

2006

CORPORATE RESPONSIBILITY  
REPORT

Social Issues



Economics



Environment



**AÉROPORTS DE PARIS**

*The World is Our Guest*



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## Foreword



*In this 2006 Corporate Responsibility Report Aéroports de Paris has adopted a new style of presentation. Our purpose in doing so is to explain all of the different aspects of our sustainable development policy by deliberately adopting our stakeholders' points of view. This is a new and difficult exercise, but one which we hope will be beneficial for the future and which is, above all, in line with our unremitting commitment to sustainable development at the highest level of management, given expression by our annual re-commitment to the UN's Global Compact since 2003.*

Naturally, this way of presenting our actions—based on the three pillars of sustainable development: environmental protection and social and economic development—forces us to shift our vision and take a new perspective on both our commitments and our accomplishments.

When we map out the stakeholders with whom our company interacts the resulting diagram is extraordinarily dense and varied, with around fifty categories of stakeholders. We have therefore had to make choices and group some elements, an exercise which has led us to classify our stakeholders in six major groups: employees, customers, economic partners, finan-

cial partners, public bodies and public interest organisations, and civil society.

We have made a summary list of the main groups' aspirations and expectations and have grouped the responses Aéroports de Paris was able to provide to those expectations in 2006.

This change of focus could not be brought about unilaterally, which is why we submitted the text to an editorial committee of stakeholders' representatives, to allow them to validate our approach, either fully or partially. These cross-cutting views from outside of the report's drafting committee allowed for the formulation of approval, criticisms and proposals.

This is a true innovation. A calculated risk, but also the opportunity to further open up to confidence, responsibility and transparency.

Readers of the report will find summaries of our various actions in favour of sustainable development, which constitutes a core value for our company and which is written into our strategic plan, as well as forming part of the day-to-day experience of Aéroports de Paris' employees.

>>> Didier Hamon  
Public Affairs  
and Environment Director



# Key events in 2006

## EMPLOYEES of Aéroports de Paris and other airport employees

### JANUARY

Opening of the 'Globe Trotteurs' intercompany day nursery at Paris - Charles de Gaulle.

### APRIL

Second Employee Shareholding meeting.

### OCTOBER

Introduction of a car-sharing service, in partnership with ADOR.

### OCTOBRE

Initial training on energy management.

### NOVEMBER

Signature of 2006-2009 agreement on gender equality at work.

## CUSTOMERS

### JANUARY

Introduction of 'Parking Premium' a new service for passengers at Paris-Charles de Gaulle.

### MAY

Aéroports de Paris participated in the Sustainable Development Week.

### SEPTEMBER

Start of Environment Partners Club at Aéroports de Paris - Le Bourget.

### OCTOBER

Setting up of a Waste Management Observatory in the Paris-Charles de Gaulle airport freight zone.

### NOVEMBER

Installation of new modules of children's Leapfrog game in all of the boarding lounges of Paris-Orly and Paris-Charles de Gaulle.

## FINANCIAL PARTNERS

### JUNE

Aéroports de Paris floated on the stock market.

## PUBLIC BODIES

### JUNE

Presentation of *Opportunités d'Affaires au sein de la Communauté Economique* (ODACE - business opportunities in the economic community) programme, in collaboration with the Chamber of Commerce and Industry (CCI) and the Seine-Saint-Denis Committee for Economic Development

## ECONOMIC PARTNERS

### AUGUST

Signing of the Essonne region's Sustainable Waste Management Charter.

### DECEMBER

Inauguration of Orly International.

## CIVIL SOCIETY and local authorities

### JANUARY

Introduction of the 'Entrevoisins.org' website providing information to the general public.

### JUNE

Signing of a partnership agreement between Aéroports de Paris, Val de France and GIP ADIFE.

### NOVEMBER

Audit and extra-financial rating by BMJ Ratings in the areas of procurement, governance and human resources.

### DECEMBER

Laying of the first stone of social residence at Paris-Charles de Gaulle airport.

## Our Sustainable Development ambition

> TO INTEGRATE GROWTH OF THE AÉROPORTS DE PARIS GROUP WITH OUR PROACTIVE APPROACH TO SUSTAINABLE DEVELOPMENT.

## Our Sustainable Development missions

> TO WORK to make our development acceptable and attractive to stakeholders.

> TO FURTHER RAISE awareness of our common interests with neighbouring local authorities.

> TO EXCEL in environmental management of the potential pollution arising from our activities.

## Non-financial rating

In 2005, Aéroports de Paris' actions on sustainable development were given an overall A+ rating by BMJ Ratings (in the areas of environment, civil society, procurement, governance, human resources and commercial operations). Improving on that rating was adopted as one of the aims of the staff profit sharing agreement for 2006-2008. Partial audits have therefore been planned for 'even' years (2006 and 2008) and a full audit in the 'odd' year (2007). All three areas audited in 2006 (human resources, governance and procurement) had progressed by one or two points, allowing objectives to be attained. The partial rating for 2006 does not give a new corporate rating to the company as a whole. The auditors concluded that, while there are a number of areas where improvements could still be made (notably procurement), the final score remains high. The main outstanding challenge for Aéroports de Paris lies in the need for a cultural change.





# Fact sheet

>>> AÉROPORTS DE PARIS IS EUROPE'S SECOND LARGEST AIRPORT SERVICES GROUP IN TERMS OF REVENUE.



*Paris-Charles de Gaulle is a major international passenger airport and an important player in the cargo sector*



*Paris-Orly, an airport close to Paris*



*Paris-Le Bourget, Europe's leading business airport*

■ 10 light aviation aerodromes in the Ile-de-France region

■ 1 heliport at Issy-les-Moulineaux

>>> THE AÉROPORTS DE PARIS GROUP IN 2006...

**€2,077 million** in revenue

**82.5 million** passengers

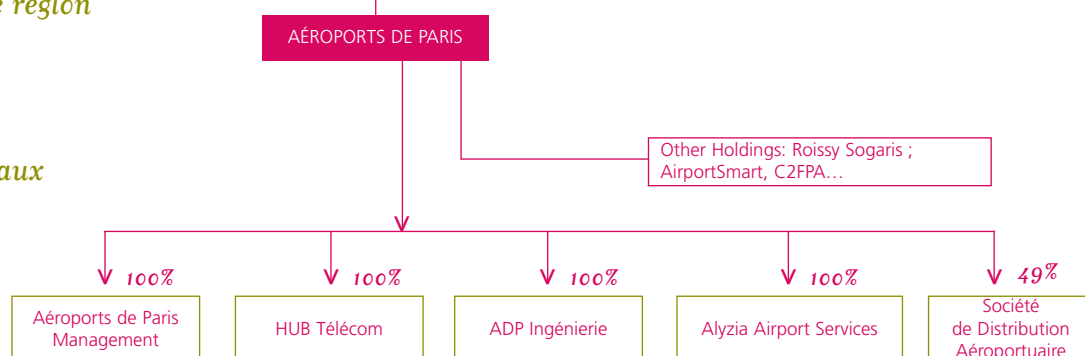
**2.24 million** tonnes of freight and mail

**10,816** employees (on average)

>>> AÉROPORTS DE PARIS, A RANGE OF AIRPORT ACTIVITIES

- Airport services including building and operation of infrastructure, and safety
- Property development and management
- Ground handling
- Other services: network design and operation, operation of retail outlets, operation of airports overseas

>>> MAIN SUBSIDIARIES AND HOLDINGS as of 31 December 2006



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- 6 *An ongoing approach to sustainable development*
  - 8 *Networking for sustainable development*
  - 10 *Combining performance with ethics*



## *Issues and governance*

*Aéroports de Paris has adopted a long-term view for its sustainable development policy and is mobilising its staff to prevent risk. This is also a way for the company to grasp the opportunity to create new value.*



# An ongoing approach to sustainable development


**1996**

- Opening of 'Maisons de l'Environnement' (environmental resource centres)
- Introduction of sorting of waste
- First economic partnership mission at Paris-Charles de Gaulle


**1997**

- Start of operation of Paris-Orly airport's stormwater treatment plant
- Start of landscape revitalisation programme at Paris-Charles de Gaulle
- First SME's Meeting
- Creation of 'Papa-Charlie' at Paris-Charles de Gaulle


**1998**

- Drafting of Paris-Charles de Gaulle's Environmental Charter on noise
- Development of good practice code on noise
- ISO 9002 certification for Aéroports de Paris' noise abatement measures
- Introduction of 'Allobus' on-demand transport system


**1999**

- Revision of Paris-Charles de Gaulle's Noise Abatement Plan
- Start of operation of Paris-Charles de Gaulle airport's stormwater treatment plant
- Implementation of a policy for purchasing of 'green' vehicles
- Trades, Jobs and Training Observatory set up at Paris-Charles de Gaulle


**2000**

- Drafting of Noise Abatement Charter for Paris-Orly
- Launch of the 'Club des Acteurs Aéroportuaires' (CAAP - airport stakeholders club)
- Formation of the GIP ADIFE


**2001**

- ISO 14001 certification for Paris-Charles de Gaulle
- ISO 9002 certification for Aéroports de Paris air quality monitoring measures
- Introduction of selective collection of hazardous wastes
- Award of first airport operators' trophy for Paris-Le Bourget and Paris-Charles de Gaulle


**2002**

- ISO 14001 certification for Paris-Orly
- Creation of 'Aéropôle' business incubator
- Trades, Jobs and Training Observatory set up at Paris-Orly


**2003**

- Aéroports de Paris added its signature to the Global Compact
- Formation of the Aéroports de Paris Foundation
- Founding of the Paris-Charles de Gaulle airport's Environment Partners Club


**2004**

- Update of the Paris-Orly and Paris-Charles de Gaulle Noise Abatement plans
- Aéroports de Paris passed the 75 million passenger mark


**2005**

- ISO 14001 certification for Paris-Le Bourget
- Aéroports de Paris became a Limited Liability Company
- New DGAC protocol on noise complaints
- Founding of Environment Partners Club at Paris-Orly
- DATAGORA opened


**2006**

- Floating of company on the stock market
- Introduction of employee shareholder plan
- Introduction of car sharing service
- Inauguration of Paris-Le Bourget Environment Partners Club
- Opening of an intercompany day nursery at Paris-Charles de Gaulle


**2007**

- Signing of an agreement with Transparency International, France
- Awareness Raising Charter for temporary staff
- Start of CDGVal rail service
- Opening of an intercompany day nursery at Paris-Orly



## >>> A LONG-TERM APPROACH TO SUSTAINABLE DEVELOPMENT

In line with the first Company Environment Plans, introduced in the early 1990s, Aéroports de Paris' sustainable development approach was built around purely internal units dedicated solely to dealing with environmental issues. The Group's Sustainable Development Policy was the subject of a special presentation to the Board on 24 January 2007.

However, environmental concerns have expanded progressively beyond the Group and now involve all of those connected with airports. Networks of companies have grown up to exchange information on good practices and make

the 'green airport' concept a tangible reality. Today, each of the Group's three major airports has its Environment Partners Club.

Addressing the concerns of local residents, and more generally those of all of the Group's stakeholders, remains a central issue. To ensure that this is effective, Aéroports de Paris' Sustainable Development policy aims to progress on three fronts, intending to:

> **WORK** to make our development acceptable and attractive to stakeholders.

> **RAISE** awareness of areas of common interest with neighbouring local authorities.

> **EXCEL** in environmental management of potential pollution arising from our own activities.



## And for the future



### 2007-2012

- Opening of the 'Galerie Parisienne', a boarding 'satellite' at Terminal 2 (planned for 2007)
- Opening of T2G HEQ\* regional terminal (planned for 2008)
- Start of work on HEQ\* 'Coeur d'Orly' (planned in 2010)
- Opening of HEQ\* Terminal S4 (planned for 2012)

\*HEQ = High Environmental Quality



# Networking for sustainable development

Within the Aéroports de Paris Group, *governance that incorporates sustainable development* development is based on the Executive Committee's responsibility to formulate policy, on impetus from the Public Affairs and Environment Division, on decentralised implementation involving all of the operational units, and on a system for independent assessment of actions in the field.

To increase the involvement of Aéroports de Paris' staff in the implementation of the company's sustainable development policy, a quantified target was written into the profit sharing agreement signed on 9 June 2006 by the Chairman & CEO and staff trade union representatives. The agreement covers the period from 1 January 2006 to 31 December 2008. Information used for the non-financial rating given by the BMJ Ratings agency provided a basis for calculation to evaluate sustainable development goals. Although only some of the staff will be expected to meet the target when the agreement comes into force, it will nonetheless be an important lever as, for the first time, results in the area of sustainable development will have an influence, albeit indirect, on the salaries of the staff concerned.

