of 347 donations of IT equipment. In addition, it carried out a study on distributing scrapped equipment to developing countries where our subsidiary ADPI operates.

Volunteer work during leave

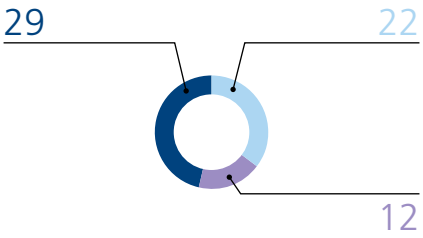
In 2011, our subsidiary, Hub télécom, signed an agreement with the Planète Urgence association offering its employees the opportunity to carry out voluntary work during their leave. The employee who wishes to, can take part in a charity project during his leave. Hub télécom pays the project costs. Planète Urgence has 250 projects around the world, covering the environment, socio-educational projects and adult training.

Young apprentices at the Renaissance Museum

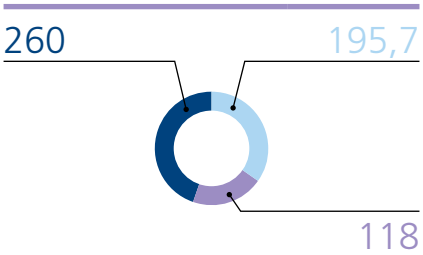
Aéroports de Paris Foundation supported an apprentice project to construct a reception centre in the Château d'Ecouen forestry reserve (department 95). This project was organised for young job seekers by the National Institute for Art Trades and the Château d'Ecouen, as part of the C'Madiversité programme. It is supported by the Val-d'Oise prefecture and the Ile-de-France region.

2011 Aéroports de Paris Foundation report

Number of projects	63



Total amount of aid	€573,700



- Citizenship and the fight against exclusion
- Disability and health
- Job insertion and training

Contacts

- www.aeroportsdeparis.fr, «Groupe»
- www.planetairport.com
- Email: lafondation@adp.fr

5.5 Strengthening our links with local residents

Environmental advisory committees

In 2011, 13 Environmental Advisory Committee (CCE) meetings were held: three for Paris-Charles de Gaulle, two for Paris-Orly, one for Paris-Le Bourget and seven for the general aviation airfields. These local consultation bodies convened by the Prefect give opinions on issues concerning the impact of development or operations at the airport on the environment. The secretariat is provided by Aéroports de Paris.

Organic produce and integration

Paris-Orly airport has renewed its partnership with the vocational integration assistance association, Les Potagers de Marcoussis (the Marcoussis Vegetable Growers). The growers sell baskets of organic vegetables to on-site employees.

2011 partnership charters

- Essonne: Champlan, Longjumeau, Nozay
- Seine-et-Marne: Iverny, Ozoir-La-Ferrière, Saint-Pathus
- Val-d'Oise: Bouqueval, Épiais-lès-Louvres, Montsoult, Villeron
- In total, **52** charters have been signed for Paris-Charles de Gaulle and Paris-Orly since 2008.

Consultations with local residents close to our airports is register in our set of operating duties. We have chosen to build a trusting relationship with the local authorities, associations and residents, and to promote our sustainable development values among them. These relationships are constantly being strengthened, in particular by the Environment and Sustainable Development Centres' (MDEDD) activities. Each year more than 20,000 people visit these offices.

Welcome, inform, animate

Areas for local residents

Environment and Sustainable Development Centres are located on-site at Paris-Charles de Gaulle and Paris-Orly. They are open to local residents, and provide information and documents on the company's environmental policy, aid for soundproofing, business opportunities, jobs and employment. They hold «Discovering airport jobs» seminars for job seekers and recruitment forums and information about jobs. These forums are organised in partnership with the different players in the employment market and companies on site.

Communication about economic and social policy

Since 2008, the MDEDD have cooperated closely with local municipalities via partnership charters. These charters provide a framework for the exchange of information and the development of specific, joint action plans in the areas of the environment, the community and the economy. Moreover the MDEDD organise meetings for elected officials, such as the Sustainable Development Mornings and site visits. They also take part in local and regional work on environmental themes linked to airport site development work.

