

## 2005 Corporate Responsibility Report



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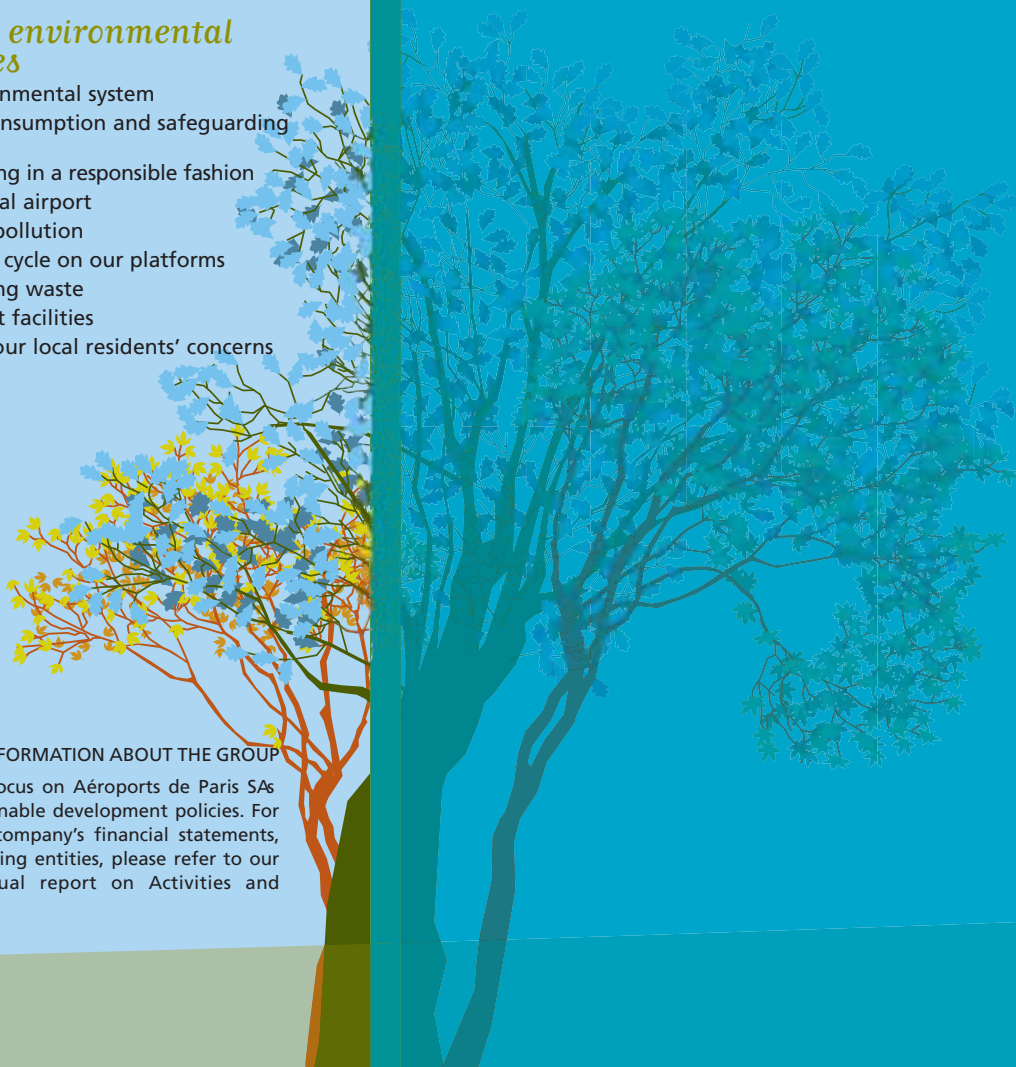
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*With over 78 million passengers using our facilities in 2005, Aéroports de Paris is the second largest airport operator in Europe in terms of turnover. The group owns and operates three airports in the Ile-de-France area (Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget), ten aerodromes and one heliport.*

### FINANCIAL AND STRATEGIC INFORMATION ABOUT THE GROUP

The contents of this report focus on Aéroports de Paris SAs geographical roots and sustainable development policies. For further information on the company's financial statements, governance and group reporting entities, please refer to our report entitled "2005 Annual report on Activities and sustainable development".



“ Grow in a  
sustainable manner  
and act as a  
responsible company ”



→ **Didier Hamon**  
Public Affairs & Environment Director

*2005 will have been an important year for the environmental management of our activities: a year in which all sectors of the company have improved their knowledge of our initiatives and made them their own*

Paris-Le Bourget airport obtained ISO 14001 certification in June 2005, under the new 2004 version of this global standard, which also applies to the renewal of Paris-Orly's certification. The High Environmental Quality (HEQ) approach is slowly but surely taking root. Our principal stakeholder is taking up the challenge of designing and building the future satellite 4 at Paris-Charles de Gaulle according to the tenets of sustainable buildings. Our company has become a member of the HEQ association, a forum for sharing best practices in this field.

This past year, Aéroports de Paris has wholeheartedly embraced fair trade by running a staff awareness-raising campaign in the restaurants run by the works council during the sustainable development week. Lastly, 2005 will have been the first year in which our CO<sub>2</sub> quotas applied, and we have taken the appreciable ini-

tiative of signing the "ALPENERGIE 25" agreement with Electrabel, which guarantees that a minimum of 25% of our power requirements will be met by green electricity from renewable sources of energy, whereas France's 2010 target is capped at 21%.

Beyond these important initiatives, we have renewed the assessment of our sustainable development policy. This area of assessment encompasses the environment, human resources, our policy in respect of customers, suppliers and society at large and corporate governance. Assessment is based on the principles governing Corporate Social Responsibility, which underscore the value of the message, how responsibility is organized, transparency of information, commitment to one's stakeholders, the independence of control mechanisms, the quality of innovation and the pertinence of the vision over the long term. Lastly,

on the basis of this interpretative model, the rating mechanism aims to qualify and evaluate the level of risk incurred at all levels: the company's reputation, its intangible assets, statutory breaches, civil or criminal liability, management malfunctions, loss of competitiveness or the emergence of collateral damage.

In 2005, on the basis of all these assessment criteria, BMJ RATINGS, the sister company of the well-known financial rating agency FITCH, awarded us an overall score of A+, including an AA more specifically for our environmental policy (on a scale of D to AAA).

Aéroports de Paris has therefore opted, though this independent rating system, to take up the challenge of global social responsibility. In that respect, our company remains true to its tradition of modernity, extending the scope thereof by voluntarily placing itself under the close scrutiny of all its stakeholders.



## KEY EVENTS

### \_ IN 2005

#### ■ January

Environment Partners Club launched at Paris-Orly.

#### ■ March

Datagora centre unveiled with and for the Ile-de-France regional council.

#### ■ March

Signature of the Val-d'Oise charter for sustainable management of construction waste.

#### ■ June

Paris-Le Bourget airport certified ISO 14001 version 2004.

#### ■ June

An action plan was launched in favour of sexual equality, further to the June 2003 industry agreement on equal opportunities.

#### ■ July

Aéroports de Paris changes its public corporation status for that of a limited liability company (LLC).

#### ■ July

Introduction of Vitrail, a flight path display system available in the "Maisons de l'Environnement" (Environmental resource centres).

#### ■ August

New protocol with the DGAC (French Civil Aviation Authority) on the handling of complaints and enquiries.

#### ■ December

The new "les Globe Trotteurs" day nursery was inaugurated at Paris - Charles de Gaulle.

## OUR SUSTAINABLE Development ambition...

...grow in a sustainable manner and act as a responsible company.

## OUR SUSTAINABLE Development missions

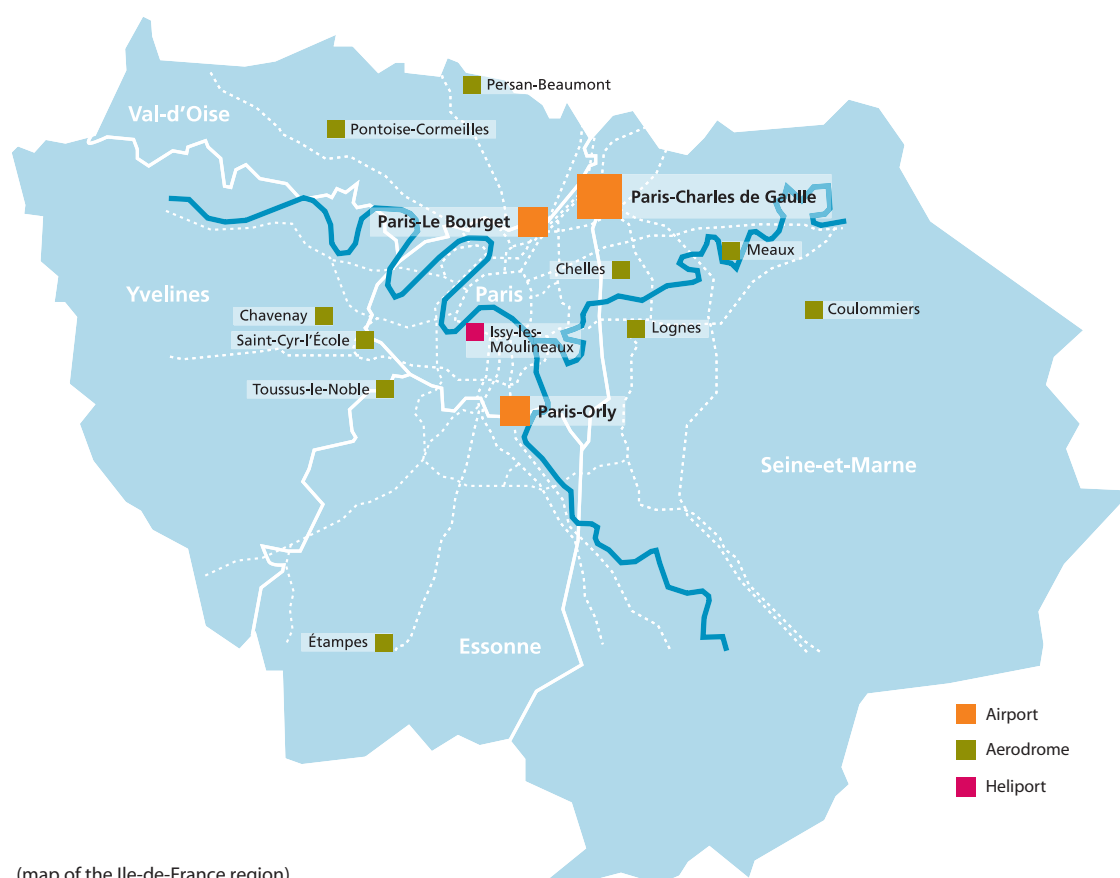
- Raise awareness of our common interests with the surrounding local authorities and develop economic and social integration in partnership with them
- Encourage a positive perception of environmental policy and promote the image of an environmentally, economically and socially responsible company
- Be highly efficient in managing our own pollution in an environmentally sound manner

## NON-FINANCIAL Ratings

- In 2003, Aéroports de Paris obtained a BBB rating by BMJ Ratings for its environmental initiatives and its dealings with society at large.
- In 2005, the same independent agency gave Aéroports de Paris:
  - an AA+ rating on the issues examined in 2003;
  - an A+ rating for its overall approach to sustainable development (environment, society, governance, human resources and customer-supplier relations).

## AÉROPORTS DE PARIS, second largest airport operator in Europe in terms of turnover,

directly (through its varied activities) and indirectly (through its subsidiaries) masters all the skills it requires for its missions: designing, building and managing infrastructures, security, ground handling, designing and operating specialized telecom networks and services, retail and real-estate development activities etc.



(map of the Ile-de-France region)

## Main subsidiaries and holdings as of 31 décembre 2005

AIRPORT ACTIVITIES	SERVICES AND RETAIL	INTERNATIONAL ACTIVITIES
100 %	100 %	100 %
<b>ALYZIA AIRPORT SERVICES AND ITS SUBSIDIARIES</b> Ground handling services Corporate capital: €28.3M	<b>HUB TELECOM</b> Specialized telecom operator Corporate capital: €28.3M	<b>ADP INGENIERIE</b> Architecture and engineering Corporate capital: €4.6M
	49 %	100 %
	<b>SOCIETE DE DISTRIBUTION AEROPORTUAIRE</b> Operates retail outlets in terminals Social Capital: €1M Aelia (Hachette group) holds a 51% controlling interest	<b>ADP MANAGEMENT</b> Operates airports abroad and acquires holdings in them Corporate capital: €85.2M
		25,5 %
		<b>SETA</b> Strategic partner for a concession of thirteen airports in the central northern region of Mexico Corporate capital: €673.2M COINSA (ICA) holds a 74.5% controlling interest

# Aéroports de Paris' 3 areas of responsibility

Aéroports de Paris' environmental and social responsibility comes out in three areas.



## AÉROPORTS DE PARIS

Comprises Aéroports de Paris SA, its direct activities and its 10,688 employees.



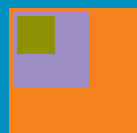
## AIRPORT FACILITIES




include all the activities at airport facilities managed by Aéroports de Paris namely 990 companies and around 106,000 (Source: Observatoire de l'Emploi, des Métiers et de la Formation - Trades, Jobs and Education Observatory)



## TERRITORY

Aéroports de Paris' activities contribute to the economic and social vitality of the Ile-de-France region and its 11 million inhabitants in 1,281 communes, some of which directly border the airports (source: INSEE 2004).



-  Aéroports de Paris
-  Airport facilities
-  Territory



# Sustainable development issues facing Aéroports de Paris

## Aéroports de Paris



## Airport facilities



## Territory



### Economy

- Improve our performance while fulfilling our public service obligations imposed by government
- Be one of the foremost airport operators through the services we offer and our performance

→ 22

- Develop economic activity on our airports by providing quality infrastructures and an ever more efficient labour force
- Enhance the work potential of all our personnel through a proactive approach

→ 26

- Support economic development of the region's economy
- Revitalize our network of local partners and subcontractors

→ 28

### Social relations

- Accompany our personnel as we shift from a builder culture to a service culture
- Improve the quality of life for our employees at the facilities
- Develop good management practices

→ 32

- Improve the quality of life in the airport city
- Coordinate social affairs by forging links in connection with collective issues
- Unify individual agendas

→ 36

- Develop solidarity at local level
- Act in favour of the residents of underprivileged areas.

→ 38

### Environment

- Ensure the consistency of EMSs (Environmental Management Systems) from one airport to another
- Achieve sustained performance and publicize our achievements

→ 42

- Make our partners realize the importance of controlling their impact on the environment
- Raise our partners' awareness regarding the acceptability of our airport activities
- Provide reliable information on noise disturbance

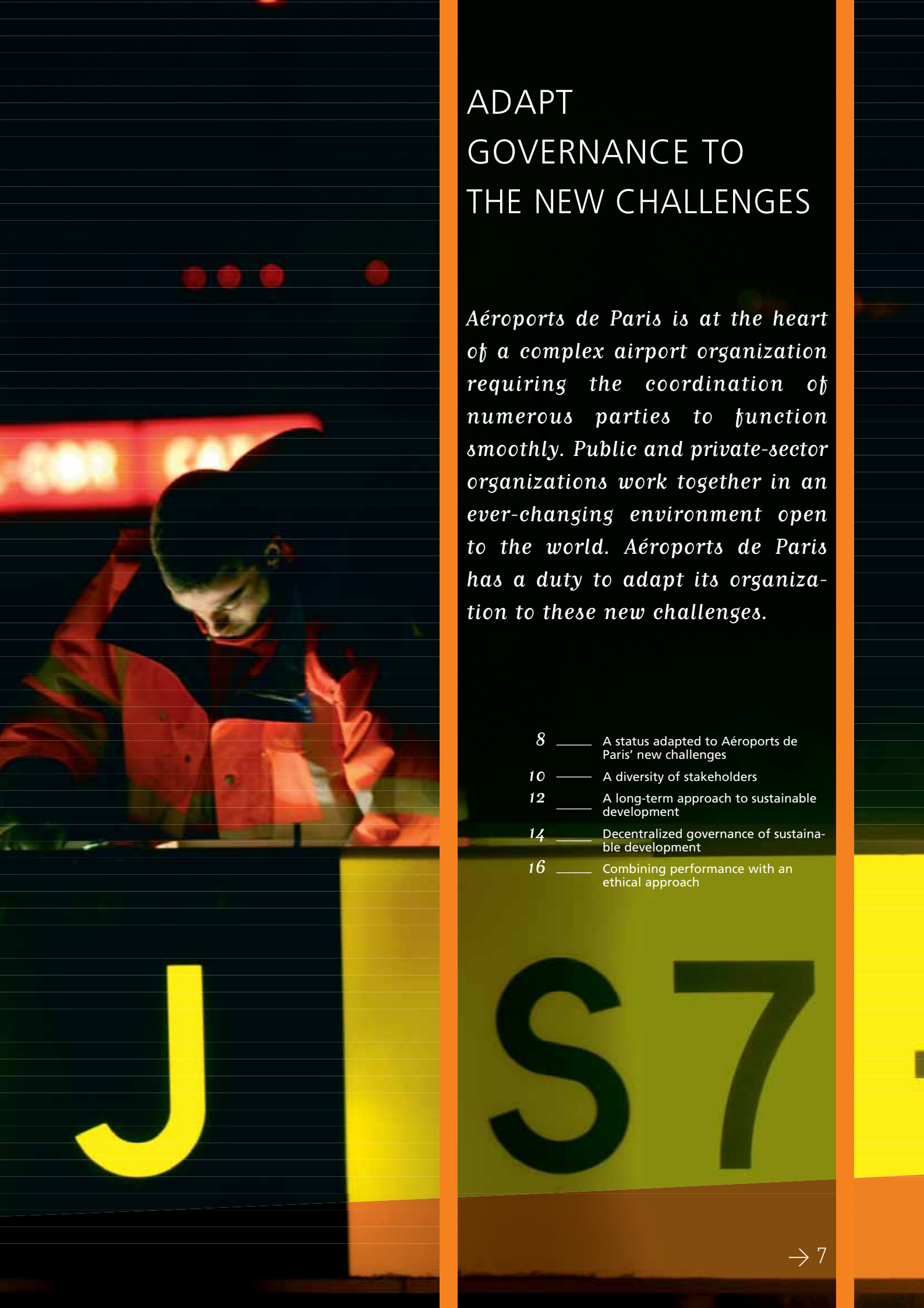
→ 48

- Ensure the continuity of our public service commitments to soundproofing local residents' houses

→ 58







# ADAPT GOVERNANCE TO THE NEW CHALLENGES

*Aéroports de Paris is at the heart of a complex airport organization requiring the coordination of numerous parties to function smoothly. Public and private-sector organizations work together in an ever-changing environment open to the world. Aéroports de Paris has a duty to adapt its organization to these new challenges.*

- 8 — A status adapted to Aéroports de Paris' new challenges
- 10 — A diversity of stakeholders
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- 14 — Decentralized governance of sustainable development
- 16 — Combining performance with an ethical approach

# A status adapted to Aéroports de Paris new challenges

*On 22 July 2005, Aéroports de Paris changed its public corporation status for that of a limited liability company, with a view to achieving its ambition of becoming the reference European airport operator through the quality of its services, its environmental management and its economic performance.*

### Continuity of missions

The continuity of Aéroports de Paris' missions was naturally guaranteed when it changed legal status, since certain legal terms remain unchanged, such as airport regulations and the status of Aéroports de Paris personnel. As for its public service obligations, they are set out in three contractual documents: the standard specifications, the company's initial articles of association, both of which were laid down by bylaw no. 2005-828 of 22 July 2005, and the Economic Regulation Contract.