## *Decentralised governance*

The different operational units will be able to act independently in implementing sustainable development policy, with impetus from supporting units from the Public Affairs and Environment Division and from Human Resources. When the Group changed status, in 2005, a specification was drafted containing 66 articles. Some of the obligations they lay down are close to the concerns that traditionally come within the scope of sustainable development.

Correspondents in the operational units are an important element in the sustainable development governance system. Their deployment continued in 2006, amongst both the HR Assistants and Environment correspondents. There is also a network addressing issues of occupational safety, further strengthening governance. The correspondents are the 'information relays' for the support services and are progressively trained to become independent and thus be able to take over decentralised implementation of the sustainable development policy.

## *Environmental support services*

Support services comprise both policy and technical support. Technical support is provided by the Development and Programmes department, which includes a laboratory, the Urban Planning department and Technical Environmental Policy department. Strategic and policy support for sustainable development is provided by the Public Affairs and Environment Division which comprises five cross-cutting units: the Economic Cooperation and Social Issues unit, the Environmental Management unit, the Environmental Relations unit, the Noise Insulation Assistance unit and the Aéroports de Paris Foundation.

## Support services for social affairs

The Human Resources Division provides managerial and technical support via a new organisational structure that comprises five newly named departments. Technical support is given by the department of Industrial Relations and Prevention (which includes the Occupational Risk Prevention and Occupational Health unit), while managerial support is provided by the following four departments: HR Management and Services, Executive and High Potential Candidate Career Management, HR Development and Cross-Cutting Issues.

































## A focus on links with local residents



Dialogue with people living close to airports is a major concern for Aéroports de Paris. This is one of the missions of the Public Affairs and Environment Division. The creation of channels of information and a targeted dialogue—via, for example, the 'Entre Voisins' (between neighbours) newsletter and the 'Maisons de l'Environnement' (environmental resource centres)—helps to gain a better understanding of their concerns and expectations and thereby provide a more satisfactory response to their demands.

## ➤ Six non-financial rating working groups

In line with the methodology employed by the rating agency BMJ Ratings, six working groups have been set up to cover the full scope of the audit. Their aim is to identify actions that can be undertaken, to steer progress and to identify areas for future improvement. They address the different areas considered when deciding the weight that will be given to the audit in calculating profit sharing. There is therefore a high degree of consistency and continuity between the processes of internal governance and external assessment.

### ■ PROGRESS OF THE SIX NON-FINANCIAL RATING WORKING GROUPS (as of 31 December 2006)

	Time factor  				
GOVERNANCE					
ENVIRONMENT					
HUMAN RESOURCES					
PROCUREMENT					
COMMERCIAL OPERATIONS					
CIVIL SOCIETY					

 Done  
 To be done



## Combining performance with ethics

### *Aéroports de Paris is further developing its external assessment approach to sustainable development*



#### *Non-financial rating: Aéroports de Paris improves its score*

Aéroports de Paris has been implementing its external assessment approach to sustainable development issues since 2003. The first audit, carried out in that year, covered only two areas. In 2005, a full audit comprised 10 areas covering all of Aéroports de Paris' sustainable development activities: procurement, human resources, corporate governance, civil society, environment and commercial operations. This full audit procedure is carried out every second year with, in the interim, a partial audit covering three of the ten areas (human resources, governance, procurement), as was the case in 2006.



■ Accompanying a traveller with special needs.

The 2006 partial audit report, produced by BMJ Ratings, states that the objective set in the 2006-2008 profit share agreement has been reached, as the company has achieved its desired performance, in relation to 2005, in each of the three areas audited. Partial audits, like that of 2006, do not, however, lead to an overall rating.

General Management's position on corporate governance is considered to be clear: 'the commitment to sustainable development figures without doubt amongst the values of the company's leaders, in the same way as ethical values' (BMJ Ratings, 2006). Possible areas for future improvement include wider development of a more proactive attitude towards risk management, including non-financial risks.

In the area of human resources, the careful management of working conditions is emphasised and the need to improve gender parity within management has been added to the list of desirable improvements. Procurement is gradually integrating the concept of sustainable development: 'there is a desire to raise awareness of environmental and social issues amongst suppliers and sub-contractors. In addition, referencing of suppliers is reliable and transparent' (BMJ Ratings, 2006).





## The Global Compact: more than just a signature

Aéroports de Paris has reaffirmed its commitment to the Global Compact and to its 10 principles. The projects already recognised in 2004 and 2005 as constituting good practice (Papa Charlie and fair trade) are still under way. In 2006, car sharing was also recognised as good practice.

As a party to the UNs' Global Compact, Aéroports de Paris reports yearly on its actions to promote one or more of the Compact's 10 principles. In 2006, it was Principle 8, *'businesses should undertake initiatives to promote greater environmental responsibility'* that was featured in adopting this good practice.

Combating air pollution and improving the working conditions of airport personnel are both priorities for Aéroports de Paris.

Aéroports de Paris has accordingly, in partnership with the ADOR association, created the largest intercompany car sharing network in the Ile-de-France region. The scheme is aimed initially at the 63,000 employees of the Orly-Rungis centre and Aéroports de Paris.

Companies can join the scheme via the [www.covoiturage-aeroports.fr](http://www.covoiturage-aeroports.fr) website, where they obtain a company code which they give to employees who then join up individually, for a yearly subscription of €16. Aéroports de Paris has decided to pay the subscription charge for its employees, to encourage use of car sharing.

According to a survey of 5,000 employees and 500 visitors to the Orly-Rungis centre, 86 per cent of employees and visitors travel by private car and 11 per cent by public transport, against an average of 34 per cent of workers living in inner suburbs who go to work by public transport.

In the long-term, if 5 per cent of Orly-Rungis centre and Paris-Charles de Gaulle airport employees use the car sharing scheme regularly, around 4,000 tonnes of CO<sub>2</sub> (carbon dioxide) emissions would be avoided each year, equivalent to the CO<sub>2</sub> from 1,000 to 1,200 cars per day.

### *"Communication on progress" for the Global Compact*

The 2004 good practice, the *'Papa-Charlie'* project, continued the fight against employment discrimination in 2006. The principle is to offer a temporary, low-price car rental service to job seekers. Employers in the airports therefore have the guarantee that a vehicle can be made available to a future applicant, if necessary.

The good practice adopted in 2005, to foster fair trade, was also extended into 2006. As in 2005, five staff restaurants offered customers *'Equi-table'* meals made with produce from fair trade, organic and sustainable farming sources (a play on words, since fair trade in French is *'commerce équitable'*).

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## *Sustainable development with our stakeholders*



*Aéroports de Paris' sustainable development policy reaches out to its stakeholders. This original presentation confirms that it is to live up to their expectations that Aéroports de Paris is striving towards sustainable control of its social, economic and environmental impacts.*





# Placing stakeholders at the centre of our approach

&gt;&gt;&gt;

Aéroports de Paris' numerous stakeholders have been classified in six groups each of which is covered in the chapters below, structured as follows: at the start, a two page spread gives an overview, including a definition of the stakeholder groups, their members, their expectations, key actions undertaken and areas for progress. This is followed by a detailed description of Aéroports de Paris' actions on each of the three pillars of sustainable development.



## Economics



## Social Issues



## Environment



## 16 > Employees

- Employees considered individually
- Labour organisations representing employees
- The works committee
- Employees of other companies in the airport facilities



## 48 > Civil society

- Local residents
- Local authorities and elected representatives
- Associations
- Non-governmental organisations
- Opinion makers and communicators
- International civil society
- Professional auditors



## 26 > Customers

- Airlines
- Passengers and people accompanying them
- Ground handling companies
- Retailers in the air terminal
- Tenants outside of the air terminal

## 32 > Economic partners

- Sub-contractors
- Suppliers
- Ground transport providers



**AÉROPORTS DE PARIS**

## 38 > Financial partners

- Reference shareholder: the State
- Private shareholders
- Institutional shareholders
- Financial analysts and the specialist press
- Financial rating agencies

## 42 > Public bodies and public interest organisations

- European institutions
- The State and its administrative departments
- Professional organisations
- Social-economic organisations
- Environmental organisations
- Independent authorities



## The Employees

*Together with its staff*, Aéroports de Paris is engaged in several major initiatives linked to the changes within the Group which began in 2005, and to implementation of its sustainable development approach.

For the Aéroports de Paris Group, employees form a stakeholder group of fundamental importance that includes:

- employees considered individually;
- labour organisations representing employees;
- the works committee.

Certain actions targeting staff are implemented in our airport and thus benefit everyone working there, including employees of other companies present in the airports, as well as Aéroports de Paris Group staff. These employees of other companies are, therefore, indirect stakeholders. However, as their expectations differ from those of our own staff somewhat, a special page is dedicated to them in this report.

### Key actions

*The need for a safe and secure working environment and development of staff potential are fully integrated into Aéroports de Paris Group's corporate culture. But over and above these ever-present concerns, specific actions were implemented in 2006, as listed below:*

### Aéroports de Paris staff expectations

Our staff's expectations are numerous and varied, which is to be expected given the diverse functions of the Group's 10,816 staff (average level in 2006). A summary of the most important expectations is given below:

- Recognition, expressed through salaries and promotion
- Training (including in sustainable development)
- Risk prevention, safety and quality of the working environment
- Full information on the Group's affairs
- Informations complètes sur la vie du Groupe
- A Human Resources department that is more oriented towards development of policy, support and service to managers

Aéroports de Paris is going through a period of in-depth change, marked by the change of its status into a limited liability company in 2005 and its partial floatation on the stock market in 2006. More generally, the Group is in a proactive phase of innovation based on strengthening of a customer-oriented culture and decentralised control of the challenges of profitability. Although moving forward quickly is of prime importance, so is the Group's tight internal cohesion. This is all the more important as the Group's corporate culture, characterised by

in-depth consideration of the issues relating to quality and safety, will find full expression in the sustainable development approach that is currently being implemented.

This is a major concern for Pierre Graff, Aéroports de Paris' Chairman & CEO: 'if we are to become Europe's benchmark airport Group, we need to move forward and succeed together. Aéroports de Paris' staff are the prime movers in the Group's modernisation.'



## Social Issues



- Initiative trophy
- Signing of a new agreement on gender parity
- Further action by 'Comité Habitat'
- Preparation of reorganisation of Human Resources Management
- Intercompany day nursery at Paris-Charles de Gaulle airport



## Environment



- Papa-Charlie vehicle loan scheme\*
- Sustainable development week
- Employee training: energy management, High Environmental Quality standards, sustainable development, hazardous goods transport
- Company travel plan (car sharing, visioconferences)



## Economics



- Information seminars on the company's 'Objectif 2010' strategy
- Employee shareholder plan
- Trades, Jobs and Training Observatory

*\* These actions benefit not only Aéroports de Paris employees but also those of other companies in the airport facilities.*



## Areas for progress and outlook

Sustainable development is an ongoing process of improvement, and one for which the momentum must be maintained continuously. Aéroports de Paris is aware that there are certain areas where improvements could and must be made. The most important are:

- Increased opportunities for internal staff mobility
- Development of forward-looking management of employment and of competences
- Greater equality between men and women, especially amongst executives and top management
- Further identification of stress factors in the work place, to achieve real reductions
- Pushing forward of the Integrated Management System (IMS) approach with, in particular, an objective of OHSAS 18001 certification for occupational safety



# The Employees

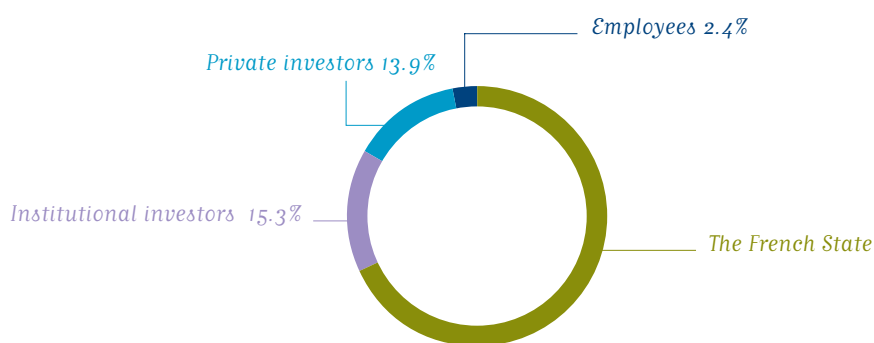
## EMPLOYEE SHAREHOLDERS

### The company comes onto the stock market

On 16 June 2006, Aéroports de Paris shares could be traded on the stock market for the first time (Eurolist and Euronext). The capital raised as a result will allow Aéroports de Paris to finance its investment programme while consolidating its financial structure.