A website for local residents

The website www.entrevoisins.org provides general cultural information on aviation amongst its topics, the most up-to-date information on its airport activities and practical information linked to the Aéroports de Paris's policy of economic and social cooperation. This website is intended for residents, elected officials, businesses and the general public. The Entre D'Jeuns feature offers a fun look at the aviation world and its jobs.

www.entrevoisins.org

Colleges and the sheltered sector for green spaces

To make its green spaces more attractive, MDEDD at Paris-Charles de Gaulle has created partnerships with two local horticultural colleges. It has selected a company in the sheltered sector for the upkeep of its flower beds.

Trade shows for the planet

Throughout the year, the MDEDD offer events and trade shows. In 2011, two trade shows were held on the theme of eco-construction and one on eco-jobs. An exhibition on woodland wealth celebrated the International Year of the Forest. Since 2011, Paris-Orly organises a monthly conference on environmental themes or sustainable development.

Aid for soundproofing

We manage a financial aid scheme to help soundproofing near the airports. It is funded by the tax on aircraft noise (TNSA) paid by airlines for each flight take-off. TNSA revenues totalled €42.21 million in 2011.

Aid and noise management map

This aid applies to certain premises located within the scope of the noise pollution map (PGS) at Paris-Orly and Paris-Charles de Gaulle. From 2012 it will also cover Paris-Le Bourget. The Ministry for Ecology anticipates extending eligibility for the scheme's aid to new geographic sectors or new categories of premises. This aid is attributed on the basis of a favourable opinion from the Advisory Commission on Aid to Residents (CAAR), composed of the regional Prefect, the French Civil Aviation Authority, local authorities, associations and the boards of professional aviation organizations.

New tariffs

The regulatory base rate is 100% for an acoustic diagnosis and 95% for work organized into grouped applications. From December 28, 2011 until the end of 2013, a rate of 100% applies to diagnosis and work which meets certain conditions. In 2011, the funding limit was raised to €5,000 for exterior roof insulation work for individuals and €1,000 per unit for renovation of VMC systems in collective housing units. The limit may be up to three times higher for certain social housing. Since 2010 funding may be payable in advance.

Assistance for the contracting process

We provide a supervisory work assistance service (AMO) free of charge to local residents. The AMO helps with acoustic diagnosis, consultation of firms, analysis of tenders, the technical specifications, monitoring of relations with contractors and the completion of the work. It is compulsory for grouped applications and for benefiting from the 100% rate. The AMO ensures the work is properly coordinated and optimises costs. It is recommended in all cases. A system of awarding certification to companies is currently being studied.

Information about noise

The DGAC provides information for local residents about noise conditions around the airports in the Environment and Sustainable Development Centres. To do so, it uses visualisation software to display traffic and noise levels. One of these tools - Vitrail - was designed by Aéroports de Paris, and gives an almost real-time view of aircraft trajectories. It is also installed in 22 town halls.

Un pôle dédié

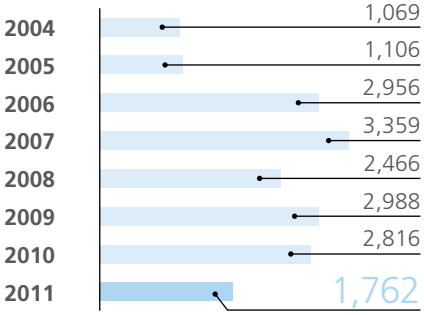
Notre pôle dédié au management de l'aide aux riverains met en œuvre et coordonne les processus d'attribution des aides à l'insonorisation. Il veille à la bonne utilisation des fonds. Nos équipes ont été renforcées en 2011 pour répondre à l'accroissement de charge induit par les nouvelles dispositions réglementaires.