The standard specifications stipulate the company's public service obligations. While Aéroports de Paris is bound to fulfil its obligations, it now controls the way in which it does so. The 66 articles of the standard specifications also stipulate the quality and environmental requirements Aéroports de Paris must meet, and the document details the company's annual reporting obligations in respect of the government, local authorities and local residents.

Lastly, the standard specifications impose gradual penalties in case of breach of the applicable rules. Government controls the way we fulfil our public service obligations; in case of violation thereof, fines may be imposed if formal notice goes unheeded.

### Good outlook for expansion

Following Aéroports de Paris' change in legal form, the specific principle whereby it could only operate within a 50-km radius of Paris no longer applies. Now, Aéroports de Paris continues to operate Paris-Orly, Paris-Charles de Gaulle and Paris-Le Bourget on an exclusive basis, but the company can also operate aerodromes across France and deploy its expertise abroad.



→ Precise missions  
for a better quality of service.

The fixed assets the government requires for its airport activities (customs, air traffic control, Météo France, police etc) remain state property. However, ownership of the fixed assets (land, runways, terminals and other buildings) the company requires for its operations has been assigned to Aéroports de Paris, subject to certain terms of use and assignment stipulated in the legal provisions of the standard specifications.

Company governance has changed and now meets the standards applying to public companies, such as the institution of a Shareholders' Meeting.

The Economic Regulation Contract (ERC) lays down 5-year guidelines, whereas Aéroports de Paris was previously bound by an annual obligation that severely limited its forward-planning capacity. Among other things, the ERC includes the investment programme, service quality commitments and controlled airport charges.

## Involving staff



**Raising staff awareness of the new issues arising from the change in legal status is a key factor for its success. It was decided to organize briefings and consultations for personnel on the implications of adopting LLC status.**

**These sessions were jointly organized by Aéroports de Paris' Corporate Secretary and Management Institute, their aim being to brief personnel on the consequences of this change in status, inform them of the company's operating rules and encourage their adoption on a daily basis. The challenge resides in helping Aéroports de Paris to shift from a builder culture to one more focused on interpersonal relations and services.**

*A total of 1,800 employees attended these interactive briefings over 33 half-day sessions, and appreciated the fact that both line and staff management were involved. As a result, we can safely state that a change of culture is well underway within Aéroports de Paris.*

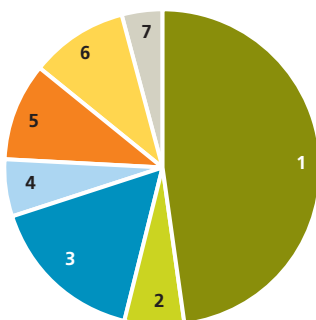
## A diversity of stakeholders.

*“Our profession resembles that of a conductor. Day after day we coordinate all the personnel at our airport facilities to enable around 200,000 passengers to travel.”*

### A culture of dialogue

One of Aéroports de Paris' characteristics is the diversity of its stakeholders. Moreover, the highly technical nature of an airport operator leads us to interact on a regular basis with our partners. The change in Aéroports de Paris' legal form alters the way we dialogue with the stakeholders; one such example is the definition of a new protocol with the DGAC (French Civil Aviation Authority) on the way complaints and enquiries are handled.

Being welcoming and listening have been an integral part of Aéroports de Paris' culture for over half a century. Continual coordination efforts are naturally at the heart of our environmental, economic and social development concerns, a necessity for a company that orchestrates most of French air transport. The table opposite lists most of Aéroports de Paris' stakeholders and their expectations.



- (1) Air transport: **48 %**
- (2) Public services: **6 %**
- (3) Airport services, handling, cleaning: **16 %**
- (4) Security & safety: **6 %**
- (5) Retail, hotel management, hotels and restaurants: **10 %**
- (6) Freight, express delivery: **10 %**
- (7) Other: **4 %**

→ Breakdown of the workforce in the 700 companies based at Paris-Charles de Gaulle

Source: Economic and social cooperation department, 2005.



# Aéroports de Paris' main stakeholders and their expectations

## The stakeholders

## Their expectations



■ Aéroports de Paris  
■ Airport facilities  
■ Territories

### Personnel

Employees  
Unions  
Firemen  
Medical services

Recognition through pay and promotion  
Training  
Social dialogue  
Prevention and safety  
Information on Group affairs  
Involvement in managing the company



### Business partners

Passenger, freight, express delivery and business airlines (private aircraft, helicopters)  
Airport service operators  
Land transport (RATP, SNCF)  
Passenger services (catering, hotels, shops, car hire, foreign exchange, banks)  
Subcontractors and suppliers (handling contractors, cleaning contractors, design & engineering firms, building contractors, security firms, catering)

Quality of service  
Availability of line personnel  
Technical expertise  
Visibility of the airport business  
Quality of life in airports (transport, etc)  
Information on passengers' needs



### Financial partners

Shareholder  
Banks and insurance companies

Business performance  
Transparent management  
Long-term strategy



### Customers

Passengers  
Accompanying people

Customer-friendliness  
Reliable flight information  
A high level of comfort in airports



### Public bodies

French state (air traffic control, customs police, border police, DDE, Météo France, DRIRE, ACNUSA)

Meeting our public service commitments



CCI, social services (ANPE, Assedic)

Seeking out partnerships in the areas of jobs and training



### Society at large

Local residents  
Associations  
NGOs  
Local government (communes, departments, the Île-de-France region)  
Professional associations (IATA, ICAO, ACI)

Noise disturbance limitation measures  
Transparency  
Information on noise disturbance and on economic, social and environmental issues  
Information on environmental impacts  
Sharing economic and social data  
Redistributing wealth  
Integration  
Dialogue and cooperation  
Technical means available



# A long-term approach to sustainable development.



1945

- Formation of Aéroports de Paris as a public corporation on 24 October



1946

- First temporary air terminal at Paris-Orly
- Paris-Le Bourget rebuilt
- Aéroports de Paris handled a total of 300,000 passengers



1965

- Paris Nord airport created at Roissy



1974

- Paris-Charles de Gaulle inaugurated and opened

...



...

1992

- Aéroports de Paris' 1st Corporate Environmental plan



1994

- Aéroports de Paris' 1st annual environmental assessment



1995

- First noise abatement plan at Paris-Orly and Paris-Charles de Gaulle
- Sonate brought into service (a flight path monitoring tool for the general public)



1996

- The Maisons de l'Environnement (Environmental resource centres) opened
- Selective waste collection and processing introduced
- First economic partnership mission at Paris-Charles de Gaulle



1997

- Rainwater Treatment System brought into service at Paris-Orly
- Landscape reclamation programme launched at Paris-Charles de Gaulle
- First enterprise hub aimed at SMEs
- Papa-Charlie created at Paris-Charles de Gaulle



1998

- Noise environmental charter at Paris-Charles de Gaulle
- Aéroports de Paris' noise abatement measures certified ISO 9002
- "Allobus" personalized system launched
- Personalized transport system launched

## Pursuing a carefully thought through sustainable development policy

Formed in 1945 to design, build and operate aerodromes in the Paris region, Aéroports de Paris has successfully accomplished its mission while taking full account of its impact on the environment. Among other things, the Paris airport authority was the first in Europe to set up a service dedicated to managing relations with local residents, a service that has gradually expanded and become a department in its own right.

The approach adopted by Aéroports de Paris leads us to address social, economic and environmental issues. Our tireless coordination efforts add an essential dimension to our projects. From such efforts has evolved the "ecological airport" concept, because we remain convinced that airport activities, particularly in urban areas, can only be conducted and expanded over the long term by constantly striving to achieve the best possible compromises between the various parties involved.

Aéroports de Paris has therefore opted to focus its sustainable development programme on the following strategic issues:

- striving to gain acceptance of expansion on the part of its various stakeholders
- raising awareness of our common interests with the surrounding local authorities
- excelling in the environmental management of its own pollution



1999

- Revision of the Paris-Charles de Gaulle Noise Abatement Plan
- Rainwater Treatment System brought into service at Paris-Charles de Gaulle
- The Trades, Jobs and Education Observatory was set up at Paris-Charles de Gaulle



2000

- Paris-Orly environment charter
- The Airport Stakeholders Club (CAAP in French) was formed
- The GIP ADIFE was incorporated



2001

- Paris-Charles de Gaulle obtained ISO 14001 certification
- Aéroports de Paris' air quality monitoring measures obtained ISO 9002 certification
- Selective collection of Hazardous Waste
- First trophy of airport operators for Paris-Le Bourget and Paris-Charles de Gaulle



2002

- Paris-Orly was certified ISO 14001
- Aéroport, a business incubator, was set up
- The Trades, Jobs and Education Observatory was set up at Paris-Orly



2003

- Aéroports de Paris subscribed to the Global Compact
- Formation of the Aéroports de Paris Foundation
- The Environment Partners Club was launched at Paris-Charles de Gaulle



2004

- The Noise Abatement Plans of Paris-Orly and Paris-Charles de Gaulle were updated
- Aéroports de Paris passed the 75 million passenger mark



2005

- Paris-Le Bourget obtained ISO 14001 certification
- Aéroports de Paris became a Limited Liability Company (LLC)
- New DGAC protocol on noise complaints
- The Environment Partners Club was launched at Paris-Orly
- DATAGORA opened
- An intercompany day nursery was opened at Paris-Charles de Gaulle

## Decentralized governance of sustainable development.

*At the instigation of the Deputy CEO, the sustainable development strategy is worked out by the Public Affairs & Environment division in conjunction with the Human Resources division. The strategy is formulated as part of Aéroports de Paris' corporate plan and public service obligations.*

Gradually, Aéroports de Paris has had to adapt its organization and mode of governance to address all the sustainable development issues facing it. The concrete environmental and social issues it has confronted and tackled have naturally made its operational units increasingly autonomous. In parallel, shared support functions contribute the requisite technical expertise and ensure consistent

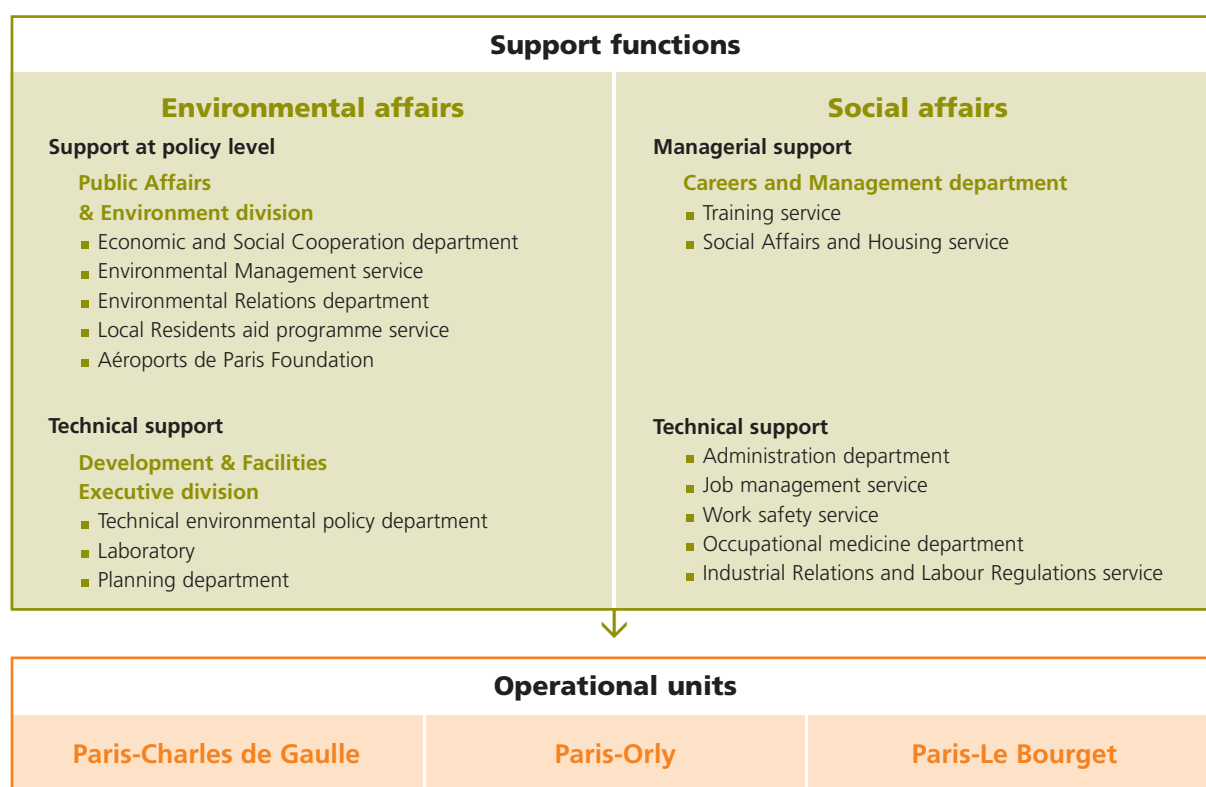
implementation of action plans.

### Mobilized operating units

The airports (Paris-Orly, Paris-Charles de Gaulle and Paris-Le Bourget) are responsible for implementing Aéroports de Paris' sustainable development policy on the ground. To that end, each unit has appointed one or two environmental correspondents

and one or two human resources correspondents, who take part both in setting the quantifiable targets airports impose on themselves and in implementing operational plans. This form of organization, relying on a network of intermediaries in each operating unit, is in the process of being generally implemented in all areas of sustainable development.

→ Sustainable development organized to serve business performance





### \_ SUPPORT FUNCTIONS IN THE FIELD OF SOCIAL AFFAIRS

The Human Resources division provides operational units with managerial support, frames Aéroports de Paris' internal social policy and ensures it is applied. To that end, it relies more particularly on the Careers and Management department and two of its services, Training and Social Affairs and Housing.

Technical support in the field of human resources is provided by 5 sections of the Human Resources division; Administration, Job Management, Work Safety, Occupational Medicine and Industrial Relations and Labour Regulations.

### \_ ENVIRONMENTAL SUPPORT FUNCTIONS

Support at policy level is embodied by the Public Affairs & Environment division, which is in charge of formulating environmental and sustainable development policy. It is divided into 5 transverse entities all dedicated to this mission: the Economic and Social Cooperation department, the Environmental Management service, the Environmental Relations department, the Local Residents aid programme service and the Aéroports de Paris Foundation.

Technical support is provided by the Development & Facilities Executive division, contributing its expertise to help the operational units implement the group's sustainable development policy. To that end, three entities put tools and methods in place, the Technical environmental policy department, the Laboratory and the Planning department.



→ Aéroports de Paris increasingly conducts its sustainable development policy in the field. Its staff are at the heart of its strategy.

# Combining performance with an ethical approach.

*By continually improving its approach to sustainable development, more particularly under the Global Compact, a fair trade initiative was rewarded in 2005. The Papa-Charlie programme, a prize-winner in 2005, continues to prove popular with its beneficiaries.*



[www.unglobalcompact.org](http://www.unglobalcompact.org)  
[www.pactemondial.org](http://www.pactemondial.org)  
[www.adp.fr](http://www.adp.fr)

The Global Compact is based on ten key principles in the areas of human rights, labour, the environment and anti-corruption. This tool enables us to unify our action both internally (including in our subsidiaries) and externally (in respect of our partners). Aéroports de Paris is committed to advocating the Global Compact's principles with regard to its suppliers and subcontractors.

### An exemplary initiative under the Global Compact programme, according to the UN

#### Fair Trade

An airport is a gateway to the world, so it was natural for Aéroports de Paris to associate sustainable development with the values of travel and trade between countries. Fair trade consists in advocating fair trading relations between producers and consumers.

An initial campaign in 2005 during the national sustainable development week consisted in offering an "equi-table" menu in the five staff canteens (a play on words, since fair trade is "commerce équitable" in French), including produce from fair trade as well as from organic and rational farming producers. Aéroports de Paris' commitment to fair trade consists both in raising staff awareness by providing brochures and reference texts in the personnel's network of media libraries, and in the Works Council's substantial efforts in freezing the price of a meal tray (2.67 euros), despite fair trade produce being significantly more expensive. This experiment, albeit

over a limited time since it was run during the national sustainable development week, had the merit of making the employees more aware of the benefits, quality and existence of produce that does not generally enjoy much publicity. 3,500 meals were served during the week, and a survey among the staff revealed that 57% of respondents were "very satisfied" with the initiative, 46% of them saying they would like to see such products on the menu every day.

This is now underway, since eight suppliers were listed for a total of 8.2 metric tonnes or purchases in 2005 (4.8 tonnes from fair trade and rational farming sources and 3.4 tonnes from organic farming sources).



→ Nearly 3500 "equi-table" meals were served by Aéroports de Paris in collaboration with its Works Council during the sustainable development week in 2005.

→ "Papa Charlie", a programme popular with its beneficiaries.



### Communicating on progress – Global Compact

The Papa-Charlie scheme was acclaimed as a good practice by the 2004 Global Compact and continued its fight against discriminatory hiring practices in 2005. Its principle is simple; offering a short-term car hire service to job seekers. This professional integration scheme, aimed at those who are worst off in society, gives businesses in our airports a guarantee that a vehicle can be made available to an applicant if need be.