### ■ BREAKDOWN OF AÉROPORTS DE PARIS SHAREHOLDERS

(31 décembre 2006):



### ■ 78.4% of Aéroports de Paris' employees took up the offer reserved for them

For Aéroports de Paris' management, the success of the offering reserved for employees, launched as the company came onto the stock market, was an important step in involving employees in this new phase of the Group's existence. Being able to enter this historic phase in a climate of confidence constituted a major advantage for the company. The challenge was to establish dialogue between management and employees.

Opening of the capital by entering the stock market was the result of a decision by the French government following the go ahead from the financial markets authority on the conditions of the operation. In this context, a special effort was needed where employees were concerned. Informing employees is, however, no easy matter. Initially, communication consisted in providing a general explanation of the procedure for floatation on the market, and a presentation of a few examples of similar operations that had already taken place. The examples of France Télécom and the SAFRAN Group in particular provided an illustration of the advantages of creating an

employee shareholders' association. After the critical period of entry, Aéroports de Paris had to establish a firm and sustainable basis for employee shareholding. This option provided the opportunity to constitute a core group of faithful shareholders whose long-term interests coincide with those of the company.

General Management's objective for the Employee Shareholder project was for 100 per cent of employees to be fully informed about the operation. To achieve this aim, a network was set up to disseminate information. A central project group was constituted, with 30 project leaders and 160 people acting as information 'relays', whose mission was to inform not to advise. The project leaders acted as the interface between management and the central project team attached to the Human Resources Division. The operation was highly successful, with 78.4 per cent of employees taking up the offer reserved for them.

As a complement, seminars presenting the Group's strategy until 2010 were also organised.





> >>

## INTERVIEW



**Stéphane Garnier**

Project Leader, Operations Management, Paris-Charles de Gaulle and employee shareholder information 'relay'

### > *What exactly was your role in relaying information about employee share holding?*

Under the regulations, 10 per cent of the shares on sale when the company opened up its capital were reserved for employees. Given the complexity of the technical aspects of floating a company on the stock exchange, and especially of the part of the offer reserved for employees, they really needed to be informed as fully as possible. An Employee Shareholder Project group was set up, managed by the Human Resources Division, to disseminate information via a network of employees. These people were referred to as 'information relays' and that is exactly the role I had, with support from my project leader. The human relations aspect was very important. The meetings organised for the employees were independent of management; the aim was to be able to discuss as freely as possible between colleagues.

### > *Did you have special training for the mission?*

Yes. The subject was highly technical and, above all, the share offer remained opened for a very short time (only two weeks). We were given two days of initial theoretical training during which cases of other public companies that had been floated were presented. That allowed us to give concrete information during the meetings despite the unknowns surrounding the exact conditions of the floatation at that point.

### *What did you get out of it personally?*

> It was a demanding but rewarding experience; we had to inform colleagues without influencing them. It meant being available a lot of the time. Attendance at the meetings organised for the employees was not obligatory, and they took place during office hours. Some people could not attend, so I invited them to contact me by telephone. I also learned a lot technically about finance, an area which I didn't know. All in all, it was a positive experience.



## A NEW AGREEMENT ON GENDER EQUALITY AT WORK

### ■ 2006 :

Proportion of women = 39%

### ■ 2005 :

Proportion of women = 39.6%

### ■ 2004 :

Proportion of women = 40%

On 7 November 2006, a three-year agreement on equality at work was signed between the management and labour unions. The agreement aims to improve access to employment, training and career advancement for women. The mid-term objective is to obtain an 'equality label'. The proportion of women in Aéroports de Paris' workforce has reduced slightly over the last three years. It was 40 per cent in 2004, 39.6 per cent in 2005 and 39 per cent in 2006. On the other hand, the gap between the average net salaries of men and women is narrowing: in 2006 it was 13.2 per cent in favour of men, down from 14.2 per cent in 2005 and 15.6 per cent in 2004.



# The Employees



## ACCIDENTS AT WORK: STATISTICS

### Changes in work injury severity rate (SR)



Severity rate = number of compensated working days x1000/number of hours worked

### Changes in work injury frequency rate (FR)



Frequency rate: number of lost time injuries x 1 million/number of hours worked

\* In 2006, new basis for calculating the hours worked causing a 12% rise.

Source: référence document 2006

## WORKING CONDITIONS AND SAFETY

Working conditions and the safety and health of staff have been an area of particular importance for **Aéroports de Paris** for many years.

In 2006, 212 lost time injuries were recorded, less than in the previous 2 years (see table). 10,653 working days were lost (including those resulting from accidents in previous years), a slight increase over 2005 but less than in 2004. The level of frequency reached 18.9, an increase over 2005 and 2004, but still lower than the national average (26 in 2005). The severity of injury rate was 0.95, a slight increase over the previous 2 years.

Aéroports de Paris is engaged in modernisation and is taking all of the necessary steps, such as OHSAS 18001 certification, to improve these results.

## ACCIDENTS AT WORK

	2004	2005	2006
<b>DÉSIGNATION (NOMBRE)</b>			
Lost time injuries	229	215	212
Working days lost	11 591	9 672	10 653
Lost time travel accidents	54	73	50
Working days lost	2 369	2 990	2 557
Case of permanent disability (temporary or permanent)	0	16	34
<b>CAUSES OF ACCIDENTS AT WORK (%)</b>			
Traffic, handling, storage	54%	50.5%	47.2%
Falls from heights	22%	18.4%	22.6%
Other	24%	30.8%	30.2%

## BY WAY OF COMPARISON (IN FRANCE)

In the construction sector:  
FR = 57.6  
and SR = 2.95

In the services sector:  
FR = 6.5  
and SR = 0.26

All activities combined (2005)  
FR = 26  
and SR = 1.25



## TRAINING FOR SUSTAINABLE DEVELOPMENT

Aéroports de Paris aims to provide its employees with the widest possible access to training. This is essential, given the highly technical nature of our business, but it also provides an opportunity to develop more responsible approaches. For example, in addition to training in technical areas such as transport of hazardous goods, training is also organised for supervisory and executive staff.

In line with this approach, the 'MI Rendez-vous' on the theme of corporate social responsibility (CSR), proposed by the Management Institute (MI) in September 2006 was attended by around sixty managers. Two sessions were organised around the topics of 'non-financial rating or how to be proactive in our search for permanently ongoing improvement' and 'economic and social cooperation: what goals are set and actions taken?'

The five modules on energy management were another innovation in 2006, benefiting 75 employees from our three main facilities in the Paris region.

### ■ TRAINING STATISTICS, ALL FIELDS INCLUDED

*2006 training sessions*

% of wage bill devoted to training:

**6.40%**

Training expenses:

**19.1M€**

**> 5%** of training sessions deal with Hygiene, Safety and the Environment

Number of trainees:

**6,550**

*The computation method for some of these indicators was changed in 2006.*

## COMPANY TRAVEL IN THE CAR POOLING ERA

Aéroports de Paris' company travel plan aims to coordinate implementation of a coherent set of measures encouraging employees to reduce their use of the car in favour of other forms of transport. With this in mind, the company has created a website, in partnership with ADOR, providing access to a car pooling service (at [www.covoiturage-aeroports.fr](http://www.covoiturage-aeroports.fr)). For a subscription fee of ?16, employees are put in contact with others taking a similar route. Aéroports de Paris pays this subscription charge in full for its employees. The decision to set up the service was based on the observation that 90 per cent of Aéroports de Paris staff use their private cars to travel to work with only 2 per cent of them sharing cars spontaneously. There are three main reasons for this: the geographical spread of the facilities, inadequate public transport services and unusual working hours.

- **140,000** people are potentially interested by the car pooling scheme; Target: 5% subscribers after one year and 4,000 tonnes of CO<sub>2</sub> avoided





# The Employees

## EMPLOYMENT, A CORE CONCERN FOR AÉROPORTS DE PARIS

Aéroports de Paris has extensive skills in the area of Human Resources and offers its staff a wide range of career opportunities. The change of status to that of limited liability company and partial opening of the capital, combined with the evolution of its environment, is presenting the company with a number of major challenges.

In 2006, Aéroports de Paris recruited 465 new staff members, 160 of whom were given permanent contracts, i.e. 34.4 per cent against 35.7 per cent in 2005 and 34.5 per cent in 2004. This recruitment represents a level of renewal of staff on permanent contracts of 4.1 per cent in 2004, 3.9 per cent in 2005 and 2.5 per cent in 2006.

Ground handling activities were restructured in July 2003, with staff reductions, to meet the challenges of this competitive market. However, despite all of the efforts made by staff, economic balance was still not achieved in the 2004 to 2006 period. The necessary changes within the Group will be brought about in collaboration with staff representatives.

### ■ AÉROPORTS DE PARIS AVERAGE STAFF LEVELS BY SEGMENT OF ACTIVITY

	2004	2005	2006
Airport sector	3,833	4 046	4 241
Real estate	318	328	332.2
Ground Handling & Alyzia	2 303	2 820	3 199
Other activities	533	634	770
Head Office and other management divisions	2 665	2 466	2 274
Total	9 652	10 294	10,816







## AN ECO-CITIZENS' WEEK FOR EVERYONE

This year the Sustainable Development Week (29 May-2 June) once again provided the opportunity for awareness-raising actions to foster civic and responsible attitudes. The activities represented the equivalent of around 200 days/staff member of awareness raising during the week. The main events were as follows:

- A 'Sustainable Development Journey' exhibition, based on the theme of fair trade, featured the work of five craftsmen and environmental education projects extending activities into schools. 'Fair-trade snacks' were also provided.
- A 'Good Environmental Practices' forum, organised in the 'Maison de l'Environnement' at Paris-Orly, on the theme of 'which environmental approach for the region?' with a focus on the problems of airports.
- Performance of a play entitled 'Stakeholders' at the 'Maison de l'Environnement' at Paris-Charles de Gaulle. The play evoked 80 issues relating to sustainable development.

This week of activities is an important event for Aéroports de Paris, bringing together the company's own staff as well as the other people working each day in the 3 airports, around a common environmental theme.

Commitment in the airport is growing, just as it has been at the national level in companies, local authorities and associations since 2004. In that year there were six partner organisations participating mainly in distribution of leaflets; in 2005, 25 companies participated in, amongst other things, a day of action in favour of 'greener airports', leading to the achievements described above in 2006.



## Employees of other companies operating in the facilities

**The dynamism** of airport facilities depends on the commitment and professionalism of all of the people working there, and these are factors that will be encouraged by a high quality working environment.

The three main airports in the Ile-de-France region provide direct employment to 110,000 people, whose presence is essential to the service provided to passengers (a little less than 10 per cent of these staff are Aéroports de Paris Group employees). Some aspects of the expectations of these partner-company employees are close to those of Aéroports de Paris' staff. However, the Aéroports de Paris Group does not have the same legal obligations towards them as it does to its own staff.

### Staff expectations

The main expectations and concerns common to the staff of companies in the airport facilities are as follows:

- Quality of life within the airport (transport, safety, etc.)
- The desire for an overview of present and future airport activity
- Long-term viability of this centre of economic activity and employment
- Clear outlook on regional economic and social impacts

### Key actions

- Opening of an intercompany day nursery at Paris-Charles de Gaulle airport
- Employment survey by the Trades, Jobs and Training Observatory
- The *Papa Charlie* operation
- Fair trade promoted during Paris-Charles de Gaulle's 'Earth Market' event
- GIP ADIFE assistance with occupational integration programme



### Areas for progress and outlook

Progress is envisaged in the following areas:

- Improving the quality of life in airport facilities by developing human services
- Building of a supermarket close to the Paris-Charles de Gaulle airport
- Possible opening of a third intercompany day nursery



## CHILDCARE AT PARIS-CHARLES DE GAULLE AIRPORT

The 'Globe-Trotteurs' intercompany day nursery opened its doors at Paris-Charles de Gaulle airport on 2 January 2006. The main aim of the nursery is to meet the needs of parents working unusual hours, something which is frequent at airports like Paris-Charles de Gaulle that operate 24 hours per day.