Communication

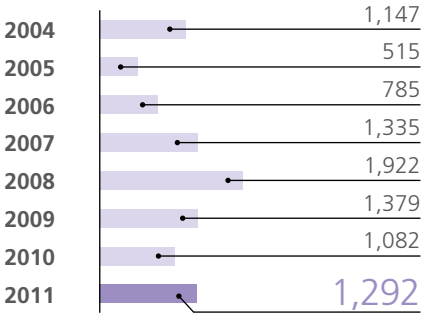
Each year since 2009, the DGAC has conducted an information campaign on the financial aid scheme, in association with Aéroports de Paris. This campaign can be seen on:
www.entrevoisins.org

housing units or premises receiving aid (2004-2011)

Soundproofing work



Total Paris-Charles de Gaulle **18,522**



Total Paris-Orly **9,457**

- Cost of work (2004-2011)*: **€271.73** million for **27,941** housing units and **38** service buildings located in the noise pollution map of the two airports, in the amount of **€176.05** million for Paris-Charles de Gaulle and **€95.68** million for Paris-Orly. TNSA revenues in 2011: **€42.21** million, of which **€21.15** million for Paris-Charles de Gaulle and **€21.06** million for Paris-Orly.
- Amount authorised for work in 2011*: **€40.21** million, of which **€21.18** million for Paris-Charles de Gaulle and **€19.03** million for Paris-Orly.
- Amount for acoustic diagnosis in 2011: **€1.8** million for **6,182** premises.

** Amounts at 31 December 2011 do not include the potential increase in coverage rate for certain applications.*

Opinions from the stakeholders' panel

Five quality principles underlying the report

1. **Balance:** the various types of information must be able to be compared objectively by stakeholders.
2. **Comparison** year on year.
3. **Accuracy:** the information must be accurate and detailed.
4. **Clarity:** the information must be easy to understand and use by stakeholders.
5. **Reliability:** based on the quality of compilation.

Method

Since 2006, we have asked a panel of stakeholders to assess the quality of our Corporate Social Responsibility Report. This year, the Company is also submitting the quality of communication about our strategy for sustainable development and social responsibility to external evaluation, in addition to evaluations carried out by non-financial ratings agencies. The 2011 Report on Corporate Social Responsibility has been written to meet the recommendations of the third generation management and reporting guidelines laid out by the Global Reporting Initiative (GRI), the recognised authority in this matter.

Collecting stakeholder opinions

Opinions were collected on four chosen areas:

- the relevance of the policies and actions described;
- stakeholder involvement, their identification and paying special attention to their expectations in the treatment of the topics;
- incorporation of performance into a broad-based long term global vision;
- ensuring completeness to provide a balanced assessment (strengths and weaknesses) of performance.

The combination of these requirements for the content and presentation provide a frame for the evaluation method chosen for collecting and synthesizing the contributions of the stakeholder panel. This new Aéroports de Paris panel has ten members, who assessed the quality of this report using an analytic grid. The results are summarized and reported in this document. The follow-up of suggestions and comments from stakeholders from one year to the next illustrates our systematic determination to continuously improve.

Factoring in the 2010 comments

The stakeholder panel rated the 2010 report as balanced, clear, comprehensive and reliable. Panel members felt it gave a detailed picture of Aéroports de Paris' actions and key figures, allowing them to assess changes in the Group from one year to the next. They felt that the 2010 report provided a clearer focus on Aéroports de Paris' societal and community commitments and its positive role towards its partners and the clear objectives that the Company has set for the future. The panel suggested three areas for improvement: a more detailed description of the medium- and long-term challenges and vision, more in-depth coverage of the Company's communication strategy with stakeholders, and fuller information on the actions involving companies using the airport sites.

To address these suggestions, the 2011 report adopts a threefold presentation: two double page spreads dedicated to strategy, the challenges relating to our stakeholders and the means of communication put in place; an interview with a personality opens each section to present some of our key areas of activity in 2011; and a roadmap for each section describes our medium-term objectives and their state of advance.

Opinions and areas for improvement

The members of the stakeholders' panel consider that the report is comprehensive and based on accurate, reliable evidence. They feel they are well represented in it and their views are accurately expressed and addressed. They singled out the following elements as attesting to the report's reliability and accuracy, its transparency and openness: the chart of GRI indicators in the appendix, verified by a third party, and the certifications and quality labels awarded to Aéroports de Paris. Readers feel that the report reflects the Group's social responsibility policy and its development well. They were particularly pleased to see the ambitious objectives Aéroports de Paris has set as part of the Grenelle Environment Plan and the many partnerships which show a real desire to collaborate with stakeholders. The majority of readers believe the report has made progress in terms of format, editorial content and in the way it handles information.