Owing to cuts in public funding, the number of car hire contracts is on the decline despite increasing demand. A new partnership has therefore been set up with the regional council's Labour and Employment department.

The scheme's organizers are now considering three ways of extending the initiative: investing in a fleet of cleaner vehicles, extending eligibility to people without driving licences through car sharing, and setting up a social taxi service run by underprivileged people.

### An A+ rating for Aéroports de Paris in 2005 for all its sustainable development initiatives

Following the undertaking it made in 2003, Aéroports de Paris had its sustainable development activities rated by BMJ Ratings at the end of 2005. Its A+ rating is all the more encouraging as the scope of the audit was much more extensive than for the previous audit: in addition to the environment and social relations, the areas of Human Resources, customer-supplier relations and corporate governance were also under scrutiny.

In 2003, Aéroports de Paris was rated BBB on its environmental and social performance; in 2005, these areas were rated AA+. As far as environmental issues are concerned, the audit concluded that Aéroports de Paris "attaches strategic and operational importance" to them.






Although the report states that there should be more internal control over environmental performance across the board, it praises many initiatives in energy control, high environmental quality, rainwater and air quality control, thereby justifying the rating.

As far as social issues are concerned, the audit notes that "all the stakeholders we consulted acknowledged they have contacts in the company dedicated to addressing their specific issues and expectations" and that "regarding the key issues, they appreciated the commitment of the most senior staff vis-à-vis independent authorities".

## Summary: key figures and results for 2005

	ISSUES	INDICATORS	RESULTS IN 2005
<b>Governance</b>			
<b>Aéroports de Paris</b> 	Mobilize staff in respect of the change in legal form.	1,800 executive staff attended the seminars on the changeover to LLC status.	Non-financial rating by BMJ Rating: Aéroports de Paris was awarded an A+.
<b>Economic responsibility</b>			
<b>Aéroports de Paris</b> 	Perform better while meeting the public service obligations imposed by government.		A successful conclusion to the negotiations on Economic Regulation Contract, resulting in better visibility over the medium term (5 years).
<b>Airport facilities</b> 	Develop economic activities in our airports by providing infrastructures of quality and making available ever more efficient labour.  Improve staff employability through a proactive approach.  Support development of the region's economy.	106,000 employees and 990 business in our airports  Business incubator, home to 14 start-up companies.  Nearly 17 billion euros' turnover generated by airport businesses (Source: IAURIF – 2005 survey).	The CDG Val development in its final stages, due for completion in 2006.  Continuation of the mobility aid scheme (Papa Charlie).  Opening of Datagora, an economic resource generation centre for the Paris-Charles de Gaulle basin.
<b>Territory</b> 	Revitalize the network of local partners and subcontractors.	Airport activities make up 3% of Ile-de-France's GDP.	ODACE project launched.
<b>Social responsibility</b>			
<b>Aéroports de Paris</b> 	Improve the staff's quality of life and safety.  Develop good management practices	6% of the payroll spent on training.  45 candidates put forward by their superiors in 2005	A wide-ranging study on stress (2,700 questionnaires sent out) with a specialized university laboratory.  Aéroports de Paris' Management Institute runs an executive think-tank and training scheme.
<b>Airport facilities</b> 	Improve the quality of life in airports.	160 employees and their relatives received housing benefits from the Comité Habitat.	An intercompany day nursery set up at Paris-Charles de Gaulle
<b>Territory</b> 	Develop solidarity at local level.	57 projects backed by the Aéroports de Paris Foundation, which awarded a total of 453,100 euros in aid.	Maintaining a fair project selection process for granting subsidies.



	ISSUES	INDICATORS	RESULTS IN 2005
<b>Environmental responsibility</b>			
<b>Aéroports de Paris</b> 	Management, perfect environmental control.	1,109 Aéroports de Paris staff involved in the Paris-Orly environmental management system.	All three airports are now ISO 14001-certified, following Paris-Le Bourget's certification this year.
	Air and energy, control emissions	Heating power consumption at Paris-Orly down 7% on 2004.	Establishment of a CO <sub>2</sub> quota general management unit .
	Manage numerous buildings, plots of land and open spaces.	Aéroports de Paris owns a large number of hangars, warehouses, business premises and living accommodation units .	The approach to HEQ (high environmental quality, or eco-building) was pursued; ADP joined the HEQ association in 2005.
<b>Airport facilities</b> 	Management, the ecological airport	34% of people working at Paris-Charles de Gaulle work for companies having an EMS.	Continuation of the awareness campaign aimed at airport staff and businesses: <ul style="list-style-type: none"> <li>• an Environment Partners Club set up at Paris-Orly;</li> <li>• a forum on good environmental practices;</li> <li>• the Sustainable Development week.</li> </ul>
	Air, control local pollution	A 90% reduction in SO <sub>2</sub> emissions in 2005 thanks to heating fuel oil no longer being used at the Paris-Charles de Gaulle power station.	Publication of the Air Protection Plan after a public enquiry, Aéroports de Paris announced its 5 commitments .
	Water, respecting its cycle	89% of the water collected at Paris-Charles de Gaulle is treated, and 100% at Paris-Orly.	The follow-up committee known as "water law" continued working on setting up a dynamic rainwater discharge system at Paris-Charles de Gaulle.
	Waste, cut and recover	56,700 tonnes of ordinary waste produced at the airports.	For greater efficiency, the waste collection and treatment contracts for Paris-Orly and Paris-Charles de Gaulle were renewed this year.
	Measuring noise	2 new noise measuring stations were opened in 2005, making a total of 35.  434 breaches reported by ACNUSA in 2005 against 680 in 2004 .	Clear and contractual procedures instituted with DGAC.
<b>Territory</b> 	Take into account the discomfort of local residents.	3,283 noise rating controls carried out under a sound-proofing aid programme.	Introduction of VITRIL, a system informing local residents on noise annoyance in a spirit of total transparency.





## CONTRIBUTING TO THE DEVELOPMENT OF THE LOCAL ECONOMY

*As the international context evolves, so Aéroports de Paris moves on from a builder culture to that of a developer focused on its customers and regional economic growth. Aéroports de Paris strives to create conditions whereby a qualified and efficient labour force can be made available to help local businesses expand.*

- 22 — Working towards a culture of economic performance
- 24 — Revised financial practices
- 26 — Sustaining business dynamics in our airports
- 28 — Contribute to the economic development of the greater Paris economy



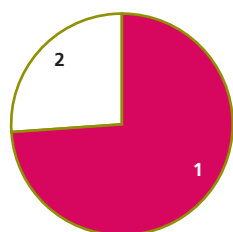
## Working towards a culture of economic performance

*Aéroports de Paris' change to LLC status has underscored its need to evolve towards a culture of economic performance. While technical excellence is still required, its effect on operating profits needs to be better controlled.*

**30 hours**  
of training per employee  
on average

**241,000**  
**training hours** given to  
Aéroports de Paris  
personnel, 6.99% of which  
included an environmental  
component.

**6.28 %**  
**of the gross taxable**  
**payroll** allocated to  
training in 2005



(1) Aéroports de Paris: **74 %**  
(2) Subsidiaries: **26 %**

**Total workforce in 2005**  
Aéroports de Paris Group  
10,688 employees

### A 5-year economic regulation plan

Aéroports de Paris, in agreement with government, has taken on an economic regulation contract, which regulates the company's key economic indicators for the next five years. Among other things, the programme includes Aéroports de Paris' investment plan, the company's commitments to quality of service and an airport charges control plan. Previously, economic regulation was conducted on an annual basis; the new system offers better medium-term visibility and makes it easier to make ambitious investments.

### Training managerial staff on financial analysis

Aéroports de Paris has a duty to integrate economic and financial management reflexes into the daily work of its managers. Although there is a fear that quality could take a back seat, everyone realizes there is room for manoeuvre. In order to achieve the right balance between technical excellence and profitability, training sessions on financial analysis are proposed to managerial staff, as they will subsequently be to all other personnel.

### > TRAINING COURSES

	2003	2004	2005
% of payroll allocated to training	6.30 %	6.22 %	6.28 %
Total expenditure on training	17.7 M€	18.3 M€	19.1 M€
Number of courses	11,586	11,678	13,261
Number of students	5,360	5,390	4,929



→ For Aéroports de Paris, **training and safety at the workplace** are key factors in its economic performance.



### **Jobs at Aéroports de Paris**

The manning level of Aéroports de Paris Group grew by 4.57% against 2004 like for like. If one looks at the last three years to get a better idea of the trend, it grew by 3.7%, primarily in two subsidiaries, Alysia (+22%) and Hub Telecom (+86.7%), whereas the staffing level at head office fell 3% over the same period. In 2005, Aéroports de Paris hired 697 new employees, 35.7% on permanent contracts, a significantly higher proportion than in 2003 (30.8%). There are two trends in the ratio of male to female workers: on the one hand, the proportion of female employees dropped slightly from 40.3% in 2003 to 39.6% in 2005; on the other, the pay gap gradually narrowed. In 2003, the average net taxable salary for men was 16% higher than that for women, whereas it was only 14.2% in 2005.



### **→ Nicole Bachelard**

Corporate management  
consultant with SF2C

#### **> How long have you been giving balance sheet analysis courses for Aéroports de Paris?**

I have been training Aéroports de Paris managers on management and finance for 12 years now. Course content has steadily evolved. With the change to LLC status, we are now focusing on the financial indicators and ratios specific to private-sector business, such as ROCE and EBE. ROCE (Return On Capital Engaged) concerns the company as a whole. EBE (gross operating profit), now called EBO in French since IFRS has become applicable in France, is easier for my students to understand, because it is calculated for each unit and department, so they are more directly concerned.

#### **> How is a typical training course organized?**

The module entitled "An economic approach to one's activity" is a 3-day course. I co-lead it with an Aéroports de Paris expert, who starts with a half-day presentation of the company's balance sheet. Trainees often express surprise at the large amounts at stake at group level. They also realize the impact they have on cost and balance sheet items they do not see very often. They internalize the data in the financial statements and manage to see to what extent their decisions affect the group's economic and financial performance.

#### **> How would you assess these training courses?**

Very positively. Aéroports de Paris has a highly developed culture of techniques, so I tell trainees that they also need to understand the basic notions of financial techniques, a message that gets through. The same type of training will be given to other staff in due course.





## Revised financial practices.

Since 1 January 2005, Aéroports de Paris' consolidated financial statements comply with IFRS (International Financial Reporting Standards) as adopted by the European Union, which has brought about far-reaching changes in financial reporting.

### Changes in the scope of financial reporting

There have been a number of changes in Aéroports de Paris' consolidated reporting entities, namely:

- the inclusion of Aviance France (a pool of airport service providers) as of 1 January 2005 and Alyzia Ramp Assistance, formed in March 2005;
- the departure of France Handling;
- the takeover of Serta by Hub Telecom retrospectively from 1 January 2005.

### Changes in indicators

The adoption of IFRS accounting standards introduces a number of changes in indicators, namely:

- Turnover (or sales) is now called revenue from ordinary activities;
- EBE (French for EBIT, Earnings Before Interest & Tax) becomes EBITDA (Earnings Before Interest, Tax, Depreciation and Amortization);
- the "Résultat d'Exploitation" (under previous French GAAP) is now called "Résultat Opérationnel".

EBITDA: + 9.1 %  
In millions of euros



EBITDA (current operating profit + depreciation expenses + charges to provisions net of reversals) was up 9.1 %. The EBITDA margin rose to 30.9 % against 30 % year on year.

### > REVENUE FROM ORDINARY ACTIVITIES IN 2005 BY ACTIVITY

In millions of euros	2004	2005	CHANGE
Airport charges	580.4	621.5	7.1 %
Airport tax	298.2	308.8	3.5 %
Specialized charges	80.1	95.4	19.1 %
Commercial receipts	193.3	196.9	1.9 %
Car parks and access	119.5	134.8	12.8 %
Industrial services	57.4	60.6	5.6 %
Receipts from rents	56.7	61.7	8.8 %
Other receipts	113.6	121.0	6.5 %
<b>Total airport services</b>	<b>1,498.3</b>	<b>1,600.6</b>	<b>6.8 %</b>
Stopover and ancillary services	168.4	167.9	- 0.3 %
Property (real estate)	158.3	162.1	2.4 %
Other activities	170.7	199.8	17.1 %
Intersegment eliminations	(184.0)	(215.8)	17.3 %
<b>Total</b>	<b>1,811.7</b>	<b>1,914.6</b>	<b>5.7 %</b>

Operating profit: + 29.1 %  
In millions of euros



Operating profit was up 29.1 %.

**Net income  
(group share): + 24.8 %**  
En millions d'euros



Group share of net income rose 24.9%. Excluding the non-recurrent impact of the Terminal 2E accident (insurance gains), net income stood at 158.1 million euros, up 2.3% (against 154.5 million euros year on year restated under IFRS).

**Investments: + 4.9 %**  
In millions of euros



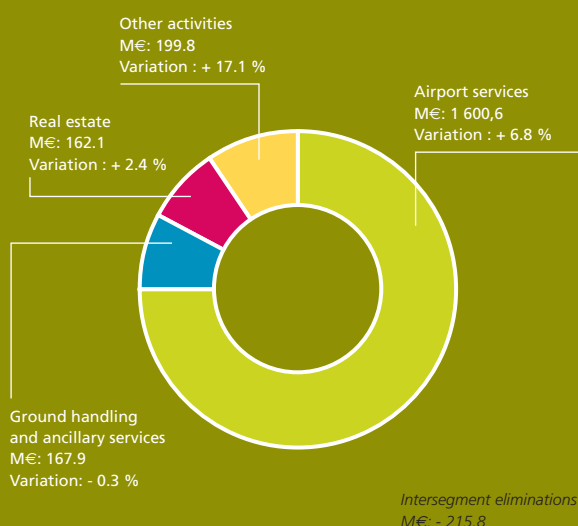
Group investments rose by 4.9%, reflecting our ongoing drive to expand capacity. In particular, the renovated quarter of Terminal 1 was brought back into service in December 2005.



Engineering Management Training

**2005: main contracts abroad**

The group has holdings in Liège's Bleret airport in Belgium, Beijing airport in China and 13 airports belonging to the Grupo Aeropuerto del centro norte in Mexico.



**Breakdown of turnover (revenue) in 2005**  
1,914.6 million d'euros

The Aéroports de Paris group had defined its primary sector-based disclosure on the basis of data per sector of activity. The identified segments are the following:

- Airport services: this includes all Group products and services required for or relating to aircraft handling at airports or the flow of passengers and people accompanying them through group facilities.
- Ground handling and ancillary services: this includes all products and services the Group provides to airlines such as ground handling and other services.
- Real estate: this includes all Group property rental products and services except for leases in air terminals, which relate to the aircraft and passenger handling
- Other activities: this includes products and services mainly provided by Group subsidiaries not included in the previous segments. For period ending 31 December 2005, the four subsidiaries in this segment were Hub Telecom, Société de Distribution Aéroportuaire, Aéroports de Paris Ingénierie and Aéroports de Paris Management.

## Sustaining business dynamics in our airports

*106,000 employees work at the Paris-Orly and Paris-Charles de Gaulle airport facilities in 990 companies, which in order to expand need quality infrastructures and an efficient labour force; requirements that Aéroports de Paris strives to meet in order to achieve sustained economic performance at its airports.*

One of the strategic economic development aims pursued by Aéroports de Paris is the provision of an ever more efficient labour force. To achieve that, a proactive approach is required, aiming to diagnose companies' requirements upstream and encourage the job creation and consolidation of existing jobs. Lastly, the economic fabric of our airport facilities can be strengthened by creating synergies between their players.

### Strategic monitoring of employment

Paris-Orly and Paris-Charles de Gaulle both have a "Trade, Job and Training Observatory", the aims of which are to have a clearer picture of current and future employment trends in airport areas. The observatories are governed by contracts between Aéroports de Paris, central government, local government, chambers of commerce and airport-based companies. Since they were founded (the Paris-Charles de Gaulle observatory in 1999 and the Paris-Orly observatory in 2001), they have primarily done two types of monitoring: continuous monitoring of jobs in airports through censuses; and selective studies on the recruitment policies of the main representative companies.

### Encouraging job creation

In order to attract high-potential start-up companies, a business incubator (Aéropole) has been set up at Paris-Charles de Gaulle, offering 35 fully equipped offices with network connections, 2 multi-purpose meeting rooms, 4 storage areas ranging from 74 to 118 sq.m, and a shared reception, switchboard and postal service. Aéroports de Paris has provided 66% of the funding. It currently hosts 14 start-ups and a further 13 "graduated" from it in 2005. Start-up companies can stay there for a maximum of two years.

**990 main companies**  
at Paris-Orly and  
Paris-Charles de Gaulle airports

**106,000** direct jobs



→ The Observatories' studies focus on daytime and night-time activities both in airports and in the surrounding areas.





→ the **Dôme**, a symbol of Roissy's high-tech area.

residents and passengers. Unquestionably the most ambitious project currently underway is CDG Val, a full-scale metro line within Paris-Charles de Gaulle airport. Next year it will replace 30 simultaneous bus services, carrying the same number of passengers. Other public transport systems already in service help the underprivileged to find jobs (Papa Charlie) and provide transport for 2,500 local employees (AlloBus).

### Promoting synergies

The Airport Stakeholders Club (CAAP) and the HRD club promote across-the-board cooperation between companies based at our airports.

The CAAP promotes the networking of companies and offers a forum for debate and information. One such initiative is La Lettre Dialogue & Partenariat, and the [atout-aeroport.com](http://atout-aeroport.com) portal, which are both devoted to encouraging good relations and debate at our airports.

As for the HRD club, it encourages human resources departments to communicate with one another on issues such as training, job opportunities, employee housing and the demographic shock.

### Encouraging the recruitment of local residents

Aware that training and transport are the two key factors for jobs, Aéroports de Paris actively participates in any projects aimed at improving these two areas. The GIP ADIFE (Action and initiatives in favour of jobs) is a veritable training organization offering social services to residents in the vicinity of Aéroports de Paris airports. Aéroports de Paris funds 25% of the organization's annual operating budget. Its missions are twofold: back career plans relating to the airport, and help local job seekers by offering them appropriate training. About 600 job seekers benefit from GIP ADIFE's professional integration and training services every year and nearly half of them find jobs.