The nursery's 600 m<sup>2</sup> space has room for 60 cots which, given the staff turn around, is enough to take in 180 children. Making the project a reality required coordination of the

needs of the staff of partner companies: Aéroports de Paris, Air France, Servair, Alyzia, Sodexi and Select Service Partner. The operation is co-financed by the founding companies and by the four neighbouring departmental (county) councils. In cases of emergency, even parents who are not registered at the nursery can benefit from its services. Overall, the advantages to families are significant, as some parents work close to the nursery and the charges are the same as for a municipal nursery.



## FAIR TRADE MEANS SUSTAINABLE TRADE

Some of the events of the Sustainable Development Week were intended to benefit all of the airport facilities' staff. Notable amongst these was the 'Earth Market', an event organised jointly by Aéroports de Paris and Air France and featuring the produce of fair trade craftsmen and organic agriculture.

## RESULTS FROM THE TRADES, JOBS AND TRAINING OBSERVATORIES

The two observatories, one at Paris-Orly and the other at Paris-Charles de Gaulle, provide an overview of the employment situation and outlook in the airport catchment areas. The data for Paris-Charles de Gaulle were obtained from a survey of around 30 per cent of the 700 companies present, i.e. 73 per cent of 83,000 employees. The employment/traffic ratio is 1,450 jobs created per million passengers. Temporary staff, estimated to be around 3,500, and some 1,500 operatives and technicians involved in site work, make up the numbers of staff at Paris-Charles de Gaulle airport (see page 35).

### ■ DEVELOPMENT OF DIRECT EMPLOYMENT AT PARIS-CHARLES DE GAULLE AIRPORT

2006	83 000 (+ 3.75%)*
2005	80 000 (+ 2.56%)*
2004	78 000 (+ 3.31%)*
2003	75 500 (+ 4.64%)*

\* Percentage change in relation to previous year



## CONTINUING THE PAPA CHARLIE OPERATION

The Papa-Charlie association provides a cut rate car rental service for "home\_workplace" travel. In 2006, this initiative partnered by Aéroports de Paris made it possible for 250 people to be employed on the airport platforms.





## Customers

**Aéroports de Paris** is looking to widen its sustainable development approach to its relations with its customers, making them more attentive to opportunities to create value..

The Aéroports de Paris' 'Customer' stakeholder group includes all of the economic players to whom the Group sells its services. Client companies, such as airlines, are important members. Passengers and those accompanying them are also Aéroports de Paris customers, either as direct purchasers of products and services or as users of airport infrastructure.

The main groups of customer stakeholders are:

- Airlines (passenger and freight),
- Passengers and those accompanying them,
- Ground handling companies
- Retail outlets in terminals (newspapers/magazines, restaurants, hotels, shops, vehicle rentals, exchange bureaux, etc.)
- Tenants outside of the airport

Numbering 389 in 2006, airlines are Aéroports de Paris' major customers, with airport fees representing 32.1 per cent of revenue.

### Key actions

*Aéroports de Paris' approach leads naturally to more attentive listening to customers. 2006 saw a number of specific sustainable development actions in line with this approach:*

### Our customers' expectations

For the airport customer, just like customers elsewhere, the first concern is, obviously, to pay a fair price for quality services that provide the best value for money. More specifically, and in spite of a wide diversity, expectations can be summarised as follows:

- Quality and range of services (reception, transport, contact, availability of amenities, efficiency and ability to react, etc.)
- Reliability of flight information
- Long-term viability of economic activity
- A comfortable environment within the airport
- Clear outlook on regional economic and social impacts
- Transparency of information (regulatory constraints, value for money ratio, etc.)
- Interfacing with public authorities to simplify formalities
- Customer convenience and safety (signposting, security, etc.)





## Social Issues



- Actions to assist people with special needs



## Environment



- Founding of an Environment Partners Club at Paris-Le Bourget airport
- Launch of a 'model zone' approach for the Paris-Charles de Gaulle facility's freight zone



## Economics



- Service Level Agreements reached with airlines to ensure customer service quality
- Building of CDGVal rail link



## Areas for progress and outlook

Some elements for future improvements where our customers are concerned are outlined below, once again in line with our vision of sustainable development as a permanent process of ongoing improvement:

- Improving quality of service to passengers and development of customer-oriented culture
- Development of retail outlet areas
- Greater awareness raising about sustainable development aimed at the general public
- Further actions to assist people with special needs (children, senior citizens and the disabled)
- Advocacy of the 'eco-responsible business' concept



# Customers



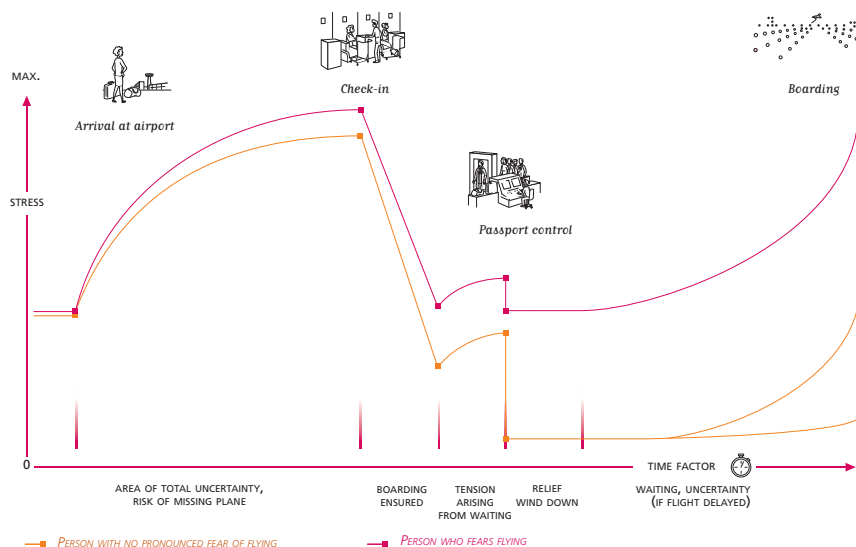
## ACTIONS TO ASSIST THOSE WITH SPECIAL NEEDS (SENIOR CITIZENS, CHILDREN, THE DISABLED, ETC.)

The quality of service service we provide to our customers is a major concern for the Aéroports de Paris Group. A Quality of Service scheme has been introduced targeting passengers and those accompanying them, and is already producing its effects. For instance, renewal of part of the seating is under way. Under this initiative, Aéroports de Paris' units can choose from a range that includes seating suitable for people with special needs as well as relaxing models affording greater comfort to everyone, especially the elderly. Renewal of 10,000 seats began in March 2006; it is now completed.

To occupy younger users, Aéroports de Paris provides play areas for children, toge-

ther with video games and cartoon shows in most terminals. A 'People with Special Needs' initiative was launched in 2006 to prepare the changes required when a new European regulation comes into force in 2008. At that time it is the airports and not the airlines that will have the operational responsibility of providing assistance to special needs users.

## THE EMOTIONAL STATES OF A PASSENGER AT AN AIRPORT



- Aéroports de Paris and Air France conducted a joint survey to gain a better understanding of air passengers' expectations. The graph above shows a simplified evaluation of a passenger's stress level in the airport.



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## INTERVIEW

"UFC-Que Choisir ?"  
(consumers association)



**Arnaud de Blauwe**

Writer of the Transport column  
for the Que Choisir ? magazine

### > *How can a consumers association ascertain whether passengers are satisfied with an airport?*

We recently launched a very extensive air transport survey. 45 minute interviews were conducted with passengers in six European countries and 8,638 questionnaires were analysed. The questions were on 26 criteria placed in 10 groups in order of importance for passengers: toilets, staff, information, perception of security, public transport, parking, atmosphere, waiting areas, quality in retail outlets and restaurants. The results we obtained are consistent with those obtained by air transport professionals.

### > *How did Aéroports de Paris score?*

We gave a score to each airport. Paris-Orly's was 13.3; Paris-Charles de Gaulle was awarded 13.4. The top ranking airports were Brussels National, with 15, followed by Amsterdam Schiphol, with 14.8, then London and Barcelona, each with 14. A perfectly respectable score, therefore, for Aéroports de Paris. In fact, the differences lie in secondary criteria, for the essentials everyone did well.

### > *What are the strong points and where is there room for improvement?*

The situation is often contradictory, with passengers complaining of a lack of information when things go wrong and of feeling that they are played off between the airlines and the airport, although, in reality, the airlines often don't broadcast any information, for commercial reasons. For example, they don't like to announce that all of the morning's flights are cancelled because of a strike. There is dissatisfaction too with restaurants and shops. The shops are often up-range and passengers complain of high prices, whereas the prices are no higher than at an equivalent shop in Paris.

Another contradiction: passengers want everything to be on offer and to have easy connections, but they also want airports on the 'human scale'.

## BUILDING OF THE CDGVal AUTOMATIC RAIL LINK

The CDGVal automatic rail link provides a rapid, 'green' connection between Paris-Charles de Gaulle's three terminals. Trains first ran on the link's 3.5 km during a test phase that began in June 2006 and ended in March 2007. CDGVal is fully automatic and driverless.

This free service is intended both for passengers and for the staff of Aéroports de Paris and other companies at the airport. With its five stations serving the three air terminals, the RER-TGV station (for regional and national links) and two car parks, CDGVal is a factor promoting inter-modal transport. It also takes just 8 minutes to

complete a journey that took 25 minutes by bus. This alternative means of transport—replacing transport using hydrocarbon fuels that emit CO<sub>2</sub> with a 'green' electrically powered system—contributes to combating climate change and to the preservation of natural resources. The expected 50 per cent reduction in use of buses will avoid the emission of 2,000 tonnes of CO<sub>2</sub> and around 14 tonnes of NO<sub>x</sub> each year.







# Customers

Environment



## Three Environment Partner clubs

at Paris' airports

### AN ENVIRONMENT PARTNERS CLUB AT PARIS-LE BOURGET

After creation of an Environment Partners Club at Paris-Charles de Gaulle airport in 2003, then at Paris-Orly in 2005, a new club was formed at Paris-Le Bourget in 2006.

Launched officially on 7 September 2006, under a 'green airports' initiative, and in

the presence of thirty partners, the club aims to manage the impacts of the airport, adopting a local approach. Participation of all those involved is voluntary. The Club will foster exchanges of good practice and stimulate the implementation of approaches in the area of environmental management.

Several resources have been developed, including a website providing environmental information specific to airports. Two working groups have also been created, one to draft an 'Environmental Charter', the other for the implementation of environmental assessments.

Environment



### A CLEANER 'FREIGHT' ZONE

A special meeting on freight was organised at the end of 2006, and the participation of Aéroports de Paris in the association steering the TGV Cargo project was formally established. Where the environment is concerned, the Freight Waste Management Observatory was created to develop a 'model freight zone' approach.

Initiatives were launched after repeated waste pollution incidents judged unacceptable by Aéroports de Paris. The source of these problems was the unauthorised dumping of large items of non-aeronautical waste (washing machines, refrigerators, etc.) or inconsiderate behaviour on the part of some tenants (dumping of waste out-

side of designated areas, improper use of skips, etc.). Setting up of the Freight Waste Management Observatory provides a means of dealing with this situation and a special Newsletter (the first issue was published in October 2006) is an additional valuable resource for raising awareness about waste management.

Paris-Charles de Gaulle airport's Freight Waste Management Observatory intends to undertake joint actions with the *Comité Interprofessionnel du Fret* (CIF -freight professionals' committee) and hopes that the 'model zone' project launched in Freight Zone 4 will be extended progressively if the test phase is conclusive.



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## INTERVIEW



Alain Chaillé

Vice President, FEDEX  
Southern Europe

### > *As a customer, how would you describe your relations with Aéroports de Paris?*

Our relations with Aéroports de Paris are good. The hub we chose to set up there in 1999 is the most important we have anywhere in the world outside of the USA. It was a clear decision that was due to Paris' numerous advantages. There are always tensions when talking about future developments; that's perfectly natural. We think that freight is going to develop faster than passenger transport in coming years, and half of the workforce at the facility are engaged in activities connected with freight. We have worked in collaboration with Aéroports de Paris and Air France to produce a 'white paper' that spells out the advantages of Paris-Charles de Gaulle airport and illustrates the importance of the airports in Ile-de-France's economic development.