The contents of the report

The stakeholders' panel considers that the topics have been given a balanced, pertinent and full treatment. They note, however, that the «Environment» theme occupies a major part of the document, whilst feeling this to be justified. Objectives are presented in a clear manner and the information is of good quality. The report is easy to understand and well presented and enables comparisons to be made with previous years. Among the report's strong points, panel members highlighted the presence of the numerous quantitative indicators, the roadmaps summarising objectives, the double page spread devoted to stakeholders, the interviews at the beginning of each chapter and the links to websites belonging to Aéroports de Paris or organisations in which it participates. The majority of members (eight out of ten) feel that the document gives a good over-view.

Areas for improvement

The main areas for improvement are: highlighting Aéroports de Paris' involvement with authorities and the Company's openness to its stakeholders, and increasing the visibility of its partnerships with local authorities regarding employment; a broader vision of the major structural transportation (Grand Paris) and real estate projects, and of their economic, environmental and social impact in the local area; a more in-depth coverage of relationships with local companies and concerning sustainable procurement; more examples of projects carried out in the area of human resources management policy; reference data allowing an understanding of the changes in Aéroports de Paris over a longer period of time and its position in relation to current best practices; and a more detailed presentation of the way in which noise pollution management responsibilities are shared between the airlines and Aéroports de Paris.

Structure and form

The majority of the members of the stakeholder panel appreciate the layout and the tone of the report and the presentation which allows for both rapid and more in-depth reading. They felt that reading the report was very enjoyable thanks to its concise text and high quality graphics. They also appreciated the computer graphics and highlighting of information in the page margins. Eight out of ten members thought that the information was presented in a sufficiently educational way.

Areas for improvement

Suggested areas for improvement: a note for readers who have little knowledge of corporate social responsibility, giving an introduction to the topic and a summary of Aéroports de Paris' activities in this area; this note could also serve to explain how to use the document. Several members of the panel would like to see a company organisational chart and a simpler presentation of the organisation of CSR responsibilities and reporting structure.

Members of the 2011 panel

- **Daniel BARNIER,** Sub-Prefect of Palaiseau (91)
- **Maresca BASSET,** Quality Coordinator, GSF Concorde
- **Christelle DUBOIS,** Director of Papa Charlie
- **Marc GENTILHOMME,** Chief Executive Officer of the Terres-de-France urban area community services
- **Patrick HADDAD,** Community Councillor of Val-de-France
- **Pascal LEFEVRE,** Head of the Collège Henri-Wallon (95)
- **Pierre LEFORT,** Chairman of ADOR.
- **François SCELLIER**, Representative of Val-d'Oise (95)
- **Sylvain UBERSFELD,** Projects Manager, Federal Express
- **Emmanuel VEIGA,** Transport Development Department Manager, CCI of Versailles-Val-d'Oise-Yvelines (78)

Using the panel's advice

We will study the comments made in response to our request for feedback with the utmost care and address them, wherever possible, in the 2012 corporate social responsibility report.

Governance Indicators

- The Chairman of the Board of Directors fulfils the role of Chief Executive Officer.
- Three directors are deemed independent under the criteria specified by the AFEP-Medef code of corporate governance in December 2008. The independent directors account for half of the directors appointed by the General Assembly and less than 20% of all members.
- The directors are relatively young (53 years on average) and Board membership is balanced in terms of composition, to guarantee shareholders and the market that its tasks will be carried out with independence and objectivity.
- In addition to independence as judged by the criteria laid down in the AFEP-Medef code, it should be noted that each director and each observer has agreed, in the directors' charter set out in the appendix to the internal regulations of the Board of Directors, to retain his independence in terms of analysis, judgement, decision-making and action (article 6 of the charter). The annual evaluation questionnaire relating to the operation of the Board of Directors satisfies Aéroports de Paris as to the independence of directors.
- Introduction in 2010 of a first non-financial criterion in determining the variable portion of executive compensation.
- The corporate officers' remuneration scheme is related to performance, handling conflicts of interest and the skills of directors and is presented in the report of the Chairman of the Board, Appendix 2 of the Aéroports de Paris registration document. It can be consulted at:

www.aeroportsdeparis.fr

Stakeholders

Members of the Board			
Term of Office	**5** years		
18 members	State: **6**	Appointed by the Shareholders: **6**	Elected by the employees: **6**
Jurisdiction	Register of directors at the IFA[1]		
Independence	Report of the Chairman of the Board of Directors		
Auditors			
The auditors cannot provide consulting services except for ancillary audit services.	**Yes**		
Shareholders			
One share equals one vote.	**Yes**		

Involvement in decisions

Board of Directors			
Number of meetings and average attendance rate	**14** meetings, **74%**		
Internal Regulations and Code of Ethics	**Yes**		
Audit, strategy and compensation committees	Audit	Strategy and investments	Compensation
• Number of members	**4**	**6**	**3**
• Number of meetings	**7**	**3**	**2**
• Attendance rate	**93%**	**94%**	**100%**
Annual assessment of Board, result of the 2010 annual assessment presented in 2011	Internal assessment (confidential questionnaire and interview) Level of satisfaction: high		
General Assembly			
Turnout at the last General Assembly	**87%** of voting rights		
Percentage of votes cast at the General Assembly (5 May 2011) by shareholders	Resolutions adopted by over **98%**		

Financial and non-financial information

Publication of criteria and amounts of corporate officers' compensation	**Yes** (management report, registration document). Compliance with AFEP-Medef code regarding compensation
Publication of the amount of fees	**Yes** (management report and registration document)
Stock-options, free shares granted to corporate officers	**No**

(1) French Institute of Directors

Method for reporting indicators

This report concerns Aéroports de Paris' activities from 1 January 2011 to 31 December 2011. It has been based on the Global Reporting Initiative's (GRI) third generation management and reporting guidelines. This is co-led by the United Nations Environment Programme (UNEP) to harmonise the consolidation of data on sustainable development. These guidelines provide principles that help organisations deliver a balanced and reasonable presentation of their economic, environmental and social performance (p. 68).

Control and consolidation

The Environment and Sustainable Development Division consolidates the sustainable development indicators on the basis of data submitted by the departments in question.

- For each indicator reported, Aéroports de Paris uses a specific reporting protocol to define the indicator and the scope and method of the calculation.
- In light of the different collection methods and operating systems in the three airports, the scope of the reports may vary for certain indicators.
- For indicators of the number of employees at airports, the census has been carried out by the Occupations, Jobs and Training Observatories.
- Social indicators use a social reporting protocol that defines the reporting scope and methods. They are sent to the Environment and Sustainable Development Division by the Human Resources Division.
- Night traffic data are collected by Aéroports de Paris.
- For ISO 14001, the procedures for reporting environmental indicators are applied by Aéroports de Paris.
- For soundproofing aid indicators, the data come from the review published at the end of December 2011.
- For air and emission quality indicators, the data are calculated by the Aéroports de Paris laboratory, Cofrac-accredited and certified to ISO 9001, using methodological guides that include the instructions used. They are then sent to the Environment and Sustainable Development Division. For aircraft emissions, the calculations have been made on the basis of a methodology established by the International Civil Aviation Organization (ICAO) for calculating the Landing and Take-Off Cycle.

Changes in scope

- For the presentation of financial statements: Aéroports de Paris Group has adopted a new presentation of its consolidated accounts with effect from financial year ended 31 December 2011. Pro-forma accounts for 2009 and 2010 have been drawn up in accordance with these changes.
- For corporate data: new scope excluding ground handling and commercial joint ventures.