Improving traffic flow at airport facilities is one of Aéroports de Paris' key concerns, both for employees, local

### THE AEROPOLE BUSINESS INCUBATOR:

Currently a home to

**14** companies

**13** companies

"graduated" from it in 2005





## Contributing to the development of Ile-de-France's economy

*Aéroports de Paris actively participates in the region's economic influence by maximizing the positive economic spin-offs of air transport activities. Its strategy consists in acting in partnership with the region's economic, political and institutional players.*

→ 350 sq.m of space dedicated to **Datagora** at the heart of the Paris-Charles de Gaulle office complex.

**A**éroports de Paris contributes to regional economic development in three ways: economic development, jobs and consulting with the region's job and planning departments. Its economic development initiatives are embodied by several flagship projects.

### **Datagora, a unique and innovative concept**

Open since 3 January 2005, Datagora is a resource and regeneration centre for the greater Roissy basin, which encompasses the Seine-et-Marne, Seine-Saint-Denis and Val-d'Oise departments. Its aim is to provide all the information required by future investors, be they French or foreign, in one place (a "one-stop shop").

The building is designed as a friendly reception centre, featuring sophisticated IT resources to collect and process as much up-to-date data as possible and present it in a personalized manner. Visitors sponsored by our local partners can obtain impartial information allowing them to decide whether to establish themselves or expand in the area they have chosen.



The centre meets three key objectives :

- capitalize on the economic, geographical and human resources of the airport centre, a communications hub at the crossroads of the three neighbouring departments and a gateway to the global market ;
- pursue a global wealth creation strategy by attracting new multinationals ;
- provide new jobs for local residents with new and fulfilling technological and work skills by attracting innovative high-performance companies.

### **The Odace project, studying the local impact of Ile-de-France's purchases**

ODACE stands for 'Business Development Opportunities in Economic Communities' in French. This project aims to analyse the territorial impact of purchases made by the major airport principals. Aéroports de Paris' purchases alone already have a significant impact on the region's economy. Averaging 1.2 billion euros over the last three years, they involved 4,300 suppliers, 78% of whom are from the Ile-de-France region. ODACE aims to make airport-specific purchases more visible and underscore the opportunities



Airport-based companies generate nearly

**17 billion €**  
turnover

Airport-based companies invest

**2 billion €**

**10 to 11 billion €**  
directly benefiting the  
region's economy

Airport activities represent

**3 %**  
of Ile-de-France's GDP

Proximity to the airport was a key factor in making the decision to set up in business for  
**60 % of companies established at airport facilities**

(Source: IAURIF: Study of the socio-economic impact of Ile-de-France airports in 2003)

they represent. Among other things, it will aim to provide professional associations, chambers of commerce and industry with the requisite information.

One major component of the Odace project aims to restore balance in the regional economy by backing SMEs as a matter of priority. This is because airport-based companies increasingly make their purchases via AirportSmart.com, an online procurement facility jointly set up by Aéroports de Paris and its British and Danish counterparts (BAA – British Airports Authority and Copenhagen Airports). Although the electronic system for issuing invitations to tender poses no problem for large companies, we note that small and medium-sized business need assistance and training to use these new tools..

### The Urban Transport Plan (UTP)

Ile-de-France's UTP was launched in 2000 by instituting contracts for air, rail and road transport hubs. Aéroports de Paris is actively committed to Ile-de-France's UTP, since its successful implementation makes for more fluid traffic in the region. It comprises a set of coherent measures aimed at reducing car use and promoting public transport and alternative means of transport considered less polluting and energy-hungry. The two flagship projects ongoing in 2005 were CDG Val (Paris-Charles de Gaulle' internal metro service) and the renovation of the CDG1 RER station.

### Measuring the positive spin-offs of airport activities

The closer one is to airports, the more important the rise in the rate of employment. Aéroports de Paris has conducted a summary study based

on INSEE data and standards imposed by AURIF, which shows that between 1975 and 2000, employment grew by 6 % at the centre of the Roissy area, namely the 8 communes within Paris-Charles de Gaulle' immediate catchment area. Over Roissy's wider catchment area, employment grew by 2.4%. By way of comparison, the equivalent growth rate for the Ile-de-France region stood at 0.3% for the same period.

In addition, an Aéroports de Paris study examined during the Economic Regulation Contract negotiations reveals that 1,500 new jobs are created for every additional million passengers using Paris-Charles de Gaulle.



→ Measuring the positive spin-offs of airport activities.



# RESPECTING HUMAN VALUES IN A COMPETITIVE ENVIRONMENT

*The changes underway at Aéroports de Paris depend on the total support of the staff involved, which in turn depends on constant listening and dialogue. But our social commitments go beyond the company to all the 106,000 employees working at our airport facilities and to the economic and social partners of the Ile-de-France region.*

- 32 — Developing staff potential
- 34 — Providing our workforce with a safe work environment
- 36 — Improving the quality of life in airports
- 38 — Assuming our social responsibilities







## Developing staff potential

*Aéroports de Paris is in the process of bringing about a major change in culture involving assistance for all our staff. Capitalizing on people and their skills goes hand in hand with providing a safe working environment.*



→ Two training centres respectively at Paris-Orly and Paris-Charles de Gaulle help staff to improve their skills.

### Management Institute

The Management Institute, which opened in January, has a twofold mission: a tool to assist and advise managers, and a place for sharing, thinking and feedback. All staff having some degree of managerial responsibility, whether they are foreman, chief foremen or executives, can benefit from the Institute's services. IdM (its initials)

aims to help assert a culture of performance based on the capitalization of people and their skills. More specifically, the Institute provides managers with answers to the problems they experience in their work environment, and more particularly teaches them how to motivate their personnel and get them more involved.

It features a variety of resources ranging from lectures to special-interest work groups and using independent consultants, its own resources or training programmes. To help Aéroports de Paris in its changeover to LLC status, 33 one-day seminars were run for 1,800 managerial staff. The General Secretary designed them as interactive sessions involving managers from line and staff departments.

Among the issues covered in the various training sessions are a number of practical questions:

"How can I get the best out of my team, given that I have little time to devote to each of them?"

"How to best get my ideas across?"

"I have just taken over a team and need to reorganize their tasks, how should I go about it?"

"How should I deploy the operating plan in my units?"

**45** executive candidates  
proposed by their  
superiors in 2005

**33** training sessions  
held on the company's  
change in status.



## 2005 Initiative Trophy



*As every year since 1993, a particularly innovative and efficient initiative of an Aéroports de Paris team was awarded a trophy in 2005. This year, the Paris-Orly building maintenance shop was acclaimed for collectively organizing the preventive maintenance of buildings. Ultimately, it was their capacity to improve customer service by resolving recurrent problems in an environmentally-friendly way that was rewarded. Beyond the formality of the prize-giving ceremony, it is the recognition marked by the event and the process of selecting various competing projects that acts as an innovation and performance lever in the company; a dynamic that extends beyond the company, since the prize-winners will represent the company in an annual contest involving 8 transport companies from French-speaking countries.*

The Institute offers new methods, ideas and tools in a climate of confidence, encouraging trainees to subscribe to shared values.

### Becoming a manager

A new programme called "Trajectoires pour demain" (paths to the future) sponsoring internal promotion to management positions was organized by the Human Resources department in conjunction with the Management Institute in 2005. 45 employees, put forward by their superiors, were asked to undergo a one-day short-listing process intended to detect people with high potential. Stéphane Garnier, one of the successful candidates, sums up the process very aptly: "We were asked to talk about ideas we are not used to formulating and asked to address new issues. We contribute to the company through our voluntary commitment, and in return it invests in us and our potential".

The participants were called for three interviews, one with an Aéroports de Paris occupational psychologist, to analyse the candidate's character and career, another with an internal manager to vet the coherence of the candidate's plan, and finally a third with an outside consultant to assess his managerial aptitude. 36 candidates passed the test and 17 were promoted straight away.

### Training entitlements

Aéroports de Paris has reasserted its firm commitment to developing staff skills, because 6% of its payroll is

allocated to internal training, whereas the statutory requirement is only 1.6%.

On 21 October, a new agreement was signed with the unions under the law of 4 May 2004 on exercising one's right to training. This entitles employees to 20 hours of training a year, which can be accrued for six years. Aéroports de Paris will ensure that employees can exercise this right during their working time wherever possible.



→ Fuelling, one of the many trades founds at airports.



## Providing our workforce with a **safe** work environment

*While safety is a core component of our aeronautical culture, we also need to provide all our staff with a socially safe working environment.*

### Ensuring safety at work

Industrial accident figures are better than last year, the two main indicators (frequency and severity) having fallen. Aéroports de Paris' policy of making prevention a priority therefore seems to have borne fruit. From this perspective, a "Work Safety" guide has been posted on the Group's intranet site. It facilitates rapid updating of its thematic sheets



→ Intranet website dedicated to safety at work and accessible to all Aéroports de Paris staff.

### Changes in work injury severity rate

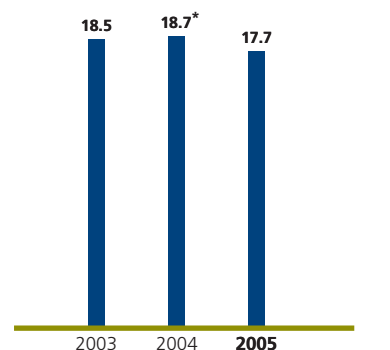
$\left( \frac{\text{number of compensated working days} \times 1,000}{\text{nombre d'heures travaillées}} \right)$



and supporting documents and provides managers with up-to-date information day in day out.

To limit the risks inherent in the use of third-party companies, a special tool called "Plancile" allows order-givers to list the risks involved in co-contracted work and enables them to define the requisite preventive measures with the third-party contractors.

In addition, Aéroports de Paris has started making an inventory of "ATEX" zones, in other words zones where an explosive atmosphere can form, with a view to taking potential measures and training personnel.



### Changes in work injury frequency rate

$\left( \frac{\text{number of lost time injuries} \times 1 \text{ million}}{\text{number of hours worked}} \right)$

\* After consolidation

### > INDUSTRIAL ACCIDENTS

	2003	2004	2005
<b>Accidents (number)</b>			
Lost time injuries	226	229	215
Working days lost	12,102	11,591	9,672
Lost time travel accidents	53	50	73
Working days lost	2,802	2,365	2,990
Cases of permanent disability (temporary or permanent)	6	0	0
<b>Causes of industrial accidents (%)</b>			
Traffic, handling, storage	54 %	54 %	50 %
Falls from heights	19 %	19 %	19 %
Other	27 %	27 %	31 %



**39.6 %** of female workers in 2005

**223** disabled persons

work for Aéroports de Paris

### Tracking harmful chemicals

Aéroports de Paris has been tracking harmful chemicals for fifteen years. A documentary database has been developed, listing the chemicals used by Aéroports de Paris staff and the necessary precautions to take if need be. The Work Safety service is continuing the long-drawn-out job of entering records into the database whenever the Chemical Products work group encounters a new product.

### Helping persons with restricted mobility

Aéroports de Paris currently employs 223 disabled persons, 2.8% of the workforce. It is committed to bring this proportion up to 6% to meet statutory requirements. This is more about meeting a moral rather than a legal obligation and about asserting human values. Hiring a disabled person is an act of management, because when hiring staff, it is competence we are primarily looking for and need to develop, which forces managers to adopt a more rigorous approach. In September moreover, the Management Institute organized two sessions on the role of the disabled in the company, proving that disability and striving for efficiency are not mutually exclusive. The Human Resources division includes a Disability Mission, which is at the disposal of unit managers for information and advice in connection with the professional integration of disabled workers. The mission comprises social workers, company

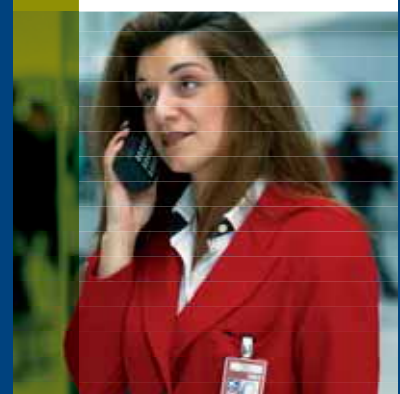
medical officers, architects and experts in ergonomics, IT and training. It convenes on a regular basis to examine occupational circumstances and propose solutions in case of problems.

In addition, the Economic and Social Cooperation department hosted the national week on jobs for the disabled at Paris-Charles de Gaulle from 14 to 20 November.

### Bridging the gender gap

Having already endorsed an agreement on equality of opportunity between men and women in the workplace since June 2003, Aéroports de Paris wants to go further and obtain the Occupational Equality label, following the example of other large French corporations. To that end, a number of practical initiatives have been taken, such as the introduction of paternity leave, from which 104 have benefited in the space of one year, and allocating places in intercompany day nurseries so as not to penalize young mothers. To create the dynamic required to give a boost to such initiatives, the Management Institute has organized a seminar on the theme of equal work opportunities between men and women in the company as a factor of performance. .

## *Listening to stress*



In order to better understand this phenomenon, omnipresent in our business where security is paramount, a multidisciplinary project group has been commissioned by senior management. The first task it embarked on was to draft a review of the current situation. A stress assessment study was conducted in conjunction with the Applied Anthropology Laboratory of René-Descartes Paris V University, during which a questionnaire was sent out to 2,700 members of staff. The resulting data will then be collated with feedback from group sessions in order to examine the topics in question in greater depth and raise awareness on stress-related issues.

## Improving the quality of life in airports

*The airport facilities run by Aéroports de Paris are veritable towns operating 24 hours a day, requiring transport services and more often than not some form of social assistance, responsibilities that we take on.*

Certain employees have difficulty holding down their jobs at airports because of the lack of public transport when they need it, the lack of affordable housing or child-minding services with sufficiently flexible opening times. Aéroports de Paris is actively engaged in projects aimed at overcoming such difficulties.



**150 jobs**

backed thanks to the  
Papa-Charlie scheme



**160 employees**  
and their families

### Encouraging the creation of inter- company day nurseries

Two intercompany day nurseries have been set up at our airport facilities; "Petits chaperons rouges" (little red riding hoods) at Paris-Orly opened in January and "Globe-Trotteurs" (globe-trotters) opened at Paris-Charles de Gaulle in late 2005. These two projects meet the real needs of employees working staggered hours, which is all too common in airports. The two day nurseries meet PMI (Maternal and Infant Protection) standards and their management policies have been approved by CNAF (the French National Family Allowances Office).

### Housing support

The Comité Habitat is an association formed and backed by Aéroports de Paris. Located at Paris-Charles de Gaulle, it brings together three essential actors in housing: housing professionals, companies and local government. The housing support programme continues to grow, because 160 employees and their families benefited from this scheme this year against 150 in 2004.

### Free-moving transport

The popularity of the personalized transport schemes "Allobus" and "Papa-Charlie" has not waned. This year, the European mobility week was even an opportunity for Aéroports de Paris to inform its partners of its ongoing schemes as part of the Company Transport Plan and Urban Transport Plan. The most acclaimed ideas consist in reducing the need for travel. The main solutions included videoconferencing, and self-service offices, not forgetting the need to encourage car sharing. Aéroports de Paris has already equipped 5 rooms with videoconferencing facilities at Paris-Orly, Paris-Charles de Gaulle and the company's headquarters in the heart of Paris.

In addition, a series of projects are underway to improve the efficiency of public transport services. At Paris-Orly, 6 bus shelters have been refurbished and special signs put up at interchange points.



**1,500 employees**  
use Allobus on a regular  
basis



### CDG Val under construction

The work on the automatic metro line at Paris-Charles de Gaulle is nearing completion. It is expected to cut bus traffic by half between five strategic points, including the three air terminals and the TGV/RER station. The free CDG Val service will carry 140,000 passengers a day round the clock. It will cut journey time between the two points furthest apart (3.5 km) from the current 25 minutes (by bus shuttle) to only 8.

## INTERVIEW



### → Noëlle Durupt

Director of the intercompany day nursery  
"The Roissy Globe-Trotters".

#### > Who are the stakeholders in this day nursery scheme?

Globe-trotters is an intercompany day nursery based at Paris-Charles de Gaulle. It benefits from an innovative funding system: on the one hand, the 7 companies who have purchased cradles, including Aéroports de Paris, and on the other, four French (@ county) councils. That is its innovative aspect, since the day nursery is located in the Val-d'Oise department but three neighbouring departments (Oise, Seine-et-Marne and Seine-Saint-Denis) also fund it. Our 60 cradles are therefore assigned according to the department where the families reside but also on the basis of social circumstances. With our rota system, we can take in up to 180 children a day.

#### > What needs does the day nursery meet?

We don't aim to cover all needs, which unfortunately is an impossible task, but mainly those of parents working staggered hours, because an airport operates 24 hours a day. The day nursery is near their workplace, has extended opening hours and costs no more than a council-run day nursery. For all these reasons, the first parents whose children were admitted are really relieved, all the more so as, given their working hours, they usually were forced to use the services of a childminder at home, obviously much more expensive than a council day nursery.

#### > What changes are in the pipeline?

For the time being, our priority is to get it fully up and running; I have just hired my team of 21. Having said that, we already know that there is sufficient demand to warrant extending our current weekday opening times (5am-8pm) to 10.30pm, which we shall be doing in due course.



## Assuming our social responsibilities

*"Restoring dignity, rekindling hope, becoming reintegrated into society, such are the values guiding the choice of projects our Foundation supports"*

→ Pierre Graff

Chairman & CEO of Aéroports de Paris and Chairman of the Aéroports de Paris Foundation



### Bringing the young out of exclusion

Learning to drive is at the heart of the educational and reintegration scheme run by Jade, an association based at La Courneuve in Seine-Saint-Denis. Teaching the Highway Code to the young gives them the points of reference they lack, and passing their driving test is often a prerequisite to their getting a job.

### A laundry for reintegration

The Saddaka association, based in Seine-Saint-Denis, works to reintegrate the young and adults in difficulty through sports and cultural activities. The community laundry helps to fund such schemes and reintegrate employees initially in great economic and social difficulty.

### Wheelchairs to transcend disability

The TAC Handisport association in the Val d'Oise gives the disabled an opportunity to fulfil their potential in a top sport. It helps to purchase the specialized equipment required for wheelchair football, for instance.