### *How do airlines address the question of the nuisance they cause?*

> It is very important to have a modern fleet, which is our case, to minimise noise and pollution. Measurements indicate that traffic levels have increased since 1997 without increase in noise levels. Our pilots are aware of the issue and are specially trained to take flight paths that are respectful of the environment, and we are working on the introduction of 'continuous descent' procedures to help reduce emissions. Furthermore, surveys indicate that most local residents have a member of their family working at the airport and therefore benefit from the economic fallout. The contradiction is that although Paris-Charles de Gaulle is the largest creator of employment in the region, neighbouring Val d'Oise and Seine-Saint-Denis have higher unemployment rates than the national average. Our development represents an opportunity for people living in those areas, and we are putting an emphasis on training, for which the budget is now equal to 3 per cent of aggregate staff earnings.

## IMPROVING QUALITY OF SERVICE TO CUSTOMERS

Improving service quality is one of Aéroports de Paris' strategic objectives. Improvements are aimed not only at passengers and people waiting but also at the airlines. Aéroports de Paris has signed a Service Level Agreement (SLA) with members of Star Alliance, in 2005, and with One World, in 2006. These agreements

give formal expression to the advantages for parties in collaborating to identify and achieve common objectives and allow sharing of a common vision for the development of these companies in Paris. They include, in particular, joint monthly measurement of the level of service provided in terms of operational amenities (baggage

handling system, telescopic gangways, etc.) and of passenger satisfaction (cleanliness, availability of flight information, availability of luggage trolleys, etc.).

Where measurement of quality improvements aimed directly at passengers is concerned, there is a survey and study centre within Aéroports de Paris to monitor passenger profiles and expectations continuously.





## Economic partners

Aéroports de Paris' **economic partners** participate in the Group's activities. They are a prime vector for the dissemination of good practice in sustainable development.

The economic partners contribute to Aéroports de Paris' activities and to those of the airport facilities in which they operate through the sale of goods and services. These services are provided on behalf of the different divisions within the Group and its subsidiaries. They also concern users of the airport facilities and Aéroports de Paris' customers, especially passengers and the people accompanying them.

Given the nature of Aéroports de Paris' activities, providers of transport, particularly terrestrial, are central amongst the economic partners.

Aéroports de Paris' economic partners, in the sense used here, are the following:

- sub-contractors
- suppliers
- terrestrial transport providers, including RATP, SNCF, CIF, Keolis, Air Car, Transdev and car hire companies (private and professional).

## Key actions

*Actions have been undertaken to provide information on economic and social conditions and to facilitate relations between the economic partners:*

## Expectations of Aéroports de Paris' economic partners

In addition to the natural desire for relations between economic partners to be well managed, partners have expressed the following expectations:

- Attractiveness of the airport facilities allowing creation of economic activities
- A clear view of future developments in traffic and in the needs of stakeholders in airport activities (passenger and freight)
- Technical expertise and availability of operational crews
- Quality of the working environment in the facilities
- Reasonable invoice payment periods



## Social Issues



- Survey of companies by the Trades, Job and Training Observatory



## Environment



- ISO 14001 certification approach for sub-contractors
- Clean work-site management in the airports
- Participation in improving public transport services under the centre's Urban Travel Plan contracts
- Further development of the Company Travel Plan: internal seminar on sub-contractor management
- Signing of the sustainable waste management charter for sites in the Essonne region
- Internal seminar on sub-contractor management



## Economics



- Datagora, resource and development centre for the Roissy region
- Information to SMEs on use of the AirportSmart portal, in collaboration with CCI
- Study of high-speed freight rail link project



## Areas for progress and outlook

A number of areas where progress could be made have been identified, in line with our ongoing improvement approach:

- Training of purchasers on sustainable development issues
- Development of a responsible procurement policy
- Promotion of use of the suppliers' AirportSmart internet portal, by including sustainable development criteria
- For the long-term, fostering of a supplier-partner approach



## Economic partners



### AIRPORTSMART: KEY FIGURES

#### 111 announcement

of bid calls and 5 systems for qualification have been placed on-line

More than

#### 100 bid files

have been handled via AirportSmart since it came on-line in 2005

More than

#### 100 Aéroports de Paris contacts

use the system

#### 300 bids

have been submitted by companies invited to bid

#### 5,000 companies

are registered in the supplier database

### AIRPORTSMART, A SPECIALIST MARKET FOR AÉROPORTS DE PARIS SUPPLIERS

AirportSmart is an on-line market that allows more rational and transparent management of bid calls to suppliers. This is the result of a joint venture between three major airport organisations: Aéroports de Paris, the British Airport Authority (London), and Copenhagen Airport. AirportSmart's is now being used by a growing number of airport organisations. Purchases are mainly of supplies, services and work. This type of market has multiple advantages: reduced costs in responding to bid calls (printing/copying, postal charges, managing of applicants), a guarantee of transparency and reliability of procedures (archiving and traceability of messages exchanged, reduced errors in addresses, etc.), time saving and targeting of new customers without marketing costs.





## COMPANY SURVEY BY THE TRADES, JOBS AND TRAINING OBSERVATORY

The Training and Employment Division's two Trades, Jobs and Training Observatories stimulate the centres of economic activity within the Paris-Orly and Paris-Charles de Gaulle economic basins.



The observatories provide companies as well as local authorities and job finding agencies with a better overview of the situation, of the development of activities and of the different areas of employment. The observatories are a resource providing, first and foremost, analysis, studies and forecasts for the players in the economic basin.

Managed by the Strategic Committee, and made up of representatives from central government and from local government in the three neighbouring departments as well as from consular institutions, an Observatory is chaired by the 'Prefect' of the region. Its mission is to build up a database of existing job opportunities, to conduct studies to define foreseeable development and to propose relevant developments in the area of training (see p. 25).

## MOVING TOWARDS CLEAN WORK-SITES

In 2006, Aéroports de Paris, together with the authorities of the Essonne department, signed an agreement aiming at strict management of work site waste that is more in line with environmental conservation. The agreement, covering activities at Paris-Orly, implies involvement of all of the players concerned. Main contractors must encourage reductions of site waste at source (rubble, concrete, plaster, bitumen, metal wastes, etc.) and the companies issuing contracts must integrate these elements into their costs and comply with requirements on waste sorting.

This approach is a complement to the signing, in 2005, of the Val-d'Oise Charter, a strong statement of Aéroports de Paris' commitment to sustainable construction.



## A NEW APPROACH TO SUB-CONTRACTING

Sub-contracted services are varied and have significant impacts on economic performance, quality of service and labour relations within Aéroports de Paris. The annual budget for sub-contracting stands at ?307.6 million, accounting for 14.8 per cent of operating costs. To provide support in this area, the MI, with the support of the Quality Delegation, introduced a pilot version of a 'sub-contracting management' system that involved over 150 managers. The sub-contracting strategy was discussed, to determine what should and should not be sub-contracted, and with what level of monitoring.

The approach adopted consisted of an analysis of the feedback at all levels of management, from works supervisors to directors. This is a relatively new process within Aéroports de Paris, determining development of action plans in terms of supervisors concerns while, at the same time, encouraging a cross-cutting approach amongst managers, divisions and facilities.

Six priority orientations have emerged from this experiment, developed within thematic workshops. The most noteworthy are: management of the sub-contracting process, development of requirements for service providers and clarification of roles and responsibilities within the management chain. A plan for the dissemination of the priority orientations should be adopted in 2007/2008.





## Economic partners

### PROGRESS WITH THE URBAN TRAVEL PLAN

A Paris-Orly airport monitoring meeting was held in June 2006, under the Urban Travel Plan for the Ile-de-France region. The purpose

of the meeting was to establish the status of actions undertaken with the economic players involved.

Some projects are progressing very well, in particular the bus station, for which work has started and which should be completed in 2007, and the refurbishing of bus shelters to make them more amenable to people with special needs (elderly, disabled, etc.). Conversely, provision for pedestrians and cyclists are determined by elements of road safety. The projected naming of airport roads, to facilitate identification by visitors, is being considered. Other projects relating to provision of public transport require further study and greater coordination amongst the players involved. The meeting also reviewed work on the Aéroports de Paris Company Travel Plan (see p. 21).



### THE ISO 14001 STANDARD AND SUB-CONTRACTORS

Compliance with ISO Standard 14001 is a key aspect of Aéroports de Paris' environmental management approach and represents a means of operational control of its environmental impacts. The three main facilities (Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget) have obtained certification. This is an approach requiring continuous improvement as, once certified, a facility has to submit to a surveillance audit and renew its certification periodically. In 2006, Paris-Orly airport successfully passed its surveillance audit. The method employed is sampling of Aéroports de Paris divisions and departments and examination of environmental aspects (air, water, waste, etc.). The 2004 version of the standard introduced new requirements, especially relating to coverage of sub-contractors. Links with Aéroports de Paris' economic partners must be defined explicitly. The

standard requires any person performing a task with potentially significant consequences for the environment to be truly competent, either as a result of their initial training or from experience. For this reason, it is recommended to specify the notion of 'people working for or on behalf of Aéroports de Paris' as expressed in the ISO 14001 standard (2004 version). In October, Paris-Orly brought together some twenty sub-contractors at an 'Environment and Sub-contracting' meeting to inform them about this approach and about the airport's procedures and sub-contractors' obligations to Aéroports de Paris.

### 1<sup>st</sup> sub-contractors' environment meeting



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## INTERVIEW



**Michel Leboeuf**

Director of Development,  
SNCF Main Lines

### > *What is the current status of development of rail links with Aéroports de Paris*

The next major project is the 'CDG Express'. This will be a passenger link between Paris and the Paris-Charles de Gaulle airport. The aim is to put the airport at 20 minutes from the Gare de l'Est station in Paris, via a special dedicated service for air passengers. For example, with the present RER (commuter) service, passengers can't always stow their luggage, but in the CDG Express, this question has been addressed specifically. Conceptually, the aim was to set up an 'advanced terminal' in the capital, where passengers will find information for the whole of their journey, including the air travel part.

This project will encourage passengers who would otherwise have used their cars to travel to the airport by rail. That will help to reduce CO2 emissions; it will both save space and reduce pollution. The TGV (high-speed train) offers the same advantages, as 50 cities are now linked to the Paris-Charles de Gaulle airport and, for a passenger from Lille (or Reims now that the eastern region high-speed train is in service), the choice is generally between train or car.

### > *What is the state of progress of the CDG Express?*

The project, under the responsibility of the state, is fairly well advanced as we are now entering the bid calls phase. The work should take 6 to 7 years to complete. This isn't the only project being considered. An equivalent of Paris-Orly is envisaged.

### *Are train and plane complementary or competitors?*

> Both. It depends on distance and the links considered. When linking airports to cities—via, for example, the CDG Express—they are clearly complementary: we contribute to development of the airport and to facilitating access. On the other hand, there is competition for journeys of more than three hours, beyond that it's air travel that wins out. But if we consider competition between airports, the fact of having a high-speed train link is a major advantage that contributes to the success of Aéroports de Paris.

## THE HIGH-SPEED FREIGHT TRAIN PROJECT

A project for the creation of a high-speed freight rail service connected to the Paris-Charles de Gaulle airport is being considered. This would provide an inter-modal link by high-speed freight train before and after medium- and long-haul air freight transport. An association, named Roissy Carex, of which Aéroports de Paris is a member, was set up to conduct a feasibility study. Results were made public on 8 December 2006 and indicate economic viability of the project, as well as its advantages in terms of sustainable regional development. Further studies are nonetheless necessary.

The interlinking of air, rail and road planned under the Carex project would bring services to economic areas located at distances of 300 to 800 kilometres. This would require the building of two dedica-

ted stations in the airport facility, allowing 20 trains to transport around 700,000 tonnes per year.

Total investment for the project would be around one billion euros up to 2012, the planned date for the end of the first two implementation phases. This ambitious project would make Paris-Charles de Gaulle airport the benchmark platform for multi-modal logistics in Europe and in the rest of the world.

However, we will have to wait for the results of all of the feasibility studies to allow the public authorities to make a decision.





## Financial partners

*Since its introduction* to the stock market in 2006, Aéroports de Paris has been putting in place a suitable means of response to the expectations of its financial partners. This is now considered to be of an acceptable technical level.

The financial stakeholders include direct financial players as well as professionals using and producing financial data:

- public-sector shareholder (the state),
- private shareholders,
- institutional shareholders,
- financial analysts and the specialist press,
- financial rating agencies.

Although they are also important shareholders, Aéroports de Paris' staff are considered, for the purposes of this report, as employees.