GRI indicators

Aéroports de Paris in figures

INDICATORS	UNITS	2009 Pro-forma [a]		2010 Pro-forma [a]		2011		GRI REF.
		AÉROPORTS DE PARIS GROUP	AÉROPORTS DE PARIS SA	AÉROPORTS DE PARIS GROUP	AÉROPORTS DE PARIS SA	AÉROPORTS DE PARIS GROUP	AÉROPORTS DE PARIS SA	
Revenue	€m	2,400	2,323	2,480	2,385	**2,502**	**2,473**	EC1
EBITDA	€m	875	–	922	–	**972**	**–**	EC1
Net income: Group share / annual profit	€m	270	244	300	238	**348**	**312**	EC1
Total investments*	€m	429	nd	496	nd	**686**	**nd**	EC1

Economic Data

INDICATORS	UNITS	2009				2010				2011				GRI REF.
		CDG	ORLY	LBG	TOTAL	CDG	ORLY	LBG	TOTAL	CDG	ORLY	LBG	TOTAL	
Number of companies in the airports	number	nd	nd	nd	**nd**	637	203	68	**908**	nd	nd	nd	**nd**	EC9
Jobs at airports (excluding temporary)	number	nd	nd	nd	**nd**	86,000	26,745	2,658	**115,403**	nd	nd	nd	**nd**	EC9
Compensation Fund for airport noise (FCNA)	€m	2.61	1.96	na	**4.57**	2.61	1.96	na	**4.57**	2.61	1.96	nd	**4.57**	EC9
Aéroports de Paris Foundation: amount granted by the Foundation	€	na	na	na	**579,947**	na	na	na	**508,500**	na	na	na	**573,700**	EC8
MARKET PRESENCE														
Passenger air traffic	in millions	57.9	25.1	nd	**83.0**	58.2	25.2	nd	**83.4**	61.0	27.1	nd	**88.1**	EC6
Number of aircraft movements	in thousands	518.0	220.6	nd	**738.6**	491.9	215.6	nd	**707.5**	506.9	228.5	nd	**735.4**	EC6

Staff and payroll data

INDICATORS	UNITS	2009	2010	2011 Pro forma [b]	GRI REF.
AVERAGE HEADCOUNT					
Aéroports de Paris	number	7,029	6,958	**6,879**	LA1
Subsidiaries	number	5,034	5,261	**2,213**	LA1
Aéroports de Paris Group	number	12,063	12,219	**9,092**	LA1
Workers disabilities[1]	number	295	320	**335**	LA13
Average age[2]	years	44.1	44.8	**45.3**	LA13
Percentage female[2]	%	38.1	38.2	**38.3**	LA13
HIRES AND DEPARTURES					
Permanent contract hires[1]	number	665	571	**263**	LA2
Hires of under-25 year olds[2]	number	15	29	**35**	LA2
Departures (all reasons)[1]	number	1,889	1,630	**613**	LA2
Promotion rate[2]	%	5.2	3.8	**5.9**	LA2
Replacement rate for permanent jobs[2]	%	1.9	1.7	**2.3**	LA2
TRAINING					
Percentage of payroll spent on in-service training[2]	%	6.08	6.13	**6.6**	LA10
ABSENTEEISM					
Absenteeism for all causes[2]	%	6.83	7.06	**6.60**	LA7
Absenteeism[2]	heures	750,887	773,859	**715,671**	LA7
HEALTH, SAFETY AND WORKING CONDITIONS					
Accidents at work[2]	number	160	151	**114**	LA7
Deaths[2]	number	2	0	**0**	LA7
Accidents at work frequency rate[2]	%	15.5	14.6	**11.1**	LA7
Accidents at work severity rate[2]	%	0.99	1	**0.6**	LA7

Other employee data

INDICATORS	UNITS	2009	2010	2011	GRI REF.
Participants in «Airport and related jobs» seminars	number	nd	725	**268**	SO1
Beneficiaries of employment assistance (training, support, mobility assistance)	number	nd	1,557	**2,002**	SO1

** Property, plant and equipment and intangible assets (1) for Aéroports de Paris Group. (2) for Aéroports de Paris SA (1) The Aéroports de Paris Group has adopted a new presentation of its consolidated accounts with effect from financial year ended 31 December 2011. Pro-forma accounts for 2009 and 2010 have been drawn up in accordance with these changes. For further information, see the notes to the consolidated financial statements available at www.aeroportsdeparis.fr. (b) New scope excluding ground handling and commercial joint ventures.*