Through its 14 airport facilities, Aéroports de Paris as a player in regional development and life set up a foundation in 2003 to sustain its ethical commitments. The aim is to coordinate social sponsorship schemes and pursue structured long-term subsidizing policy. The foundation is firmly rooted in its area, namely the Ile-de-France region, and backs projects directly rather than subsidizing the associations behind them. This is the most effective form of sponsor-

ship given our generous but not unlimited budget of around €500,000 per annum.

All the schemes backed by the Foundation rest on three pillars: fighting exclusion, helping people to reintegrate and backing projects in favour of the disabled. Here are three of the 57 projects we backed this year.



## "I vote for projects"

*In order to make Aéroports de Paris staff more aware of the profoundly humanist values endorsed by the Foundation, an innovation has been introduced this year.*

*Employees were asked to vote for Foundation projects.*

*The first three selected projects received additional subsidies (respectively 8,000, 4,000 and 3,000 euros) allowing them to continue their programme with no conditions on how the funds should be used, a generous gesture greatly appreciated by the beneficiaries, and an initiative acclaimed by Aéroports de Paris staff with over 10% of the votes.*

### "Aviation Sans Frontières"

got the most votes; this association organizes air trips for children with serious illnesses.

### "Relais Restauration"

in second place, helps young people and adults in difficulty to reintegrate into society by teaching them the food and catering trades.

As for "AFPAD" (a legal aid, prevention and training association), it acts as a social mediator to avert conflicts in underprivileged schooling situations



## 57 schemes

funded in 2005

For a total of

**€ 453,100€**

### 5 vehicles restored and given away

Apart from the 57 schemes funded this year, 5 vehicles were restored to working order and given to 5 associations backed by the Foundation on the initiative of the Aéroports de Paris car service staff. Emmaus, for instance, was given a larger car than the one they had for transporting furniture in bad repair to its restoration workshop.

### Sponsoring culture

Another social scheme Aéroports de Paris has backed in the Ile-de-France, as a sponsor in this instance, was the restoration of 16th century tapestries at the national Renaissance Museum in Ecouen. This was a one-off initiative sponsoring a major heritage site in its catchment area, in response to an emergency, because the tapestries were increasingly threatened by the passage of time.

### > SCHEMES BACKED BY THE AÉROPORTS DE PARIS FOUNDATION FROM 2003 TO 2005

	NUMBER OF SCHEMES BACKED	AMOUNT GRANTED IN €
Fighting social exclusion	60	587,236
Social reintegration schemes	49	391,863
Schemes in favour of the disabled	32	309,078
Other (sports, international schemes...)	12	95,694
<b>Total</b>	<b>153</b>	<b>1,383,871</b>







## ASSUMING OUR ENVIRONMENTAL RESPONSIBILITIES

*Aéroports de Paris does its utmost to reduce the environmental impact of its own activities and control the way they are developed. As a responsible player, our action aims to increase our partners' awareness, in particular those based at our facilities, and urge them to adopt virtuous practices with regard to noise and environmental protection.*

- 42 — Managing the environmental system
- 44 — Controlling power consumption and safeguarding the climate
- 46 — Building and converting in a responsible fashion
- 48 — Towards the ecological airport
- 50 — Controlling local air pollution
- 52 — Respecting the water cycle on our platforms
- 54 — Cutting and recovering waste
- 56 — Noise levels at airport facilities
- 58 — Taking into account our local residents' concerns about quality of life

## Managing the environmental system

*EMSs (Environmental Management Systems) were introduced in 1999 and cover the activities of Aéroports de Paris' three main airport facilities. They have all been certified ISO 14001 version 2004 since this year, thereby reinforcing the operational control system Aéroports de Paris has set up to control its impact on the environment.*

**A**t the heart of Aéroports de Paris' sustainable development policy, the environmental management of its activities goes far beyond mere compliance with ISO 14001 at our airports. Setting up certified systems has nonetheless been an important milestone serving an ambitious development policy.

Aéroports de Paris' EMS system is organized in a decentralised manner, each airport being responsible for operational implementation, since only they can address the environmental issues raised by their operations on a day-to-day basis.

### Paris-Le Bourget obtains ISO 14001 certification

This year Paris-Le Bourget obtained ISO 14001 certification for the first time, all the more important as this facility, Aéroports de Paris' oldest, has succeeded in becoming the European crossroads for business aviation, a place consolidated thanks to a conversion programme christened 'general composition plan'. Making the environment a core concern of the plan through ISO 14001 certification is proof of Aéroports de Paris' strong commitment. The auditors who awarded the certificate in June were very impressed by the staff's commitment to the scheme. Admittedly, Paris-Le Bourget

did benefit from the experience and expertise of staff at Paris-Orly and Paris-Charles de Gaulle.

### Paris-Orly's certification renewed

2005 marked the successful renewal of Paris-Orly's ISO 14001 version 2004 certification. Environmental management is deeply rooted in the airport's culture, its EMS aiming at raising awareness far beyond the standard's specifications.

The environmental officers at operating units ensure that the various actors are fully aware of the impact their activities have on the environment.

Apart from the personnel directly in contact with the environment (gardeners, noise engineers, drainage and sewage personnel, waste management workers etc), other departments were examined with a view to better controlling their environmental impact and identifying their training and instructional needs.

Out of 1,099 Aéroports de Paris personnel in the environmental management system at Paris-Orly, 993 work in an area having environmental implications and 116 contribute to the effectiveness of the EMS (training, communication etc). Furthermore, the independent

Paris-Le Bourget  
obtained  
**ISO 14001  
certification**  
in May 2005







→ Sébastien Maréchal  
EMS coordinator, Paris-Le Bourget

### *Voluntary certification*

#### > “How did the ISO 14001 certification process go at Paris-Le Bourget?”

A certification audit was conducted by an independent firm in May. We were awarded the certificate at the Le Bourget Air Show in June, which was our goal. As for the active internal preparatory stage, that started in January.

#### > “5 months is not a long time to have an airport certified, how can that be possible?”

A number of factors worked more particularly in our favour. We have a workforce of about 130 at Paris-Le Bourget, much smaller than at Paris-Charles de Gaulle or Paris-Orly, which helps communication. Most of our staff have already experienced an audit, so the ISO 14001 culture is already in place, dare I say.

Lastly, we made lengthy preparations over the last few years as part of a General Composition Plan, the aim of which is to plan the gradual redevelopment of the airport.

We resolved a number of problems, such as loose pipe couplings causing waste to be discharged into the rainwater system. As a matter of fact, we have already been working for the environment in practical terms.

#### > “How will you follow up this certification?”

We will concentrate on team coordination to maintain the standards required by this certification. We have to ensure that our teams are fully prepared and in agreement with the series of audits we are going to have. We shall also urge our clients and subcontractors to undergo the same audit process.

auditors noted that “the operating units have fully mastered the environmental management system”.



→ The Environmental management system applies to all Aéroports de Paris' trades and professions. Open spaces are an integral part of it.

### **Follow-up audit for Paris-Charles de Gaulle**

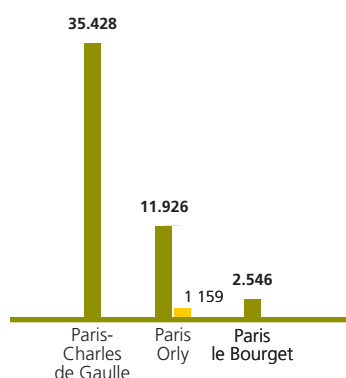
For Paris-Charles de Gaulle, it was a question of verifying due implementation of ISO 14001 standards one year after renewal. There again, this was done by independent auditors. It is worth noting our good results, since their report includes only 9 qualified remarks in connection with Aéroports de Paris's largest facility.

## Controlling power consumption and safeguarding the climate

*Energy management is at the heart of Aéroports de Paris sustainable development policy, to improve the economic returns on the energy procurement chain and reduce greenhouse gas emissions, CO<sub>2</sub> in particular.*

The energy procurement is crucial to all airport activities. Eventually Aéroports de Paris intends to set up a full-scale management system to control its energy consumption.

→ Aéroports de Paris has embarked on a programme to control its flows of energy.



### Combustibles used in 2005

- Gaz (Nm<sup>3</sup>)\* (millions)
- Fuel lourd TTBTs\*\* (metric tonnes)

\* Nm<sup>3</sup> : restated in standart units: one cubic metre at 0°C and 1 bar of absolute pressure.

\*\* Extremely low sulphur fuel.



### Energy control

We have made a commitment to reduce energy consumption in our air terminals by 20% by 2010 compared with 2005. To achieve that, we have worked out an 8-point programme of technical proposals such as awareness campaigns on energy saving, which results from our experience in implementing ISO 14001, which among other things functions effectively thanks to a profound change in practices.

Since most of the energy consumed depends on the design of the build-

ings and airport facilities, a number of improvements were made during the redevelopment of Hall 2 at Paris-Orly resulting in a 7% energy saving (installing 4,200 low consumption bulbs, electrically controlled lighting levels, uncoupling strip lights, improving heat insulation, installing automatic doors, installing controlled hot air curtains, airflow return etc).

**189,935 tonnes of CO<sub>2</sub>**  
allocated for the period 2005-2007

**166,507 tonnes of CO<sub>2</sub>** emitted in 2005

(this figure was independently verified in accordance with the bylaw of 28 July 2005)

### Helping to fight climate change

Aéroports de Paris fully endorses the European Airports Association's stand, which consists in recognizing the part aviation as a whole plays in climate change and accepting the inclusion of CO<sub>2</sub> in this sector in the community's reciprocal quota system, insofar as the respective responsibilities of airports and airlines are clearly distinguished.

In this area, Aéroports de Paris is heavily involved alongside other industrials in the SESAR European programme aiming to better coordinate and optimize air control at European level. This should eventually lead to a 4 to 6% reduction in greenhouse gas emissions per flight. Another example: in order to limit its consumption of fossil fuels and therefore its CO<sub>2</sub> emissions, Aéroports de Paris now uses solar energy to produce hot water (see box). Aéroports de Paris has contracted with Compagnie Nationale du Rhône for its electricity consumption at Paris-Orly and Paris-Charles de Gaulle. The successful bid, called AlpEnergie 25, certifies that from now on 25% of the power delivered is from renewable sources (mainly hydroelectric).

→ Aviation contributes to climate change.



Aéroports de Paris' heating systems are the main source of greenhouse gas emissions, which can be reduced by optimizing the facilities and cutting consumption. These heating plants are subject to the CO<sub>2</sub> quotas imposed by the Kyoto agreement.

### CO<sub>2</sub> quota policy

A company-wide "quota unit" was set up in March to control and manage CO<sub>2</sub> emissions (189,935 tonnes on CO<sub>2</sub> allocated for the initial period of 2005-2007). Aéroports de Paris' strategic decisions consist in using energy management as a key lever for action and ploughing back all revenue generated by savings in CO<sub>2</sub> emissions into energy management as soon as our internal organization permits. For accounting year 2005, 10,000 tonnes of CO<sub>2</sub> were sold under prior virtuous practices (the changeover from coal to gas in 2000).

## A solar energy restaurant at Paris-Orly

The 650 meals prepared in Paris-Orly's South zone restaurant require about 5,000 litres of hot water a day. Previously, its hot water was supplied by 2 hot water tanks connected to 2 40-watt electrical resistors operating during cut-rate EDF hours. It now makes substantial savings thanks to a solar heater coupled to the system. The south-facing roof of the building now has 80 m<sup>2</sup> of thermal solar panels angled at 45°.



A fluid flowing through dedicated pipes carries the absorbed heat and releases it in a separate hot water storage tank. If the water is not hot enough, an electric resistor brings it up to temperature. The results are extremely encouraging: 42% of the restaurants annual needs are met by the solar cells, representing a saving of 4 tonnes of CO<sub>2</sub> a year.



## Building and converting in a responsible fashion

*Aéroports de Paris is committed to integrating the environment into its building and development programme. To that end, it is gradually implementing the principles of the HEQ (High Environmental Quality) approach in new projects. Another example of action in this field was the March 2005 signing of the Val-d'Oise charter on the effective treatment of construction waste.*

AREA MANAGED BY  
AÉROPORTS DE PARIS:

**6,686** hectares  
(rounded off)

**Total area owned:**

Paris - Charles de Gaulle  
**3,257** hectares

Paris-Orly  
**1,540** hectares

Paris-Le Bourget,  
aérodromes et héliport  
**1,860** hectares

Other  
**29** hectares

### Instituting a "HEQ culture"

The HEQ culture is a managerial approach to curbing the impact of buildings on the environment both at the construction stage and for the entire building's lifetime. It aims to better integrate buildings into their environment, and manage the energy, water, waste, comfort and health of their occupants. Fourteen target areas have been earmarked for action, breaking down into four groups: eco-building, eco-management, comfort and health. Aéroports de Paris has set itself the

goal of adopting this approach as soon as it has finalized its numerous building and development projects and instil its line teams with an "HEQ" culture. To that end, project leaders have attended awareness-raising and training sessions and the tools required to formalize the approach have been created. Aéroports de Paris is a member of several independent working parties and constantly seeks to reinforce its expertise in this field. One of the strong signs was the company joining the HEQ association in 2005, since the association is a think-tank



→ High Environmental Quality aims to integrate sustainable development principles in the building and renovation of buildings.





### **Birds are happier in hiding**

*The relative calm of many airport zones and Aéroports de Paris' environmental policies work in favour of the bird population in general. The "long grass" practice alongside runways protects insects and voles and therefore the birds feeding on them. The rainwater treatment stations and their reservoirs are also home to birds. On 19 July for instance, 6 small plovers, 4 green sandpipers, 16 guillemots and 1 abouyeur were spotted at the Mitry reservoir. One should also bear in mind that birds, especially large species such as daytime birds of prey, seagulls and common gulls cause accidents when they hit jet engines. A dedicated unit, the Fauna and Prevention section, has the task of scaring such birds away from runways to special reserves, using ultra-modern bird scare techniques.*

on such issues in France.

### **Running pilot schemes**

Several particularly innovative pilot schemes materializing the adoption of HEQ policies have been singled out, including the creation of a freight station or logistics warehouse; thinking is currently underway as to how all the HEQ objectives can be achieved and adapted to this type of building.

With regard to the Terminal 2G project, a new air terminal scheduled to open at Paris-Charles de Gaulle by 2008, environmental performance goals were set from the planning stage and a lot of work has been done on several environmental issues.

An internal environmental audit revealed that the project is a particularly interesting opportunity to achieve environmental compliance, since it can be used to test the HEQ approach as well as to help CSTB (the French national building research institution) to formulate a new standard environmental certification framework for this type of building.

Among the innovative achievements of this project, we should mention the research on waterproofing and management of rainwater, selecting the most suitable power supply according to the building's lifetime, and differential management of climate control designed to cut power consumption.

### **Charter on the management of waste on building and civil engineering sites**

In 2005, Aéroports de Paris signed the Val-d'Oise charter, which aims for greater environmental safety through better management of



construction waste (rubble, concrete, plaster, asphalt, scrap metal etc). The charter was elaborated with various players in the department, who have all made firm commitments: project managers undertake to promote waste reduction and sorting at source; they also undertake to factor in all such costs; and lastly building contractors undertake to sort their waste. Ten pilot projects have been selected to implement and assess those undertakings.

## Towards the ecological airport.

*The “ecological airport” concept is both an ambition and a working tool. The ambition of improving global environmental performance at airport facilities is a tool for giving partners a sense of responsibility and encouraging them to communicate. Because with nearly 1,000 companies involved, environmental performance has to be coordinated.*



→ Two cedars at Paris-Charles de Gaulle received the “**Remarkable Tree of France**” label for their upkeep, protection and conservation.

### A global environmental management system

The ideal vision of an ecological airport Aéroports de Paris launched in 2004 consists in creating a global environmental management system for all its airport facilities. It is based on standards such as ISO 14001 and the HEQ approach, and focuses on three main areas:

- water (drinking water, waste water, rain water)
- waste
- air quality and travel.

The actions being taken aim to give airport-based companies a sense of responsibility in respect of environmental issues, increase staff awareness of such issues, set up forums for exchanges and dialogue, seek out complementarities, build on initiatives and above all engage in a process of continuous improvement. At the Paris-Charles de Gaulle airport facility, 34% of staff now work for companies that have set up an EMS (Environmental management system) or have adopted the ISO 14001 approach.

### An Environment Partners Club opens at Paris-Orly

Twenty-three businesses working at Paris-Orly and the Val-de-Marne Chamber of Commerce met to form this club at Paris-Orly in January. The club, modelled on that of Paris-Charles de Gaulle created two years earlier, aims to promote more rigorous environmental management at airport level.

### The Good Environmental Practices forum

To promote innovative schemes and encourage dialogue between environmental partners, a Good Environmental Practices forum has been set up. It presents successful environmental practices with a view to advocating their widespread adoption or adaptation. This year, the issues addressed by the third edition of the Forum included economy and the environment, the HEQ approach, alternative rainwater drainage techniques and waste. The Forum concluded with a round table examining future energy issues.



# 34 %

of staff at Paris-Charles de Gaulle work in companies having an EMS

## The National Sustainable Development Week

The National Sustainable Development Week was an opportunity to highlight awareness-raising and mobilization campaigns. To that end, impetus was given to the Environment Partners Club. It was during this week that Paris-Charles de Gaulle's "ecological airport" was awarded a national label by the Minister for the Environment and Sustainable Development. Among the many schemes highlighted, we should mention the creation of an "awareness kit" comprising sheets of stickers aimed at companies based at Paris-Charles de Gaulle and Paris-Orly

→ 8 eco-reflexes for a better environment.



## INTERVIEW



### → Gilles Noujarede

Head of Quality at European Flight Service (EFS)

#### > Why did you draw up a report on your greenhouse gas emissions?

For several reasons: first and foremost, at the instigation of our CEO, who took office at the beginning of the year, but also thanks to the encouragement of some of our partners and our shareholder. When a member of the Airport Environment department presented the Carbon Balance tool to us as an incentive to apply it within EFS, everything was set for us to adopt the approach.

#### > What did your carbon balance cover?

ESF provides airlines with ground handling services during stopovers, so we selected the most interesting of our six subsidiaries to embark on this approach, which is new to us. We chose the smallest of our entities, which is in charge of filling aircraft with drinking water and emptying their wastewater. Beyond the figures, the aim of this pilot site was to reveal the general trend in ramp handling services.