### Key actions

*In addition to the financial information usually provided, the following actions have been undertaken:*

### Expectations of the Aéroports de Paris Group's financial partners

In addition to information on the company, the financial partners also expect:

- Economic performance
- Transparent management
- Long-term strategy and innovation
- Security of investment and aptitude for development
- Management of risks and opportunities to create value





## Social Issues



- Inclusion of non-financial rating in the profit sharing agreement of a large part of the staff
- Progressive introduction of an integrated management system, including OHSAS 18001 at the Paris-Charles de Gaulle facility



## Environment



- Financial and non-financial audits
- Reduction of environmental risks with ISO certification
- Effective management of emerging risks (climate change, increasing energy costs)



## Economics



- Introduction to stock market and organisation of a 'Road Show' for investors
- Permanent availability of two people dealing with relations with investors (for private and institutional shareholders)
- Design of a reference document for all of the Group's activities (approved by the French financial markets authority AMF in 2006)
- Convening of the first Ordinary General Meeting in the history of Aéroports de Paris LLC, on 20 September 2006
- Introduction of a training programme for auditors on fraud prevention



## Areas for progress and outlook

Financial partners' expectations are listened to attentively and are the subject of efforts for continuous improvement. The main areas for progress identified are:

- Encouraging the creation of a shareholders' club
- A more explanatory approach in financial documents
- Better planning for ethical and social risks, by signing of a partnership with the NGO Transparency International France



# Financial partners

## Comment on financial results

Pierre Graff, Chairman & CEO of Aéroports de Paris:

'2006 was a year of success for the strategy announced when the Group entered the stock market. Thanks to the efforts of the staff, Aéroports de Paris managed to capture and develop traffic of 82.5 million passengers. All of the operational indicators are positive. The efforts we have made to capture traffic growth will continue in 2007, with the opening of the new 'Satellite 3' terminal. At the same time, we will continue to develop our commercial offer, our unique property assets and the activities of our subsidiaries'.

For more information on the Aéroports de Paris Group's financial performance, see 'Report on Activities and Sustainable Growth 2006'.

## INCOME STATEMENT

IN MILLIONS OF EUROS	2005	2006	% VARIATION
Revenue	1 920,8	2 076,8	+ 8,1
EBITDA	598,6	664,7	+ 11,0
Operating income from ordinary activities	337,5	390,9	+ 15,8
Group net income	179,9	152,1	- 15,5
Group net income before non-recurring items	167,7	200,6	+ 19,6
Traffic (in millions of passengers)	78,7	82,5	+ 4,8

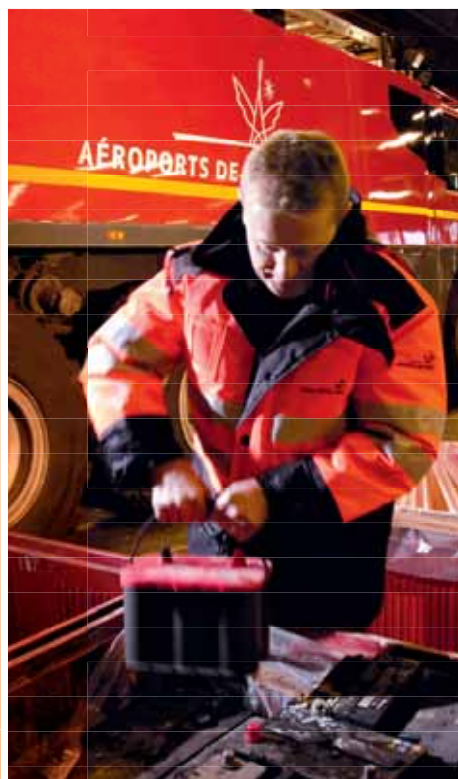
- The company's net income is presented on the basis of published information and before recurring items. The non-recurring items that affected net income in 2005 were payment of outstanding sums to the national unemployment authority (UNEDIC), exceptional insurance payments for rebuilding of Terminal 2E and transfer of assets to air navigation. In 2006, the principal non-recurring items were linked to projected opening of capital.

## INTEGRATED MANAGEMENT AND RISK MANAGEMENT SYSTEM

Risk management is a fundamental issue indicating the quality of corporate governance. The Aéroports de Paris Group is implementing an ambitious risk management policy that includes the introduction of an Integrated Management System (IMS) at Paris-Charles de Gaulle, with five basic concerns: quality, environment, airport security, occupational safety and security. Our coherent approach to these issues is based on ISO 9001 certification for quality and security, ISO 14001 for environment, OHSAS 18001 for occupational

safety, and aerodrome certification for airport security.

The advantage of standardisation is that it allows consistent but decentralised action, as well as management of the continuous improvement process that is at the heart of these approaches. The Operational Units will very soon have special correspondents able to provide support in these areas.



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## INTERVIEW



**Valéry Lucas-Leclin**

SRI Analyst, Société Générale

**Sven Edelfelt**

Construction and concession  
financial analyst, Société Générale

### > *What are the important criteria for socially responsible investment (SRI)?*

Basically, each investor is free to decide on the selection criteria from three main areas: governance, environment and social responsibility. There are two principal forms of SRI. Ethical SRI consists in defining thresholds below which a company is not chosen. The other form consists in using SRI information to determine to what degree management of a company that integrates the three criteria allows good long-term financial performance.

In France, the two forms of investment represent €11 billion. In Europe, it amounts to €100 billion or €1,000 billion if investments that are partially sensitive to SRI criteria are included.

### > *What is the position of Aéroports de Paris?*

At the basic level, Aéroports de Paris has a regulating contract negotiated with the government that is fairly favourable regarding the ceiling for fee increases. That confers a high potential to increase EBITDA. Aéroports de Paris has an important lever in the level of real estate it holds, given the 369 hectares still unused. Compared to other European facilities, Aéroports de Paris could do better where retail development is concerned. Investments are planned in this area with a plan to increase the retail outlet area by about 30 per cent by 2010 (in relation to the level occupied in 2004). By way of comparison, the share of revenue generated from retail is around 40 per cent for BAA (London), against 16 per cent for Paris in 2005.

### > *Are all airports based on the same economic model?*

Each airport is controlled by a regulatory framework that is specific to it. These vary from airport to airport depending on whether the 'single till' or 'double till' model is applied. Moreover, each company has its own characteristics: BAA, for example, has no ground handling facilities whereas Frankfurt and Paris do. The specific challenge for Aéroports de Paris is to successfully transform its development model from that of a state-owned infrastructure concern to a service company that listens to its more and more demanding stakeholders in a context of increasingly stringent regulations where climate change and air travel security are concerned.

## MANAGING ENERGY AND CO<sub>2</sub> ALLOWANCES

In line with the position of ACI-Europe, Aéroports de Paris has long declared that it is in favour of a widening of the European Directive on CO<sub>2</sub> allowances to include aviation. In the interests of greater transparency, the commercial aviation industry has created a website providing information on aviation and the environment ([www.enviro.aero](http://www.enviro.aero)).

Where the three 'stationary installations' covered by the National Allocation Plan are concerned, Aéroports de Paris has chosen a dynamic of 'virtuous' management of its CO<sub>2</sub> allowances, especially via a major action plan for energy management. Aéroports de Paris' general management

has set an ambitious goal: a reduction of 20 per cent in all types of energy consumption by 2010 (in relation to 2004). The message has clearly got through, and the dynamic is under way: for 2006 alone there was a reduction of almost 6 per cent at Paris-Orly and around 4 per cent at Paris-Charles de Gaulle. Efforts were focused simultaneously on use of energy for electricity and for heating and cooling.

Two positions have been created to better address these issues, one at each of Paris' major airports.

Within the terminals, reductions have concentrated mostly on management of the HVAC systems, on limiting dehumidifi-

cation and on management of lighting. Special initiatives have been introduced to optimise lighting in car parks and on roads.

Two boilers were replaced at Paris-Orly, to convert two-thirds of the network from a 'high temperature' (160 °C) to a 'low temperature' (105 °C) installation.



## Public bodies and public interest organisations

*The diversity* of Aéroports de Paris' **activities** naturally brings the Group into contact with numerous public bodies and organisations acting in the general public interest.

The 'Public Bodies' stakeholders include local, regional, national or international organisations and administrative bodies that set or enforce standards and make regulations, or that set up partnerships that are useful to civil society as a whole.

These public, para-public or inter-professional bodies have mode of operation that extend from making of regulations to simply establishing dialogue and cooperation, including contractual agreements on the implementation of policies to attain specific objectives.

The principal public bodies with which Aéroports de Paris is in contact are:

- The State (Prefecture, DGAC, DRIRE, DPAF/GTA, DDE, Météo France, Ministry of Environment, Ministry for Economics and Industry, Occupational Inspectorate, DDASS, etc.),
- European institutions (European Commission and Parliament),
- Professional organisations (ICAO, ACI, IATA, UAF, etc.),
- Social-economic agencies (ANPE, CCI, etc.),
- Environmental bodies (ADEME, AirParif, BruitParif, etc.),
- Independent authorities (ACNUSA, AMF, etc.).

### Key actions

*Public bodies set the standards that Aéroports de Paris must comply with. More specifically, periodic actions have been undertaken:*

### Expectations of public bodies

In spite of the wide diversity of their scope and modes of action, these stakeholders express their expectations as follows:

- Compliance with public service commitments
- Transparency
- Establishing of partnerships for employment and training
- Compliance with regulations (for controlling and regulating public bodies)
- Multiplier effect for awareness-raising policies (for para-public bodies and agencies)





## Social Issues



- Assistance with professional integration via the GIP ADIFE (ANPE, CCI, etc.)



## Environment



- Sustainable management of stormwater
- Support for development of an Air Protection Plan
- In collaboration with the HEQ Association, development of an HEQ benchmark standard for an air terminal (12G)
- Technical support for use of the Vitrail information system by local authorities (protocol approved by the French Civil Aviation Authority - DGAC)



## Economics



- Opening of the Orly International centre to attract foreign companies
- Opening of Aéroports de Paris contracts to SMEs, via the ODACE project
- Compliance with the Economic Regulation Contract between Aéroports de Paris and its controlling authorities, in the interests of quality of service to customers



## Areas for progress and outlook

The following measures are planned to improve the quality of relations with our stakeholders:

- Continue to clarify and distinguish between the roles of Aéroports de Paris and those of the public bodies with which the company interacts
- Adopt a proactive attitude to voluntary compliance with environmental standards (e.g. HEQ)
- Be a driver for better sustainable development practices in SMEs
- Increase the stakeholder membership of the airport's Environment Partners clubs



## Social issues



### 80 PER CENT OF TRAINING LEADS TO EMPLOYMENT

GIP ADIFE (a public interest group) is a public organisation providing training and social support to job seekers residing in the departments around the Ile-de-France airports. It is co-financed by Aéroports de Paris, public bodies and regional authorities. Grassroots work is carried out in partnership with the ANPE (government employment agency), chambers of commerce and industry and the department's agencies for employment and professional training. In 2006, this scheme was prolonged for a further four years. The quality of the training courses (600 hours per trainee) is such that many of those receiving assistance from the scheme find employment. In 2006, the employment rate for 100 trainees was over 80 per cent, hired, for example, as security personnel, airport vehicle drivers, hotel receptionists, restaurant staff or in logistics. Another important mission for GIP ADIFE is to provide assistance with the development of personal career plans, via the awareness-raising 'Escale découverte' meetings, to gain information about ground handling activities.

### ODACE: HELPING SME'S OBTAIN ACCESS TO AÉROPORTS DE PARIS CONTRACTS

Aéroports de Paris and the Ile-de-France Chamber of Commerce and Industry organise specific actions to allow better access to airport contracts, especially for small firms.

In 2006, four meetings were organised for 400 SMEs from nearby areas, to promote contract opportunities with potential clients. On 14 September 2006, the Committee for Economic Expansion of the Seine-Saint-Denis Region (COMEX 93) organised a meeting at which Aéroports de Paris presented its investment projects in its

airport facilities, indicating that numerous contracts were accessible to SMEs. This was also the opportunity to present the role of AirportSmart (see p.34 & 35), a system which facilitates registration of SMEs. These initiatives are important because small firms often have limited resources for market prospection and to find new contracts.

■ **400 SMEs**  
informed



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## INTERVIEW



Gérard Borel

Advisor, ACI Europe

### > *What is ACI Europe*

Airports Council International (ACI) is a professional association for airport managers. ACI Europe is just the European division of ACI. ACI is in contact with the decision-making authorities in the European Union (Commission, Council of Ministers and Parliament), given that an increasing proportion of air transport regulations are being made in Brussels. When new regulations are being developed, only bodies recognised at the European level have an audible voice, as European decisions are not to be based on individual problems. Aéroports de Paris therefore needed to belong to such an association. ACI Europe's single voice that speaks for its 450 members gives it extra weight in negotiations.