Environmental data

INDICATORS	UNITS	2009				2010				2011				GRI REF.
		CDG	ORLY	LBG	TOTAL	CDG	ORLY	LBG	TOTAL	CDG	ORLY	LBG	TOTAL	
CURFEW EXEMPTIONS (PARIS-ORLY)														
Number of exemptions	number	na	46	na	**na**	na	181	na	**na**	na	69	na	**na**	SO1
between 11.30 pm and 11.45 pm	number	na	31	na	**na**	na	88	na	**na**	na	45	na	**na**	SO1
NIGHT TRAFFIC BY TIME SLOT (PARIS-CHARLES DE GAULLE)														
22 pm - 24 pm local time	number	27,800	na	na	**na**	28,487	na	na	**na**	27,922	na	na	**na**	SO1
00 pm - 05 pm local time	number	20,991	na	na	**na**	22,308	na	na	**na**	21,062	na	na	**na**	SO1
05 pm - 06 pm local time	number	10,503	na	na	**na**	10,460	na	na	**na**	10,226	na	na	**na**	SO1
Total	number	59,294	na	na	**na**	61,255	na	na	**na**	59,210	na	na	**na**	SO1
NOISE														
Cases handled	number	1,695	814	na	**2,509**	1,666	971	na	**2,637**	1,578	1,272	na	**2,850**	SO1
Soundproofed homes and premises	number	2,988	1,379	na	**4,367**	2,816	1,082	na	**3,898**	1,762	1,292	na	**3,054**	SO1
Aid granted[1]	€m	27.3	15.2	na	**42.5**	25.4	11	na	**36.4**	21.2	19.0	na	**40.2**	SO1
AIR, EMISSIONS AND WASTE QUALITY														
Air quality at the airports														
Nitrogen dioxide (NO_2 rate)	µg/m³	29	32	nd	**na**	nd	34	nd	**na**	28	29	nd	**na**	/
Particle rate (PM 2.5)	µg/m³	17	20	nd	**na**	19	21	nd	**na**	19	19	nd	**na**	/
Ozone (O_3 rate)	µg/m³	nd	nd	nd	**na**	39	42	nd	**na**	41	43	nd	**na**	/
Nitrogen monoxide rate (NO)	µg/m³	11	13	nd	**na**	nd	13	nd	**na**	11	12	nd	**na**	/
Plant emissions														
CO_2emissions[2]	tonne	118,267	20,065	4,939	**143,271**	126,146	24,520	5,451	**156,117**	93,318	10,708	3,849	**107,875**	EN16
NOx emissions	kg	92,276	21,178	3,114	**116,568**	94,508	15,508	3,437	**113,453**	67,272	6,774	2,427	**76,473**	EN16
GHG emissions from aircraft														
CO_2emissions	tonne	871,750	290,550	nd	**1,162,300**	856,800	288,000	nd	**1,144,800**	894,600	301,700	nd	**1,196,300**	EN17
NOx emissions	tonne	4,020	1,180	nd	**5,200**	4,032	1,183	nd	**5,215**	4,225	1,241	nd	**5,466**	EN20
Vehicle Emissions														
CO_2emissions	tonne	1,847	1,229	nd	**3,076**	1,917	1,338	nd	**3,255**	nd	nd	nd	**nd**	EN16
ENERGY														
Share of renewable energy in our final internal energy consumption	%	_	_	_	**1.06**	_	_	_	**1.03**	_	_	_	**3.86**	EN6
Thermal generation	MWh	306,345	123,549	19,986	**449,880**	340,890	145,232	23,976	**510,098**	259,168	102,531	13,251	**374,950**	EN4
Refrigeration	MWh	132,439	18,124	na	**150,563**	123,825	17,196	na	**141,021**	118,135	20,162	na	**138,297**	EN4
Portion of cogeneration in energy consumption designed to produce heat Paris-Charles de Gaulle	%	49.3	na	na	**na**	42.8	na	na	**na**	42.6	na	na	**na**	EN4
Total electrical power per airport (internal + external)	GWh	342	103	32	**477**	339	101	32	**472**	329	100	29	**458**	EN4
Internal energy consumption Aéroports de Paris (hot, cold, electricity)	GWhep	1,015	279	10	**1,304**	1,043	281	13	**1,337**	961	290	9	**1,260**	EN3
WATER														
Water consumption	thousands of m³	2,252	505	97	**2,854**	2,294	478	86	**2,858**	2,406	492	84	**2,982**	EN8
Aéroports de Paris portion	thousands of m³	1,460	305	18	**1,783**	1,395	275	21	**1,691**	1,252	309	13	**1,574**	EN8
WASTE														
OIW volume collected	tonne	39,413	12,684	1,666	**53,763**	36,887	12,675	1,561	**51,123**	35,386	10,548	1,362	**47,296**	EN22
Landfill	%	9	9	24	**9.3**	4	9	31	**5.9**	1	6	49	**3.6**	EN22
Recyclable	%	16	16	49	**17.5**	19	18	40	**19.5**	22	20	23	**21.7**	EN22
Incinerated	%	75	75	27	**73.2**	77	73	29	**74.6**	76	75	28	**74.7**	EN22
HIW volume collected	tonne	192	118	35	**345**	2,160	162	42	**2,364**	2,208	124	70	**2,402**	EN24
TRANSPORTATION														
Rate of public transport use to and from the airport	%	45.62	35.71	na	**41.89**	45.17	36.77	na	**42.08**	45.30	36.60	na	**42.10**	EN29