It also had to test the feasibility of the scheme. Subsequently, balances were conducted in two other subsidiaries operating in the same field of activity to have

a broader picture of all our impacts.

Although the study is more meaningful if conducted in this way, it requires very accurate data from all our partners, which is not always easy to obtain.

#### > What are your initial conclusions?

Our carbon balances reveal that movements of people are the prime factor. As far as the runway engines and equipment are concerned, we are already conducting studies on how to cut operating costs. Some of them have been backed by our partners, testifying to a real collective realization of the need to protect the environment.

## Controlling local air pollution.

*Air quality is a growing concern for Ile-de-France residents. In response, all citizens should make an effort to adopt cleaner practices. Large companies like Aéroports de Paris for their part are committed to reducing their emissions.*

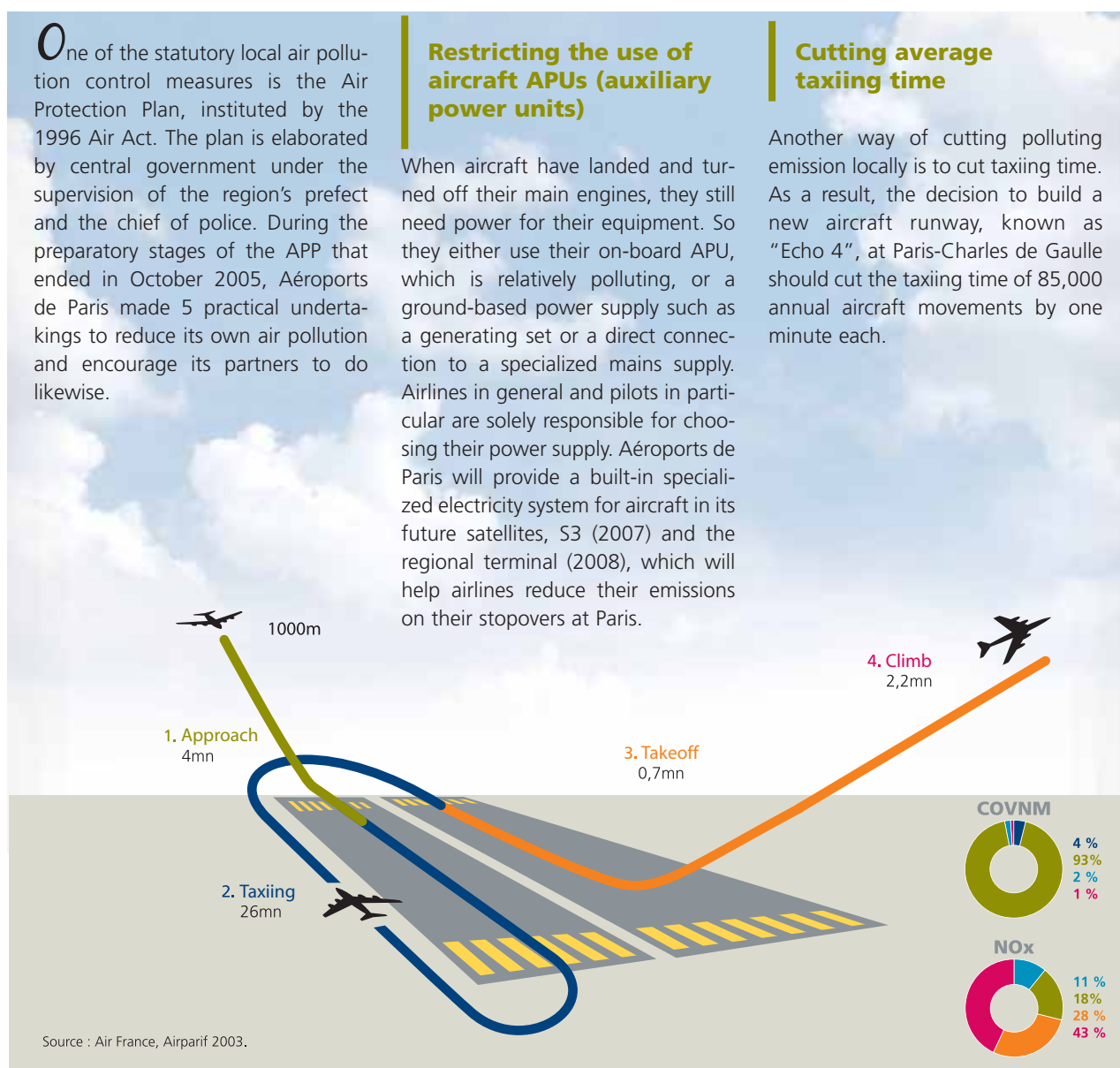
One of the statutory local air pollution control measures is the Air Protection Plan, instituted by the 1996 Air Act. The plan is elaborated by central government under the supervision of the region's prefect and the chief of police. During the preparatory stages of the APP that ended in October 2005, Aéroports de Paris made 5 practical undertakings to reduce its own air pollution and encourage its partners to do likewise.

### Restricting the use of aircraft APUs (auxiliary power units)

When aircraft have landed and turned off their main engines, they still need power for their equipment. So they either use their on-board APU, which is relatively polluting, or a ground-based power supply such as a generating set or a direct connection to a specialized mains supply. Airlines in general and pilots in particular are solely responsible for choosing their power supply. Aéroports de Paris will provide a built-in specialized electricity system for aircraft in its future satellites, S3 (2007) and the regional terminal (2008), which will help airlines reduce their emissions on their stopovers at Paris.

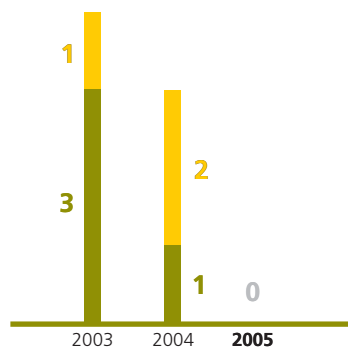
### Cutting average taxiing time

Another way of cutting polluting emission locally is to cut taxiing time. As a result, the decision to build a new aircraft runway, known as "Echo 4", at Paris-Charles de Gaulle should cut the taxiing time of 85,000 annual aircraft movements by one minute each.



→ The various stages of an aircraft's flight history are described in great detail in the documents published by ICAO (LTO cycle). During each of these stages, the type and quantity of polluting emissions differs. When taking off, engines are running at full throttle, mainly emitting nitrogen oxides (NO<sub>x</sub>). When landing and taxiing, their engines are ticking over, causing incomplete combustion that releases unburnt hydrocarbon and carbon monoxide.





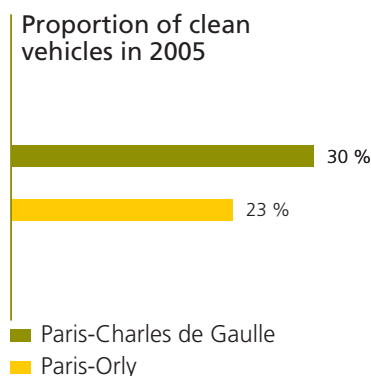
**Jettisoning fuel loads**  
In numbers

■ Paris-Charles de Gaulle  
■ Paris-Orly

→ Jettisoning fuel is an exceptional emergency procedure only resorted to when the safety of passengers depends on lightening the aircraft prior to landing. This can happen if a wide-bodied aircraft is forced to land shortly after taking off. No fuel was jettisoned over Aéroports de Paris facilities in 2005.

Reductions in gas consumptions of **- 7 %** and **- 19 %** respectively at Paris-Le Bourget and Paris-Orly

**A 90 % reduction** in SO<sub>2</sub> emissions at the Paris-Charles de Gaulle power plant between 2004 and 2005, thanks to heavy fuel oil no longer being used. The latter emits a great deal of sulphur dioxide.



### Reducing boiler room emissions

The Paris-Orly and Paris-Charles de Gaulle boiler rooms emit local pollutants (mainly NO<sub>x</sub>). Such emissions are cut by reducing power consumption, which is the purpose of the energy consumption control programme instituted at the end of 2005.

### Controlling transport-related emissions

Road transport services for passengers and employees also contribute to local pollution. There are various projects underway to tackle this.

### Improving knowledge of air quality

Aéroports de Paris took part in a large-scale European research project called "AIRPUR", which aims to provide a more accurate description of certain pollutants emitted by aircraft on the ground. Several metering campaigns were run for that purpose at Paris - Charles de Gaulle in 2005.

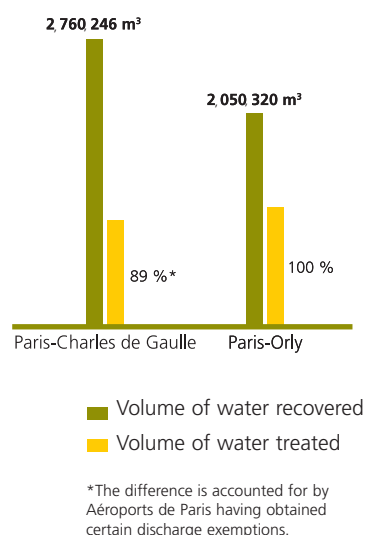
### The Air Protection Plan at the public enquiry stage

*The issue of controlling local emission in the Ile-de-France region has mobilized the authorities all year long. The process of circulating the text to local authorities and the 2-month public enquiry culminated in several associations stating they were dissatisfied with the results. One of the main complaints the enquiry revealed was that the major transport companies (SNCF, RATP and Aéroports de Paris) failed to make any contractual undertakings.*



## Respecting the water cycle on our platforms.

*Aéroports de Paris has a duty to reduce its consumption of drinking water and treat rainwater to return it to nature in perfect quality. The presence of so many companies and the extent of impermeable surfaces at airports makes water cycle management a major environmental challenge for the company.*



### Aéroports de Paris guarantees the water cycle

Aéroports de Paris is responsible for distributing drinking water, collecting wastewater and rainwater at all airport facilities. In order to control its rainwater discharge in both qualitative and quantitative terms, retention basins and complete rainwater treatment systems prior to discharge are used at Paris-Charles de Gaulle and Paris-Orly.

These treatments recycle 70,000 m³ of rainwater per year at Paris-Orly, making an equivalent saving of drinking water. They also guarantee the quality of the water discharged into the natural environment.

The Paris-Charles de Gaulle rainwater collection system features one hundred and twenty-eight hydrocarbon separators.

### Consultations at Paris-Charles de Gaulle

The continual changes at Paris-Charles de Gaulle airport, more specifically the increasing area of impermeable surfaces (runways, taxiing lanes, buildings, etc) have brought about the need to revise its rainwater discharge procedures.

The technical solution consists in regulating the rate of discharge according to the absorption rate of the natural environment rather than having a constant rate, as is currently admissible. This requires administrative changes. The watchdog committee known as "water law" was set up in 2003 to organize consultations between the various parties involved. After a preliminary stage, an initial consensus was reached.



→ Pumping wells at the Rainwater Treatment plant at Paris-Orly

**304** accidental spillages of kerosene were treated in 2005

**1,500** m³ of de-icing products were used at Paris-Charles de Gaulle in 2005, against **681** m³ in 2004 mainly owing to the longer winter of 2004-2005.

→ De-icing aircraft in winter.



### Integrated management of wintertime pollutants

The treatment of aircraft or runways in periods of low temperature requires the use of products that may in part end up in the airport's rainwater system. Such treatments, which are essential for reasons of safety, can therefore lead to the discharge of such products, which therefore need to be removed in rainwater treatment stations.

The main initiative taken in 2005 was to closely monitor winter and rainwater treatment procedures and report back to all the stakeholders involved. A study was launched by the Aéroports de Paris department concerned, which was also an opportunity to liaise much more closely with the airlines.

### > What were the reasons for setting up the "water law" watchdog committee?

This is standard procedure, out of a concern for transparency, for a development project on a scale as large as that of the Aéroports de Paris rainwater treatment control system. For instance, the reservoir behind the Renardières dam has a capacity of 1.2 million cubic metres of water, which is considerable. Generally speaking, the committee reviews all the works completed since the last meeting, considers making any necessary adjustments and keeps local authorities, associations and other relevant government departments informed.

### > The committee met on 7 March. How did the meeting go in practical terms?

To begin with, there were three introductory talks. Firstly, the prefect recalled the principles of the current bylaw, namely what types of water discharge are allowed and in what proportions. Then Aéroports de Paris presented developments at the facility and summarized the

> A general view of the Rainwater treatment plant at Paris-Charles de Gaulle.



works ongoing. Finally, the DDE outlined the history of the bylaw and assessed how it has been applied.

After which the local residents, associations and elected representatives asked their questions. That indeed is the purpose of such follow-up committees, namely to inform the parties concerned.

### > What are the main projects under way?

Aéroports de Paris intends to set up a dynamic rainwater discharge management system and is already well advanced into the preparatory and consultative stage, which in fact is not our concern. In view of the major changes this project involves, a new interdepartmental bylaw will have to be instituted rather than amending the current one.

→ **Patrice Roger**

Senior Engineer with the DDE (77)

## Reducing and recovering waste.

*Like the commune (local council), Aéroports de Paris is responsible for collecting the waste produced on its land. Airport facilities, which are veritable industrial towns, generate waste of all sorts, mainly falling into one of three groups: ordinary industrial waste, construction waste and hazardous waste.*

Prefectorial bylaws on waste brokerage require Aéroports de Paris to set up a collection system for ordinary industrial waste. To meet this requirement, Aéroports de Paris uses contractors just as a local council would. The waste collection and treatment contracts at Paris-Orly and Paris-Charles de Gaulle were respectively extended in August and June of this year.

Pre-separation at source is at the heart of Aéroports de Paris' recovery and recycling policy. Waste has value if it is separated and collected in significant quantities. Recycling policy must therefore include the potential subsequent separation of waste components very early on, ideally at the design stage.

### Raising awareness on the pre-separation of ordinary industrial waste

In order to revive subcontractor awareness of waste separation and recovery, Aéroports de Paris completed a revision of its tariffs for separate materials in 2005 with a view to giving subcontractors more incentive to pre-separate and recycle. Aéroports de Paris' intention was to develop dedicated waste chains (paper, cardboard, wood, plastics, scrap iron and office waste). The decentralized organization of Aéroports de Paris' environmental management system made it easier to introduce new, clearer and more transparent procedures to enable both airports to opt for different solutions geared to their specific requirements. Although we have gained in efficiency as a result, we are nonetheless aware that this can represent a constraint for contractors operating on both facilities.



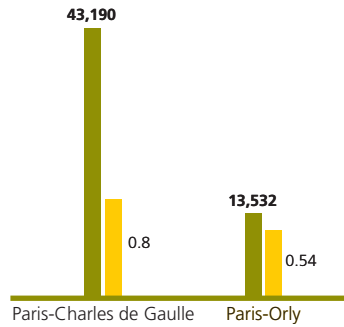
→ The "ecological airport" day at Paris-Charles de Gaulle during the National Sustainable Development week in 2005.





→ Selective sorting of waste in practice in the restricted area of Terminal 2

**81.80 %**  
Recovery rate at  
Paris-Orly in 2005  
(recycled + incinerated waste)



Volumes of waste collected in 2005

■ Ordinary industrial waste (metric tonnes)  
■ Ordinary industrial waste per passenger (kg)

Waste is now collected in two types of skips: green skips for recoverable waste, collected together (cardboard, wood, plastic, scrap metal and office waste), which are then taken to a separation centre for treatment; and burgundy skips, provided for non-recoverable waste (food and rotting waste), which is incinerated. The remaining waste such as rubble is collected on request in other types of skip and specially treated according to type. Partners of the Environmental Partners club at Paris-Orly were invited to visit the separation centre to learn how their waste is treated and be in a better position to organize their recovery policy. They were reminded that successful waste separation at source depends on the close cooperation of all, and that one incorrect disposal of waste can affect an entire collection skip.

## Customized collection for Paris-Charles de Gaulle

At Paris-Charles de Gaulle airport, the choice of waste disposal contractor was made with the aim of setting up a system encouraging as far as possible the recovery of the separated waste materials produced since June. Each company based at the airport facility can choose the number of ordinary industrial waste types it wants to separate at source. The pricing is an incentive to adopt good practices, because one tonne of mixed waste is charged more than a tonne of one type of waste. Each company conducts an internal study to fix the number of skips it needs (one per type of waste), and at what collection intervals. They have all been given the price list, so it is up to them to do their sums and realize that virtuous practices are rewarded.

## Hazardous waste

About thirty metric tonnes of hazardous waste are produced at the three airport facilities each year. It is collected by specialized contractors and treated accordingly. It should be noted that a new European directive on electrical and electronic equipment waste treatment came into force this year (decree 2005-829 of 29 July 2005). Aéroports de Paris complies with this new regulation; as part of its voluntary environment policy, the issue had already been addressed.

## Noise levels at airport facilities.

*Aéroports de Paris is responsible for measuring and controlling noise generated by aircraft, and in doing so must ensure that the information provided is comprehensible.*

### A noise metering network

With two new metering stations opened at Paris-Le Bourget respectively in June and October, the network now includes 35 fixed and 3 mobile noise measuring stations, which monitor the noise footprint of air traffic around Aéroports de Paris' airports. Measurements are recorded in decibels dB(A).

A better way of quantifying noise

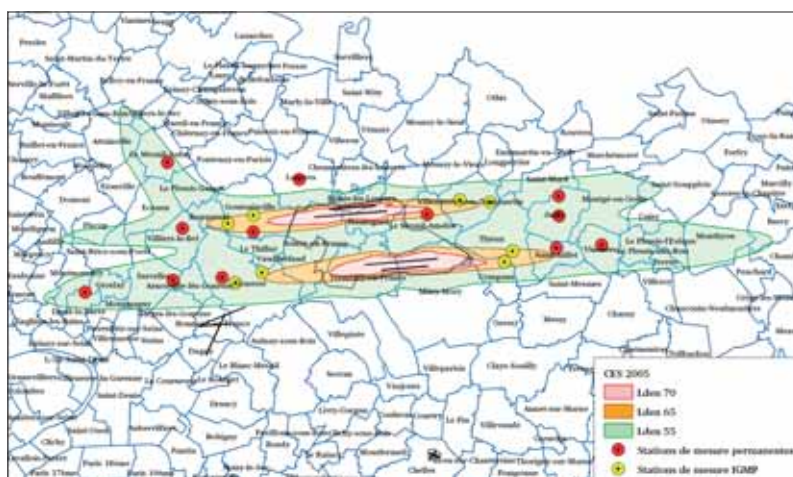
exposure, the Level Day Evening Night (Lden) is used; this gives greater weighting to evening and night time noise, which is deemed more of a nuisance to local residents. Evening traffic (6pm-10pm) gets a weighting of 5 and night-time traffic (10pm-6am) one of 10.