In reality, the decision-making circuits are very complex as several channels of discussion co-exist. It is always necessary to contact the French authorities such as the DGAC, as some European bodies (Council of Ministers or Parliament) also consult national delegations.

### > *So, Aéroports de Paris has no direct contact with Europe's bodies?*

On the contrary, it does, because in certain cases, the airports may be contacted directly. ACI Europe also advises airport managers who want to communicate specific problems, to guide them to the relevant contacts and allow them to communicate effectively.

### > *What positions does ACI Europe defend?*

Whether it be the European authorities or our members, everyone is aware that we are not going to see reduced traffic in the next 15 years. We want to develop air transport under good conditions, especially from the environmental point of view: by reducing noise and polluting emissions where that is possible, especially from ground transport; by providing better rail access to airport facilities; and by better use of inter-modal transport by air and rail.

## SUPPORT FOR DEVELOPMENT OF AN AIR PROTECTION PLAN

The **Air Protection Plan (APP)** is a regulatory instrument introduced in 1996 under France's law on air quality and rational use of energy. Developed jointly by the DRIRE (regional environmental authorities) and the Prefectures in the region, Ile-de-France's APP is under the direct authority of the Regional Prefects and the Prefect of Police.

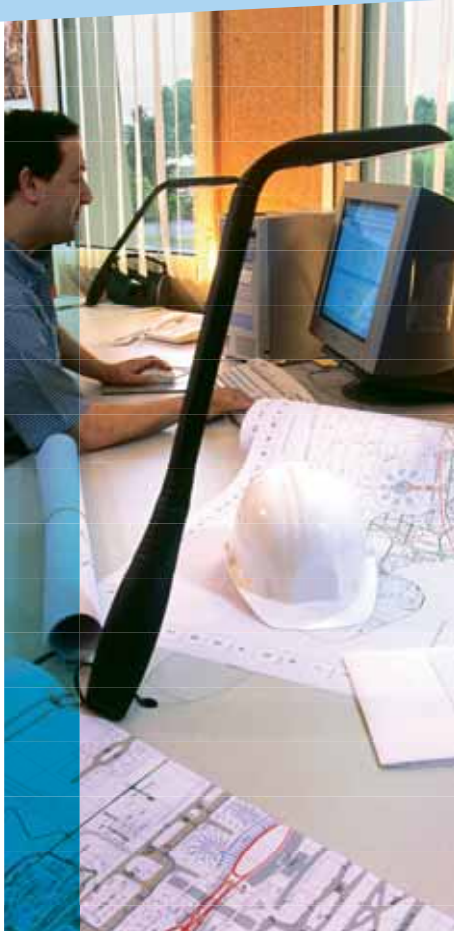
The development process began in 2002. Of the numerous working groups set up at the initiative of the DRIRE and managed by the DGAC, the one addressing the issue of use of auxiliary power units (APU ? generators supplying power to aircraft on the ground) is worthy of note. The final version of the APP was produced in July 2006. Its action plan includes nine regulatory measures, commitment of three major transport concerns (Aéroports de Paris, RATP and SNCF), and four support measures. The aim is to reduce polluting emissions by 40 per cent by 2010 (from 30 to 49 per cent depending on weather conditions). In 2006, under impetus from the DRIRE, the DGAC set up a working group to define conditions of management for use of APUs. Aéroports de Paris is participating in the initiative, alongside Air France and ground handling providers.







## Public bodies and public interest organisations



### ORLY INTERNATIONAL

*Orly International* is an advice and support centre for companies located at the heart of the Paris-Orly airport, in the South Terminal. This is an entirely novel concept for France, aiming to promote the establishment of foreign firms and providing assistance to local companies looking to develop internationally.

*Orly International* is a private-public partnership, initially two-thirds funded by Aéroports de Paris. The other two partners in the project are the Agence pour l'Economie de l'Essonne (agency for economic development of the Essonne region) and the Agence du Développement du Val-de-Marne (Val-de-Marne development agency). A range of services are offered: renting of work space, legal help, technical assistance, secretarial services, language services, etc. The aim is to facilitate the entry of foreign SMEs wishing to develop in France. There are two types of service, with workstations being provided either in a private or open space. At the centre's inauguration, on 13 December, 150 m<sup>2</sup> were available, this is to be expanded to 500 m<sup>2</sup> by the end of 2007.



### 'VITRIL' FOR GREATER TRANSPARENCY

*Vitrail* is a system providing on-line display of aircraft flight paths and flight information. It provides local residents with accurate information on the routes taken by aircraft flying overhead. The system is available in the *Maisons de l'Environnement* in Paris and also, in 2006, in a pilot version at a local authority (Sannois), with extension to other municipalities (Gonnesse, Savigny-sur-Orge, etc.) planned for 2007. If local residents experience noise levels that are perceived as abnormally high, they can, in the following month, use *Vitrail*'s graphic and mapping interface to obtain factual information on the time of a flight, speed, type of aircraft and altitude of the plane at a given point, etc. Gathering data 24h/24h, the system, approved by the *Autorité de Contrôle des Nuisances Sonores Aéroportuaires* (airport noise monitoring authority) is manned by a team of eight engineers and technicians (from the DGAC) collecting and processing the data.

### SUSTAINABLE STORMWATER MANAGEMENT

Good stormwater management requires cooperation between Aéroports de Paris, our neighbours and the administrative departments dealing with these problems, such as the Direction départementale de l'Équipement (DDE - infrastructure department) or the Prefectures. To ensure ongoing improvement in its performance in this context, Aéroports de Paris introduced a new management system for stormwater at Paris-Charles de Gaulle in 2006. An installation, costing €2.7 million and financed entirely by Aéroports de Paris, came into service in November 2006. This is a stormwater system with a 30 000 m<sup>3</sup> storage basin split in two (25 000 m<sup>3</sup> on one side,

500 m<sup>3</sup> on the other) to allow collection of runoff from the Paris-Charles de Gaulle airport's two runways. The system provides for storage and draining (prior to treatment) of the water used to wash away residues of the de-icing fluid used on aircraft flaps and of anti-freeze from parking areas, both of which are potential pollutants.

This system forms part of the work required to maintain ISO 14001 certification. A second stage is planned in 2007 to ensure more rapid preliminary treatment of pollutants.







## THE 'GREEN AIRPORT' PROJECT

This project, aiming to give tangible meaning to the phrase 'green airport', was started by Aéroports de Paris in 2003 and has been supported since by a financial partnership with the Ile-de-France DRIRE. An

initial agreement, accompanied by funding and signed for a 24 month period, was extended to 30 months.

This partnership, implemented by Aéroports de Paris' Public Affairs and

Environment Division, is based, essentially, on dissemination of actions engaged by the Environment Partner clubs at the three Paris region airports (see p. 30).

In addition to regular awareness-raising activities, three additional resources have been introduced to materialise the 'green airport' concept: the eco-map, an on-line environmental assessment tool; the Chamber of Commerce and Industry's preliminary assessments; and the Bilan Carbone® (carbon balance), developed by the ADEME.



## CONTINUING SUPPORT FOR NOISE INSULATION ■ HELP WITH NOISE INSULATION IN AIRPORTS AROUND PARIS

Help with noise insulation provided to local residents is managed under the responsibility of the Direction Générale de l'Aviation Civile (DGAC : French Civil Aviation Authority). Aéroports de Paris helps to manage this regulatory system by encouraging interfacing between the authorities and local residents, mainly for historical reasons, as it is the DGAC that has been responsible for redistributing the funds since 2005. The Noise Disturbance Plan (NDP), developed under the authority of the Prefect, provides the framework for allocation of noise insulation grants, funded by an aircraft noise disturbance tax (TNSA - Taxe sur les Nuisances Sonores Aérienne) collected by the DGAC. The basis for calculation of the TNSA is designed to encourage airlines to renew their fleets so as to eliminate the noisiest aircraft.

		2005	2006
Support for noise proofing for residents around Paris-Charles de Gaulle	Number of applications	1,065	1,963
	Number of private dwellings, (single or multiple occupancy)	1,106	2,956
	Cost of work in millions of euros	12.35	25.19
	Number of assessments authorised	2,066	1,818
Support for noise proofing for residents around Paris-Orly	Number of applications	464	375
	Number of private dwellings (single or multiple occupancy)		515
	Coût des travaux en M€	4.70	5.78
	Nombre de dossiers diagnostiqués autorisés	1,217	975



## Civil society

**By its nature**, civil society expresses its expectations willingly. While these may sometimes be difficult to meet, they cannot be ignored. Aéroports de Paris has done its utmost to respond positively to these demands.

The stakeholders classed under 'Civil Society' represent a range of players from the 'local citizen' concerned by local airport issues to the 'international citizen' interested in the issue of aviation and climate change.

As regional and local authorities are Aéroports de Paris' prime contacts a special section of this report is given over to them (see p. 54). Members of civil society can also act collectively within organisations such as NGOs.

Civil society is composed of:

- Local residents and, more generally, citizens within their local authorities,
- Regional and local authorities and the elected officials within them,
- Associations,
- NGOs
- Opinion makers and communicators (political, economic and social),
- International civil society,
- Professional auditors (BMJ Ratings, Ecopass, BVQI, etc.).

## Key actions

*The dialogue between Aéroports de Paris and the civil society is constant.*

*Thus, 500,000 copies of "Entre voisins" are distributed to residents. Here are the main actions undertaken for the civil society in 2006:*

## Civil society's expectations from Aéroports de Paris

Although highly diverse, civil society communicates its expectations explicitly. There is a very strong demand to limit noise disturbance (in particular from night flights at Paris-Charles de Gaulle) and regarding management of flight procedures (takeoff, landing, etc.).

In reality, these two important issues are subject to specific regulations and are not subjects that Aéroports de Paris is empowered to address. Civil society's expectations regarding Aéroports de Paris can be summarised as follows:

- Transparency of information on noise and on environmental impacts
- Sharing of economic and social information
- Socially responsible attitude and behaviour on behalf of the company
- Control of local environmental impacts and addressing of the issue of global pollution (CO<sub>2</sub> emissions)



## Social Issues



- The Aéroports de Paris Foundation: assistance with professional integration projects
- Three Aéroports de Paris 'Good Practices' registered with the Global Compact
- GIP ADIFE professional integration programme



## Environment



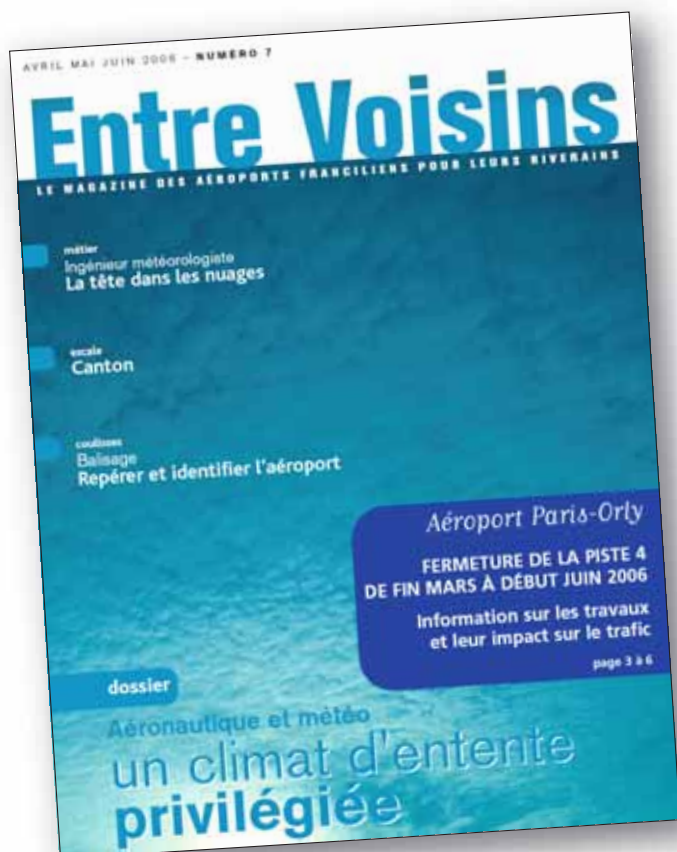
- Good management of Aéroports de Paris' CO2 allowances and combustion facilities at Paris-Charles de Gaulle and Paris-Le Bourget
- Treatment of airport stormwater (law on water, treatment plant)
- Local residents provided with information in the Maisons de l'Environnement (Vitrail system)
- Sustainable development awareness-raising partnership with Fondaterra
- Implementation of Aéroports de Paris' commitments in the Air Protection Plan
- Energy management policy introduced in each of the airports
- Maintaining of ISO 14001 certification for the three main airports