*na = not applicable nd = not available. *(1) Amounts at 31 December 2011 do not include the potential increase in coverage rate for certain files. (2) Data verified by a third party (Apave).*

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The Global Reporting Initiative (GRI) guidelines, version 3.1, have been implemented using Application B.
This application level has been the subject of external verification by KPMG Audit.

LEVELS OF IMPLEMENTATION OF THE REPORT		GUIDELINES OF 2006	C	C+	B	B+	A	A+
MANDATORY	Self-reported			**CHECKED BY A THIRD PARTY**		**CHECKED BY A THIRD PARTY**		**CHECKED BY A THIRD PARTY**
OPTIONAL	Checked by a third party				✖			
	Checked by the GRI							

Abbreviations and acronyms

ACA: Airport Carbon Accreditation
ACI: Airports Council International
ACNUSA: Airport Noise Control Authority
ADIFE: Local initiative actions and development
ADOR: Association for the Economic Development of Orly-Rungis
AFNOR: French standards association
AFPA: National Association for Adult Vocational Training
AIR: Association for Regional Interest
AIRE: Atlantic Interoperability Initiative to Reduce Emissions
ANACT: National Agency for the Improvement of Working Conditions
APU: Auxiliary Power Unit
ARD: Regional Development Agency
Aspi Eurozone®: Advanced Sustainable Performance Indices (European Reference Index for companies wishing to commit to corporate social responsibility),
CCI: Chamber of Commerce and Industry
CCIP: Paris Chamber of Commerce and Industry
CEEVO: Economic expansion committee for the Val-d'Oise Region
CHSCT: Committee for Health, Safety and Work conditions
CIES: Joint union employee savings committee
CO_2: carbon dioxide
COFRAC: French Accreditation Committee
DGAC: French Civil Aviation Authority
FCPE: corporate mutual fund
GIP: public interest consortium
GRETA: Local educational organization
HIW: hazardous industrial waste
Hub: interchange platform
ISO: International Standards Organisation
MOCS: Microsoft Office Communication Server
NOx: nitrous oxides
OHSAS: Occupational Health and Safety Assessment Series
OIW: ordinary industrial waste
PARAFE: fast border screening facility
PEB: noise exposure plan
PGS: noise management plan
PHMR: a disabled person or with reduced mobility
RSE: Corporate Social Responsibility
SESAR: Single European Sky ATM Research
SIEPOR: joint municipal research consortium for Orly-Rungis
STIF: Ile-de-France Transport Trade Union
TEP: tonnes oil equivalent
TNSA: tax on airborne sound pollution
ZUS: disadvantaged area

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