This year, the results confirm the constant reduction in noise levels since 1997. The results are given on a logarithmic scale, meaning that a reduction of 3 dB(A) is equivalent to dividing acoustic energy by 2.

→ One of the thirty-five airport noise recording stations.



→ The noise environment at Paris-Charles de Gaulle: in 2005 noise exposure was represented by noise footprint curves, here in Lden 70, 65 and 55. This new index allows comparisons between airports.

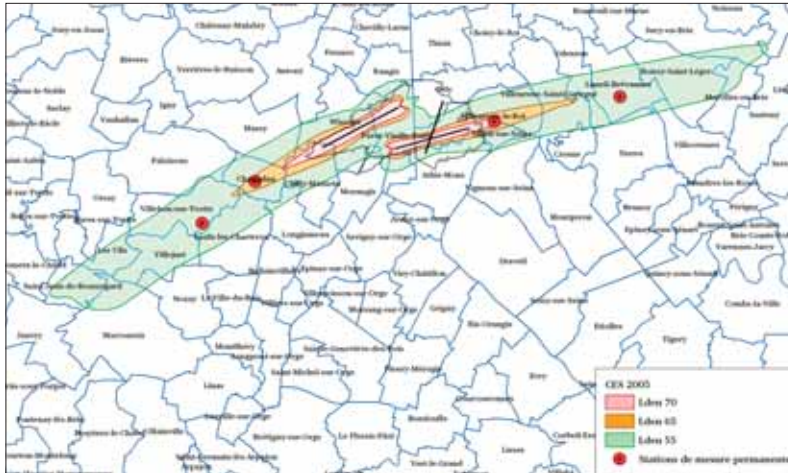


### Night flight restrictions

Since noise disturbance is more perceptible at night, severe restrictions have been imposed on night-time air activity. A curfew has been imposed on Paris-Orly for many years. Exemptions are granted sparingly; the number has steadily fallen from 630 in 1988 to only 82 in 2005. At Paris-Charles de Gaulle, where only the quietest aircraft are authorized to fly at night, night-time movements fell from 26,600 in 2001 to 24,100 in 2005.

**434** infringements reported  
by ACNUSA in 2005 against 680 in 2004

→ The sound environment at Paris-Orly: in 2005 noise exposure was represented by noise footprint curves, here in Lden 70, 65 and 55. This new index allows comparisons between airports.



The noise scale is logarithmic: a reduction of 3 dB(A) is equivalent to dividing acoustic energy by 2.

#### > COMPARISON OF AIRCRAFT NOISE BETWEEN 1997 AND 2005 AROUND PARIS-CHARLES DE GAULLE (IN DB(A))

	1997	2003	2004	2005	DIFFERENCE BETWEEN 2005 AND 1997 LEVELS*
Villeneuve-le-Roi	71.7	68.5	68.7	68.4	-3.3
Limeil-Brévannes	62.4	60.1	60.3	60.0	-2.4
Champlan	67.7	65.3	64.8	64.5	-3.2
Villiers	62.9	59.6	59.7	59.4	-3.5

\* when available

#### > COMPARISON OF AIRCRAFT NOISE BETWEEN 1997 AND 2005 AROUND PARIS-CHARLES DE GAULLE (IN DB(A))

	1997	2003	2004	2005	DIFFERENCE BETWEEN 2005 AND 1997 LEVELS*
Le Mesnil-Amelot	65.9	62.8	63.1	62.4	-3.5
Juilly-Ville	-	56.1	55.7	55.6	
Juilly-Saint-Mard	60.7	59.2	59.1	59.2	-1.5
Nantouillet	63.8	61.4	60.7	60.6	-3.2
Vinantes	62.5	60.3	59.7	59.5	-3.0
Goussainville	67.7	61.9	61.7	62.0	-5.7
Villiers-le-Bel	62.0	61.1	60.7	60.8	-1.2
Le Mesnil-Aubry	-	56.4	56.4	56.4	
Louvres	-	-	55.1	55.1	
Gonesse	60.5	60.7	60.6	60.4	-0.1
Sarcelles	58.2	58.6	58.3	58.1	-0.1
Deuil-la-Barre	-	56.0	56.2	55.7	

\* when available

## Taking into account our local residents' concerns about quality of life.

2005 was marked by far-reaching changes in the noise abatement system. Aéroports de Paris' key mission is to provide local residents with transparent information.

### Sound-proofing aid

The Noise Disturbance Plan is a framework for allocating noise insulation grants to local residents; recent trends show an increase in the number of grants awarded. In 2004, Paris-Orly and Paris-Charles de Gaulle's Noise Disturbance Plans were revised upwards, now based on a new summary index called Lden (see page 56), which weights night-time flights more, since they are more of a nuisance to local residents. The said revision resulted in an increase in the number of homes eligible for noise insulation aid: 46,615 at Paris-Orly (about 25 more) and 63,257 at Paris-Charles de Gaulle, four times more eligible households.

Another change: the DGAC (French Civil Aviation Authority) is now in charge of collecting noise insulation funds from airlines, which now deal with only one authority for 3 taxes: the civil aviation tax, the airport tax and the air noise disturbance tax, the latter being precisely the one funding noise insulation aid for local communities. The tax on aircraft noise disturbance was introduced for the first time in 2005 to replace the air section of the TGAP.

### New system for handling noise complaints

With Aéroports de Paris change to LLC status, the roles of all parties involved in dealing with complaints and enquiries have been clarified, and were even the subject of a formal contract in November. This was an opportunity to revise the noise complaints handling procedure following the rewording of Aéroports de Paris' public service obligations as stipulated in its specifications and the new area of responsibility falling to government. In the past, Aéroports de Paris provided local residents with a one-stop shop, the "Maisons de l'Environnement", for getting information on flights and filing their noise complaints. Now, Aéroports de Paris is merely obliged to provide local residents with factual information (type of aircraft, altitude etc), which it does with the Vitrail system. Everything to do with air traffic control, its operating procedures and future changes comes under the sole authority of the DGAC.

### Transparent information with Vitrail

Vitrail (literally, stained glass window in French) the new aircraft flight path and noise footprint display system, is now up and running and freely accessible to all in Aéroports de Paris' environmental resource centres. With one click, users can get factual and objective information on their queries regarding unusually noisy aircraft or unexpected flights over their area. Users select a particular place, date and time on the Vitrail screen, which displays a map of the Ile-de-France region, to see the relevant flight paths. Other details are also displayed, such as the flight number, type of aircraft, speed and altitude. Noise levels recorded at a particular metering station can also be obtained. Vitrail is the visible part of a complete noise data collection system, which operates 7 days a week round the clock and is manned by a team of 8 engineers and technicians collecting and processing the data.

This tool, which is part of DGAC's policy of openness, enables it to communicate intelligently on the use of the airspace it controls.

### > NOISE INSULATION AIDS

AIRPORT	NUMBER OF ASSESSMENTS		NUMBER OF WORKS APPLICATIONS		NUMBER OF HOUSES OR ROOMS		COST OF WORKS IN M€	
	2004	2005	2004	2005	2004	2005	2004	2005
Paris-Charles de Gaulle	767	2,066	1,003	1,065	1,069	1,106	12,670	12,350
Paris-Orly	797	1,217	1,022	464	1,147	515	10,255	4,704*

\*including 1.001 million euros from the 2004 TGAP.





→ Michèle Beck

Head of Aéroports de Paris' "Aid for local residents" programme

**> Some associations are unhappy with sound-proofing aids this year, what's going on?**

Indeed, noise insulation aids fell in 2005, although we were expecting a rise compared with 2004. The amounts paid out come from the tax on aircraft noise disturbance, levied and collected by central government. It funds noise insulation aids for homes subject to aircraft noise disturbance, but also acts as incentive for airlines to acquire less noisy aircraft and reduce night flights.

**> Can you explain what went wrong?**

Many changes came into force in 2005. The Noise Disturbance Plans were amended, broadening the scope of homes eligible for aid. The Government's collection procedure was modified and assigned to a different department. Lastly, the calculation method for the aircraft noise disturbance tax features two innovations that have in all likelihood had undesirable effects. Firstly, tax revenue is now allocated to the airport area affected by noise emissions. Secondly, since night-time flights are more heavily taxed, airports under curfew (like Paris-Orly) receive less funding from the tax. Since the minister's announcements in 2003 (scheduled for application in 2005) predicted an increase in tax revenue estimated at the

time at 40 million euros for Orly and Roissy, it was not expected to be a problem. But in June 2005 the DGAC announced that aids would only total 25.3 million, and only 5.2 million for Orly, which already posed a problem, and that the most reliable projections I have as of 1 March 2006 state 19 million euros, including 4 for Orly, in other words less than in 2004 (for the record, revenue from the TGAP tax then totalled 27 million euros).

It is also worth pointing out that the aircraft noise disturbance tax is self-assessed; airlines pay what they think corresponds to their activity.

**> To what extent is Aéroports de Paris responsible for this state of affairs?**

Not at all as far as funding is concerned. Despite the uncertainties arising during the course of the year in that respect, Aéroports de Paris has set itself the goal of continuing to process applications and resume noise insulation aids as soon as the funds become available, thereby minimizing the delays suffered by local residents.

## The Noise Exposure Plan (NEP)



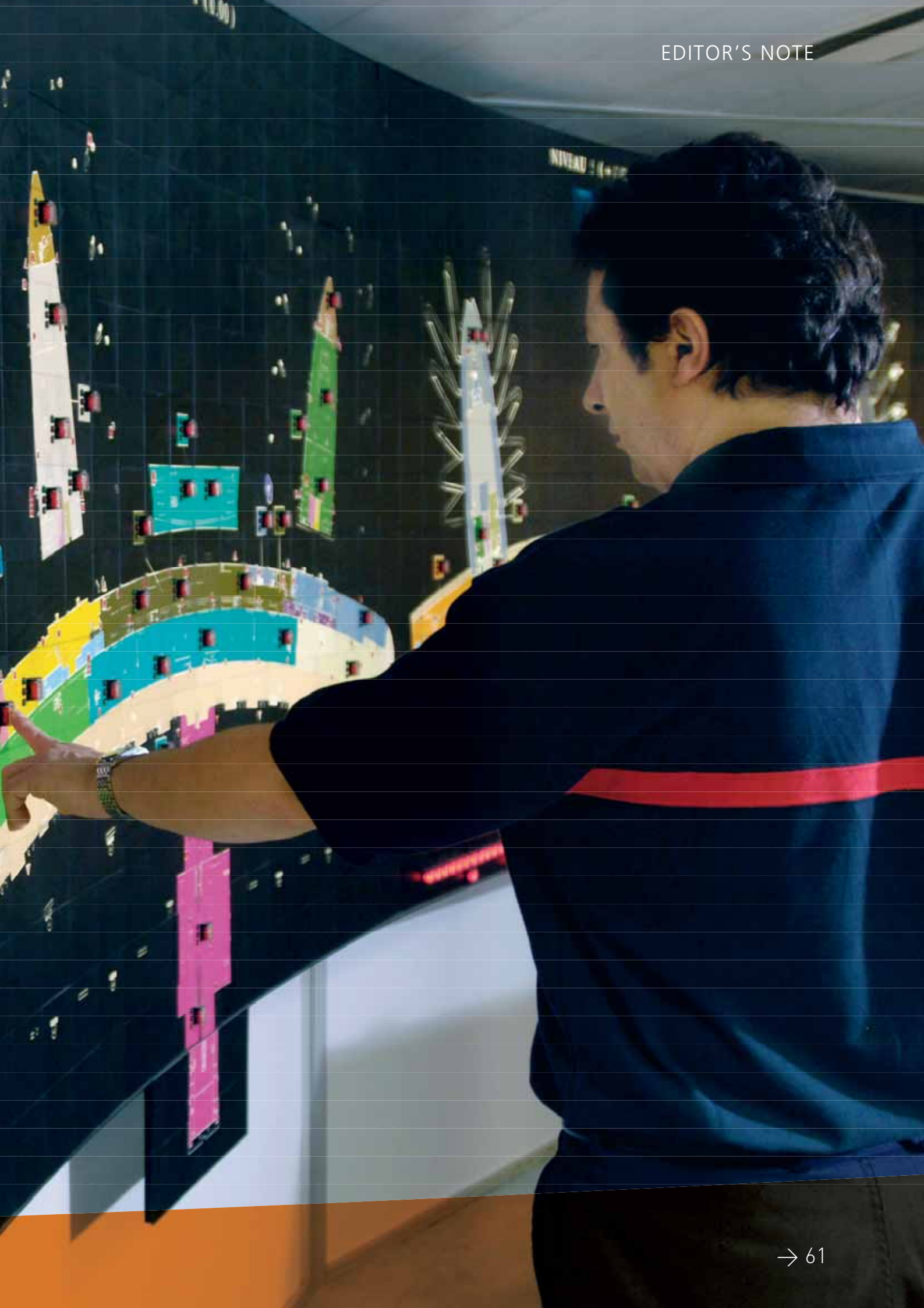
*The Noise Exposure Plan is a planning document governing all others. It aims to avoid new residents settling in the noisiest areas. It should not be confused with the Noise Disturbance Plan. The Noise Exposure Plan is a long-term plan, based on long-term traffic projections but also on the noise levels of the most modern aircraft to date. It provides for noise assessments every 5 years to verify that its underlying assumptions are still valid.*

## EDITOR'S NOTE

*This section contains further information for readers wishing to gain a better understanding of this report. It describes our methodological constraints and procedures and includes a summary table of our indicators, a glossary and an index complying with GRI (Global Reporting Initiative) standards.*

62	—	About this report
64	—	Indicators
66	—	Glossary
67	—	GRI summary





## About this report.

*This report sets out Aéroports de Paris' achievements in the area of sustainable development and to that end presents economic, social and environmental data. It supplements the "2005 Annual report on activities and sustainable development", which provides more detailed information on our activities (overseas in particular), financial results and corporate governance.*

**I**n 2004 great efforts were made to give the reader a better understanding of Aéroports de Paris' business activities. This year, for its twelfth edition, we have strived to take this approach to clarifying our responsibilities and relations with our stakeholders even further. To that end, the three-dimensional breakdown of responsibilities we introduced last year has been reused for consistency's sake but also with the aim of going into greater detail. The topics dealt with in 2004 remain, and further information has been provided whenever possible.

### Choice of indicators

This report follows the guidelines of the 2002 GRI (Global Reporting Initiative), which propose principles that organizations can use for a fair and reasonable presentation of their economic, environmental and social performance. They are also designed to encourage comparison and performance appraisal.

However, Aéroports de Paris is currently undergoing far-reaching changes, and certain related constraints have meant that among other things we were unable to mention future prospects.



## Methodology

Aéroports de Paris' reporting procedures are as follows :

- all published indicators comply with a reporting protocol specifying the scope, reporting procedures, definitions and computing methods. This reporting protocol is currently at the final draft stage ;
- industrial accident frequency and severity indicators comply with the Work Safety department's database user guide ;
- ambient noise, air quality and greenhouse gas emission indicators comply with methodological guides collating the instructions used by the Aéroports de Paris laboratory ;
- airport manning and staffing level indicators are based on an inventory procedure used by the Trades, Jobs and Training Observatory;
- the Aéroports de Paris laboratory's methodological guides are ISO 9001-certified. Under the ISO 14001 certification process, Aéroports de Paris applied environmental indicator reporting procedures.

## Consolidation and control

The Environment and Institutional Relations department consolidates the indicators on the basis of the data supplied by the relevant departments.

## Collecting and computing indicators

For the 2004 Environment and Citizens' Rights report, we opted to verify the reporting procedures for the 6 most representative indicators. We have drawn the lessons from the said verification, but certain recent changes have meant that it would be inappropriate to adopt the same approach for the 2005 edition.

### Number of complaints and enquiries

Following the change in the scope of our activities, Aéroports de Paris' role as one-stop shop for handling complaints and enquiries has been withdrawn. As a result, this indicator no longer seems to us to be an indication of our improved practices.

### Industrial accident frequency and severity rates

Both were computed by the Work Safety department on the basis of figures provided by Human Resources. However, accidents can be reclassified within the first six months of the following year, thereby modifying the reporting figures. This practice, which is out of Aéroports de Paris' control, has been highlighted in 2005 and mentioned in the reporting protocol.

### Heat plant emissions of greenhouse gases

Such emissions now come under the National Quota Assignment Plan and are duly monitored by an independent accredited rating agency.

### Air quality and ambient noise

This is measured by Aéroports de Paris' laboratory. Since it is ISO 9001-certified, the qualified opinions expressed last year have been factored into our continuous improvement plan.

### Airport manning and staffing level indicators for Paris-Charles de Gaulle and Paris-Orly

This indicator is accurate to the nearest 1000, a degree of accuracy that does not require the related computational methods to be verified on an annual basis.

## Global Reporting Initiative indicators not included in this report :

**EN1:** Construction materials are not consolidated under raw materials consumption.

**EN4:** Indirect consumption of power intended for and sold to third-party businesses is not itemized under Aéroports de Paris' total power production and procurement figure (EN3).

**EN 14 et EN15:** Aéroports de Paris does not operate any product manufacturing plants.

**LA 8:** Aéroports de Paris endorses national anti-AIDS programmes (in particular, sanitary measures in the company's medical services) and is not involved in any specific initiatives in this field.

Aéroports de Paris is aware of its relative shortcomings in terms of formalizing ethical rules, more particularly in the area of Human Rights (HR1 to HR7) and society (SO1 to SO3). However, the Audit department is tending to improve identification and formalization in such areas through its approach to internal control.

Figures highlighted in grey were independently audited.

AÉROPORTS DE PARIS IN FIGURES		Scope	2003	2004	2005	GRI code
Aircraft Movements ( <i>in thousands</i> )		Paris-Orly	203	219	223	
		Paris-Charles de Gaulle	506	516	514	
<b>Total</b>			<b>709</b>	<b>735</b>	<b>737</b>	
		Paris-Le Bourget			59	
Passengers ( <i>in millions</i> )		Paris-Orly	22	24	24.9	
		Paris-Charles de Gaulle	48	51.3	53.8	
<b>Total</b>			<b>70</b>	<b>75.3</b>	<b>78.7</b>	
Freight and mail ( <i>in millions of tonnes</i> )		Paris-Orly	106	116	107	
		Paris-Charles de Gaulle	1,724	1,877	2,010	
<b>Total</b>			<b>1,830</b>	<b>1,993</b>	<b>2,117</b>	
Average payload ( <i>Average number of passengers per movement</i> )		Paris-Orly	111	110	112	
		Paris-Charles de Gaulle	103	107	114	
<b>Aéroports de Paris income statement (in M€)</b>						
Consolidated turnover		Aéroports de Paris	1,621.7	1,721.3	1,814.9	EC 1
Net income		Aéroports de Paris	120	117.5	168.2	EC 7
<b>Aéroports de Paris Group income statement (in M€)</b>						
Revenue from ordinary activities (IRFS)		Aéroports de Paris Group		1,811.7	1,914.6	EC 1
Gross operating income (EBE) (IRFS)		Aéroports de Paris Group	Data unavailable following adoption of the new IFRS accounting standards	542.8	592.4	EC 1
Net Group income (IRFS)		Aéroports de Paris Group		144.1	179.9	EC 7
<b>LABOUR FORCE</b>						
<b>Staff</b>						
Staffing level ( <i>number, permanent and temporary workers</i> )		Aéroports de Paris			7,955	LA 1
		Aéroports de Paris Group			10,688	LA 1
New appointments ( <i>number, permanent contracts</i> )		Aéroports de Paris			249	LA 2
Average age ( <i>in years</i> )		Aéroports de Paris			41.5	LA 1
Disabled employees ( <i>number</i> )		Aéroports de Paris		Data unavailable due to a change in computing methods in 2005, following changes to Aéroports de Paris Group reporting entities.	223	LA 1
Part-time employees ( <i>number, as of 31 December</i> )		Aéroports de Paris			650	LA 1
Proportion of female employees ( <i>in %</i> )		Aéroports de Paris			39.6	LA 1
Internal promotions ( <i>in %</i> )		Aéroports de Paris			7.1	LA 1
Turnover on permanent posts ( <i>in %</i> )		Aéroports de Paris			4	LA 2
Absenteeism rate, all causes taken together ( <i>in %</i> )		Aéroports de Paris			5.2	LA 7
Days of absence ( <i>number</i> )		Aéroports de Paris			154,521	LA 7
<b>Health, Safety and Working Conditions</b>						
Industrial accidents – frequency rate		Aéroports de Paris	18.5	17.6	17.7	LA 7
				18.4*		
Industrial accidents – severity rate		Aéroports de Paris	0.99	0.93	0.8	LA 7
<b>ECONOMIC DATA</b>						
<b>Airports</b>						
Jobs at all airports ( <i>number, excluding temporary workers</i> )		Paris-Orly	25,000	26,000	26,000	LA 1
		Paris-Charles de Gaulle	75,500	78,000	80,000	LA 1
<b>Total</b>			<b>100,500</b>	<b>104,000</b>	<b>106,000</b>	<b>LA 1</b>
Companies based at airports ( <i>number</i> )		Paris-Orly	270	290	290	EC 13
		Paris-Charles de Gaulle	700	700	700	EC 13
<b>Total</b>			<b>970</b>	<b>990</b>	<b>990</b>	<b>EC 13</b>
<b>Contribution to local economy</b>						
Property tax paid by Aéroports de Paris ( <i>in M€</i> )		Paris-Orly	6.9	6.6	6.8	EC 8
		Paris-Charles de Gaulle	22.7	25.7	26.0	EC 8
<b>Total</b>			<b>29.6</b>	<b>32.3</b>	<b>30.8</b>	<b>EC 8</b>
Business tax paid by Aéroports de Paris ( <i>in M€</i> )		Paris-Orly	11.7	13.1	14.3	EC 8
		Paris-Charles de Gaulle	19.5	20.5	26.5	EC 8
<b>Total</b>			<b>31.2</b>	<b>33.6</b>	<b>40.8</b>	<b>EC 8</b>
Airport nuisance compensation fund paid by Aéroports de Paris ( <i>in M€</i> )		Paris-Orly	2.0	2.0	1.96	EC 10
		Paris-Charles de Gaulle	2.6	2.6	2.61	EC 10
<b>Total</b>			<b>4.6</b>	<b>4.6</b>	<b>4.57</b>	<b>EC 10</b>

## ENVIRONMENTAL DATA

	Périmètre	2003	2004	2005	Référence GRI
<b>Noise: number of enquiries and complaints</b>					
Number of complaints ( <i>number</i> )	Paris-Orly	1,757	1,788	753	SO 1
	Paris-Charles de Gaulle	846	721	526	SO 1
<b>Total</b>		<b>2,603</b>	<b>2,509</b>	<b>1,279</b>	<b>SO 1</b>
Number of enquiries ( <i>number</i> )	Paris-Orly	Data unavailable due to a change in the counting method			SO 1
	Paris-Charles de Gaulle	431	354	Nc	SO 1
<b>Breakdown of reasons for complaints (%)</b>					
Numerous overflights	Paris-Orly	30	36	33	SO 1
Unusual overflights	Paris-Orly	25	28	27	SO 1
Low-flying aircraft	Paris-Orly	20	14	12	SO 1
Night-time traffic	Paris-Orly	—	—	4	SO 1
Other reasons	Paris-Orly	25	22	21	SO 1
Numerous overflights	Paris-Charles de Gaulle	30	43	34.4	SO 1
Low-flying aircraft	Paris-Charles de Gaulle	30	20	21.5	SO 1
Night-time traffic	Paris-Charles de Gaulle	16	13	19.6	SO 1
Other reasons	Paris-Charles de Gaulle	24	24	24	SO 1
<b>Noise: night-time flights</b>					
Number of flights between 22:00 and 0:00	Paris-Charles de Gaulle	27,357	27,719	28,914	SO 1
Number of flights between 0:00 and 5:00	Paris-Charles de Gaulle	25,358	23,714	24,112	SO 1
Number of flights between 5:00 and 6:00	Paris-Charles de Gaulle	5,538	6,871	6,724	SO 1
Total number of flights between 22:00 and 6:00	Paris-Charles de Gaulle	58,253	58,304	59,750	SO 1
Curfew exemptions and exceptional flights 22:00 and 6:00	Paris-Charles de Gaulle	90	54	82	SO 1
<b>Noise: grants for sound-proofing homes and service-sector premises</b>					
Applications processed ( <i>number</i> )	Paris-Orly	437	1,022	464	SO 1
Homes or premises sound-proofed ( <i>number</i> )	Paris-Orly	1,408	1,147	515	SO 1
Aids granted ( <i>in M€</i> )	Paris-Orly	6.03	10.25	4.70	SO 1
Applications processed ( <i>number</i> )	Paris-Charles de Gaulle	479	996	1,065	SO 1
Homes or premises sound-proofed ( <i>number</i> )	Paris-Charles de Gaulle	1,054	1,062	1,104	SO 1
Aids granted ( <i>in M€</i> )	Paris-Charles de Gaulle	9.11	12.67	12.35	SO 1
<b>Air quality</b>					
Nitrogen oxide content (NO <sub>2</sub> ) ( <i>in mg/m<sup>3</sup></i> )	Paris-Orly	Nd	44	36	EN 10
	Paris-Charles de Gaulle	31	32	30	EN 10
Particle content (PM10) ( <i>in mg/m<sup>3</sup></i> )	Paris-Orly	22	19	19	EN 10
	Paris-Charles de Gaulle	24	17	15	EN 10
Ozone content (O3) ( <i>in mg/m<sup>3</sup></i> )	Paris-Orly	43	41	34	EN 10
	Paris-Charles de Gaulle	41	39	38	EN 10
Nitrogen monoxide content (NO) ( <i>in mg/m<sup>3</sup></i> )	Paris-Orly	Nd	15	13	EN 10
	Paris-Charles de Gaulle	12	12	11	EN 10
Sulphur dioxide content (SO <sub>2</sub> ) ( <i>in mg/m<sup>3</sup></i> )	Paris-Orly	4	4	7	EN 10
	Paris-Charles de Gaulle	3	3	Nd	EN 10
Fuel jettisons ( <i>number</i> )	Paris-Orly	1	2	0	EN 13
	Paris-Charles de Gaulle	3	1	0	EN 13
<b>Greenhouse gas emissions (including emissions by companies based at airports)</b>					
<b>Greenhouse gas emissions from aircraft on LTO cycle</b>					
Metric tonnes of CO <sub>2</sub> (97% of traffic at Paris-Orly in 2005)	Paris-Orly	272,000	300,000	302,000	EN 8
Metric tonnes of CO <sub>2</sub> (97% of traffic at Paris-CDG in 2005)	Paris-Charles de Gaulle	819,000	853,000	845,000	EN 8
<b>Greenhouse gas emissions from power plants</b>					
Equiv. CO <sub>2</sub> tonnes Paris-Orly	Paris-Orly	35,000	32,000	29,000	EN 8
Equiv. CO <sub>2</sub> tonnes Paris-Charles de Gaulle	Paris-Charles de Gaulle	141,000	148,000	132,100	EN 8
<b>Power generation (includes power required by companies at airports)</b>					
Heat production ( <i>in MWh</i> )	Paris-Orly	181,437	167,374	Nd	EN 3
Cold production ( <i>in MWh</i> )	Paris-Orly	28,209	24,726	25,354	EN 3
Heat production ( <i>in MWh</i> )	Paris-Charles de Gaulle	330,600	347,809	332,299	EN 3
Including co-generation (%)	Paris-Charles de Gaulle	54.6	49.5	53	EN 3
Including from gas (%)	Paris-Charles de Gaulle	94.9	97.5	100	EN 3
Cold production ( <i>in MWh</i> )	Paris-Charles de Gaulle	117,627	105,503	118,867	EN 3
Aéroports de Paris electricity consumption ( <i>in GWh</i> )	Paris-Orly	125	123	120	EN 3
	Paris-Charles de Gaulle	270	278	287	EN 3
<b>Total</b>		<b>395</b>	<b>401</b>	<b>407</b>	<b>EN 3</b>
<b>Water consumption (<i>in thousands of m<sup>3</sup></i>) (includes that of companies at airports)</b>					
AFI: Air France Industrie	Paris-Orly	1,021	910	733	EN 5
	(including AFI)	(281)	(184)	(Other distribution network)	
	Paris-Charles de Gaulle	2,500	2,430	2,270	EN 5
<b>Total</b>		<b>3,550</b>	<b>3,819</b>	<b>3,003</b>	<b>EN 5</b>
<b>Waste: recovery of ordinary industrial waste (includes that of companies at airports)</b>					
Materials recovery chain (%)	Paris-Orly	43	45	33	EN 11
Incinerated waste (%)	Paris-Orly	47	46	48	EN 11
Buried waste (%)	Paris-Orly	10	9	18	EN 11
Materials recovery chain (%)	Paris-Charles de Gaulle	51	34	Nd	EN 11
Incinerated waste (%)	Paris-Charles de Gaulle	28	28	Nd	EN 11
Buried waste (%)	Paris-Charles de Gaulle	22	38	Nd	EN 11

## ACI

Airport Council International.

## ACNUSA

Autorité de Contrôle des Nuisances Sonores Aéroportuaires (Airport Noise Regulator).

## ADEME

Agence de l'Environnement et de la Maîtrise de l'Énergie (Environment and Energy Control Agency).

## Airparif

Air quality monitoring agency in the Ile-de-France region.

## APU

Auxiliary Power Units.

## ATEX

Explosive Atmosphere zones.

## Avitaillement

fuelling.

## CCAR

Commission Consultative d'Aide aux Riverains (Local Aid Consultative Committee) .

## CCE

Commission Consultative de l'Environnement. (Environment Consultative Committee).

## CHSCT

Comité d'Hygiène, de Sécurité et de Conditions de Travail (Health, Safety & Working Conditions Committee).

## CRE

Contrat de Régulation Économique (ERC – Economic Regulation Contract).

## Décibel dB (A)

Sound measuring unit. The scale used is logarithmic; an increase of 3db (A) is equivalent to doubling the noise level.

## DGAC

Direction Générale de l'Aviation Civile (French Civil Aviation Authority).

## DIB

Déchets Industriel Banals (ordinary industrial waste).

## DD

Déchets industriel Dangereux (hazardous waste).

## DRIRE

Direction Régionale de l'Industrie, de la Recherche et de l'Environnement (Regional Office of Industry, Research and the Environment).

## EBE

Excédent Brut d'Exploitation (gross operating profit).

## EBITDA

Earnings Before Interest, Taxes, Depreciation and Amortization. New IFRS-compliant term replacing the French term EBE (@ gross operating profit) .

## Emport

Average number of passengers per aircraft movement.

## Global Compact - Pacte Mondial

A charter enacted under the aegis of the UN setting out the ten major principles of sustainable development. .

## GPU

Ground Power Units.

## HQE

High Environmental Quality, a construction standard for environmentally-friendly buildings.

## IATA

International Air Transport Association.

## IAURIF

The planning institute for the Île-de-France region.

## IFRS

International Financial Reporting Standards. New international accounting standards.

## IGMP

Indicateur Global Mesuré Pondéré (Global measured weighted indicator.)

## ISO 14001

International environmental management standard.

## Lden

Weighted noise index (Day-Evening-Night).

## LTO

Landing Take Off.

## Movement

Take-off or landing.

## NOx

Nitrogen oxides (NO, NO<sub>2</sub>).

## OACI

International Civil Aviation Organization.

## PAX

Abbreviation of "passenger".

## PDE

Plan de Déplacement d'Entreprise (Company Transport Plan).

## PDU

Plan de Déplacement Urbain (Urban Transport Plan) .

## PEB

Plan d'Exposition au Bruit (Noise Exposure Plan).

## PGS

Plan de Gêne Sonore (Noise Disturbance Plan).

## PME

Plan de Mobilité d'Entreprise (Business Mobility Plan).

## PPA

Plan de Protection de l'Atmosphère (Air Protection Plan).

## Usual Operations income

New turnover terminology according to the new IFSR accounting standards.

## ROCE

Return On Capital Engaged.

## SO2

Sulphur dioxide.

## SME

Environment Management System.

## TGAP

Former general tax on noise disturbance up to 2004; replaced by the TNSA in 2005.

## TNSA

New tax on noise disturbance from 2005



*In accordance with the Global Reporting Initiative's recommendations, here is the table of contents of this report according to the standard disclosure items recommended by the said international standards.*

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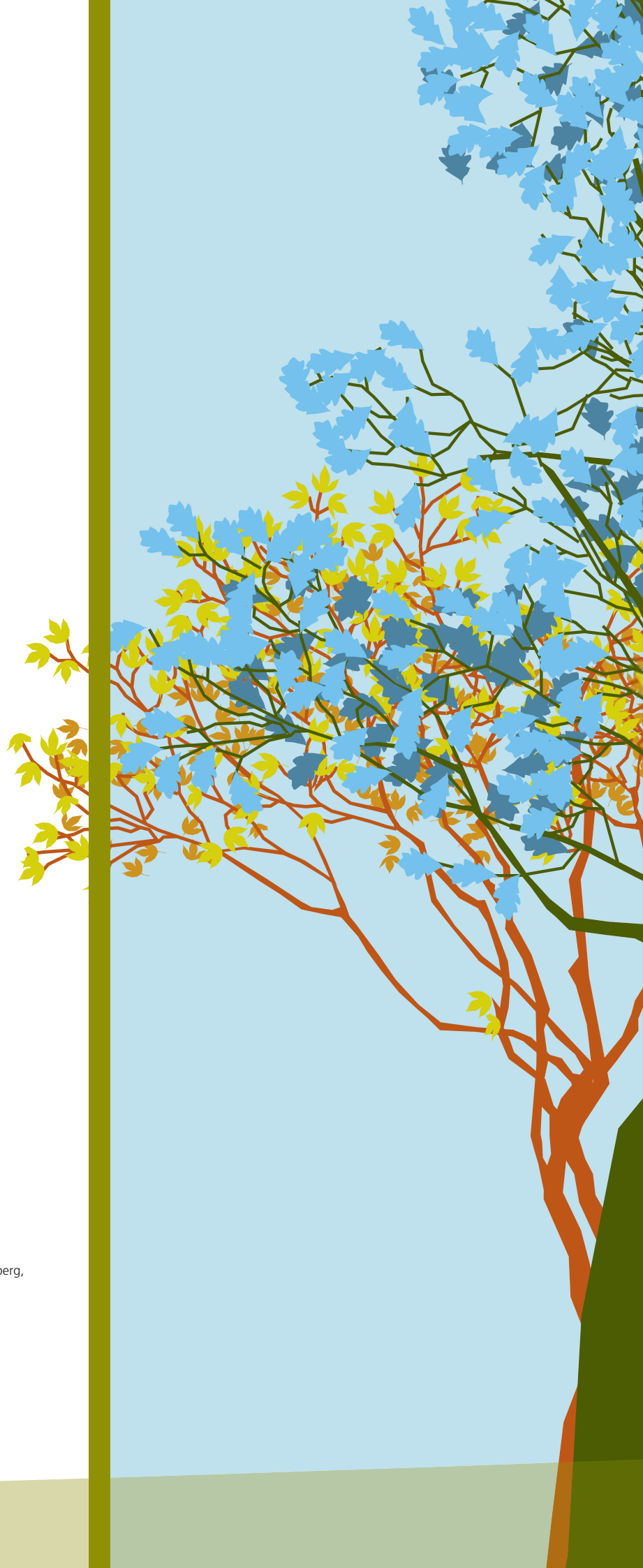
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"RASD" means:

"Report on Activities and Sustainable Development."

"Site" means:

Internet site: [www.aeroportsdeparis.com](http://www.aeroportsdeparis.com)



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ILLUSTRATIONS: PETICA, a talented young illustrator, is a regular contributor to top brands' fashion and PR pages. His mission: to put a new shine on the icons of French style and art de vivre, something he does with all his trademark flair, originality and wit. In sparkling colour, several dozen illustrations in all.

*To be found in these pages, before experiencing it first-hand in our airports:  
A certain art of living "à la française".*

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