## Economics



- Management of regulatory instruments in support of noise insulation for local residents



## Areas for progress and outlook

Aéroports de Paris can only satisfy the demands of civil society within the perimeter of its own activities, i.e. in matters of management of airport infrastructure and services. Within this framework, the following areas for progress have been identified:

- Establishment of an agreement with the NGO Transparency International, France
- Greater mobilisation of associations
- Organisation of the first summer seminars on sustainable development open to everyone
- Clarification in institutional documents and communications of the role and responsibilities of the various players
- Involvement of civil society in the form of a consultative panel of stakeholders



# Civil society

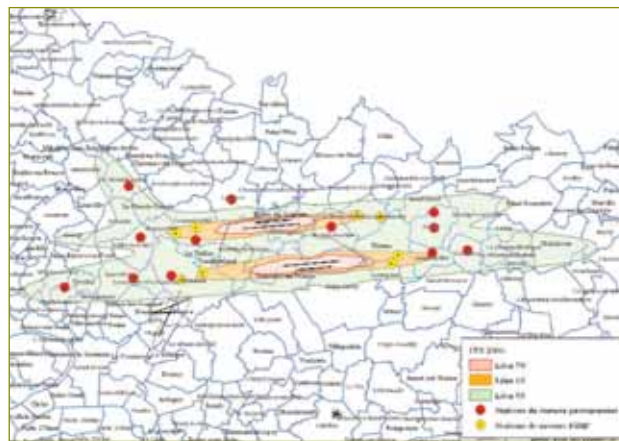
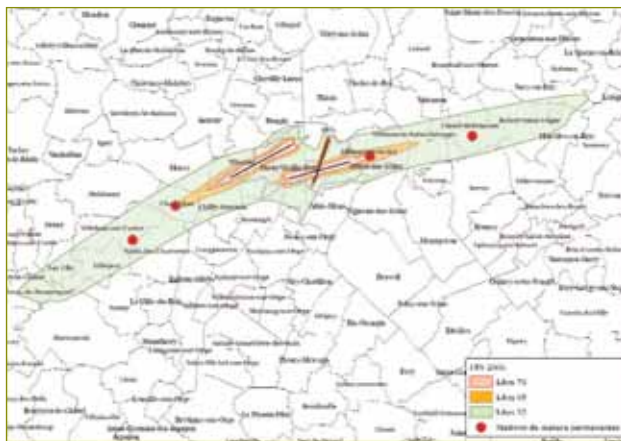


## INFORMATION TO LOCAL RESIDENTS IN THE MAISONS DE L'ENVIRONNEMENT

The *Maisons de l'Environnement* are resource centres where local residents can come to engage in dialogue and collect information. They are located at two of the Paris region's major airports: Paris-Orly and Paris-Charles de Gaulle. Their main purpose is to provide information to the public, to elected representatives and to associations and groups. They receive officials from the DGAC two days each week to respond to specific questions on air transport. Exhibitions, conferences and special visits are organised throughout the year, and support is provided to schools for educational projects.

A number of resources are available to better address local residents' questions. The Vitrail system (see p. 46) can be used to obtain post-flight display of flight paths and to identify the registration of a particular aircraft if necessary. The DGAC has two tools at its disposal: ELVIRA, giving large amounts of information from radar recordings, and ISIS, an educational system presenting the basics of acoustics.

## THE NOISE ENVIRONMENT AT PARIS-CHARLES DE GAULLE AND PARIS-ORLY



■ Noise is measured on a logarithmic scale, which means that a reduction of 3 dB(A) is equivalent to halving of a noise level

### ■ COMPARISON OF AIRCRAFT NOISE LEVELS AROUND PARIS-ORLY BETWEEN 1997 AND 2006 [IN DB(A)]

	1997	2004	2005	2006	DIFFÉRENCE IN LEVEL 1997 / 2006
Villeneuve-le-Roi	71.7	68.7	68.4	68.0	- 3.7
Limeil-Brévannes	62.4	60.3	60.0	59.7	- 2.7
Champlan	67.7	64.8	64.5	63.4	- 4.3
Villiers	62.9	59.7	59.4	58.5	- 4.4

\* When available.





## ■ COMPARISON OF AIRCRAFT NOISE LEVELS AROUND PARIS-ORLY BETWEEN 1997 AND 2006 [IN DB(A)]

	1997	2004	2005	2006	DIFFERENCE IN LEVEL 1997 / 2006
Le Mesnil-Amelot	65.9	63.1	62.4	62.5	- 3.4
Juilly-Ville	-	55.7	55.6	55.0	
Juilly-Saint-Mard	60.7	59.1	59.2	59.2	- 1.5
Nantouillet	63.8	60.7	60.6	60.6	- 3.2
Vinantes	62.5	59.7	59.5	59.6	- 2.9
Goussainville	67.7	61.7	62.0	61.3	- 6.4
Villiers-le-Bel	62.0	60.7	60.8	60.6	- 1.4
Le Mesnil-Aubry	-	56.4	56.4	56.5	
Louvres	-	55.1	55.1	55.2	
Gonesse	60.5	60.6	60.4	60.7	+ 0.2
Sarcelles	58.2	58.3	58.1	57.9	- 0.3
Deuil-La-Barre	-	56.2	55.7	55.3	

\* When available.

### INTERVIEW



Pascal Machuron

Chair of the ADVOCNAR  
Association

#### > What is ADVOCNAR?

The Association de défense contre les nuisances aériennes (ADVOCNAR ? association for defence against aircraft noise) represents local residents around the Paris-Charles de Gaulle and Paris-Le Bourget airports. It has been defending the interests of its 1,500 members since 1986 in the now well recognised area of aircraft noise disturbance, but is also concerned with the risks of chemical pollution and accidents which seem, to us, to still be 'taboo' subjects. What is more, air transport accounts for the equivalent of 8 per cent of France's CO2 emissions\* and it is a great pity that there are no measures to limit traffic which is growing at 3.5 per cent per year and which is not even included in the Kyoto Protocol.

#### > How are relations between you and your members organised?

ADVOCNAR's task is primarily to provide information on the forecasts for aviation related activity, the consequences of investments and traffic increases such as that predicted by the DGAC. We organise informative meetings in the region which also discuss our demands. Neither the DGAC nor the government has taken any decision to alleviate the plight of the 2.34 million people living close to airports. We would also like access to a resource like Vitrail at home rather than in the Maisons de l'Environnement. That request was refused for reasons of 'national security', whereas it isn't the case in other countries.

#### > How would you describe your relations with Aéroports de Paris

Relations are good. Over time, we have managed to create a cordial relationship even though we don't agree on everything. But since Aéroports de Paris' change of status to LLC, in 2005, the roles are clearer and we are now in direct contact with those responsible: the DGAC. We are on a learning curve where our relations with them are concerned and they are having to bring about an in-depth change in attitudes. They had, no doubt, grown too accustomed to hiding behind Aéroports de Paris.

\* The figure generally accepted by the scientific community is that aviation represents 2 to 3 per cent of the world's emissions (IPCC, 2007). We are in factual disagreement regarding this point.



## Civil society



### HIGH ENVIRONMENTAL QUALITY AT THE TERMINAL T2G PILOT SITE: A BENCHMARK FOR THE FUTURE

Paris-Charles de Gaulle airport's new T2G terminal is remarkable in a variety of ways, including in the area of concern for the environment. The terminal is a pilot operation for the establishment of a High Environmental Quality (HEQ) reference framework specific to airports. The terminal, to be opened in 2008, will handle regional traffic. The first stone will be laid in 2007. Adopting an HEQ approach, an additional challenge, will open the way for more

general application of this approach (S4, a building used by the works committee, Paris-Charles de Gaulle freight centre, etc.). For T2G, the focus is on energy, water and waste management linked to the activities of the future users, as well as a healthy quality of air and harmonious disposition of the buildings.

### THE FOUNDATION, AN INSTITUTION WITH REGIONAL ROOTS

The Aéroports de Paris Foundation has been contributing to the social aspects of the company's sustainable development policy since 2003, undertaking actions aimed at people living close to the Paris region airports.

The desire to adopt a long-term approach helps to clarify the ethical vision the Foundation seeks to promote. In 2006, Aéroports de Paris decided to extend the activities of this young foundation by signing a new agreement with Fondation de France. Its total annual fund was increased from €530,000 in 2005 to €590,000. Fifty-seven projects were identified in

2006, and received financial support of €9,000 per project on average.

The Aéroports de Paris Foundation's renewed sponsorship policy consists in supporting projects rather than backing associations, in three main areas: combating social exclusion, assistance to the disabled and assistance with professional reintegration. The Foundation is rooted in its region, i.e. Ile-de-France. To stimulate its consideration of company sponsorship, Aéroports de Paris organised a first day of reflection on the topic of local solidarity, inviting Fondation France and other company foundations. The day's guest speaker,

Xavier Emmanuelli, founder of the Samu Social (emergency service for the homeless), emphasised the 'necessity for a complete change in our current paradigms, convinced that work by associations always precedes the involvement of politicians.'

### SUPPORTING PROFESSIONAL INTEGRATION BY RECYCLING OF COMPUTERS

Aéroports de Paris has made a double contribution to helping the Ateliers Sans Frontières association (workshops without frontiers), first by making a donation of €10,000 at the start of the year and then by handing over 100 computers in September. An agreement has been signed under which Aéroports de Paris commits to making regular donations that will support both recycling of computer sets and local enterprise. Ateliers Sans Frontières has 15 permanent salaried staff and around 200 young people on professional integration courses engaged in refurbishing cast-off computer hardware. Instead of being scrapped, some of the items collected, like the computers donated by Aéroports de Paris, are being repaired and sent to developing countries.

#### ■ SUPPORTING PROFESSIONAL INTEGRATION BY RECYCLING OF COMPUTERS

	2004	2005	2006
Amounts committed by the Foundation (euros)	566 576	453 100	516 180
NUMBER OF PROJECTS			
Combating exclusion	26	15	17
Cultural events	6	9	6
Actions for the disabled	15	11	13
Actions for civic development	5	5	3
Action on reintegration	4	4	8
Knowledge-related actions	2	8	5
Other (sports, international projects)	3	5	5
<b>TOTAL</b>	<b>61</b>	<b>57</b>	<b>57</b>





## CONTINUED ACTION ON THE AIR PROTECTION PLAN

The Air Protection Plan (APP) is a regulatory instrument (see p. 44) covering a number of actions intended to limit emissions of pollutants:

- Limitation on the use of APUs. The energy requirements of aircraft on stop-over can be met using equipment that consumes less than the aircraft's APUs. Suitable and reliable units should be provided to encourage pilots, sole deciders as to which energy source to use, to opt for more environmentally friendly units.
- Reduced average taxiing time at Paris-Charles de Gaulle airport. Optimisation

of movements of aircraft on the ground allows taxiing times to be reduced; preliminary work confirms forecasted reductions of 1 minute of taxiing per aircraft. Repeated over 85,000 movements per year this could result in a reduction in emissions of 7 tonnes of NOx. This result forms part of the overall target of a 10 per cent reduction in taxiing time at Paris-Charles de Gaulle.

- Reduced NOx emissions from boilers. Replacement of boilers or installation of low-NOx burners reduces local pollution. In 2006, two burners were replaced at Paris-Le Bourget, two boilers were retro-

fitted at Paris-Orly and conversion work on standby diesel generators was more or less completed by 31 December at Paris-Charles de Gaulle.

- Other actions within the scope of the APP were undertaken, in particular in the area of transport (car sharing, visio-conferencing, etc.)

An annual report is submitted to the public authorities, a guarantee of Aéroports de Paris' commitment to action.

## PERMANENT AIR MONITORING

Action on the issue of local air pollution around the Paris airports is relatively recent, given that AIRPARIF (the reference air monitoring body in Ile-de-France, created in 1979) published the results of its first study on the subject in 2004. Making the distinction between emissions from road traffic and air transport is often difficult. However, AIRPARIF considers that 'the inventory of emissions allowed an evaluation of the

contribution from all air traffic in Ile-de-France at 4 per cent of regional emissions of NOx. These emissions have the particular characteristic of being concentrated geographically and having a perceivable impact on air quality within a radius of 5 km around the airports.' The difficulty in separating road and air traffic is confirmed by the results of the 'Deposits of Particles around Airports' study published in October

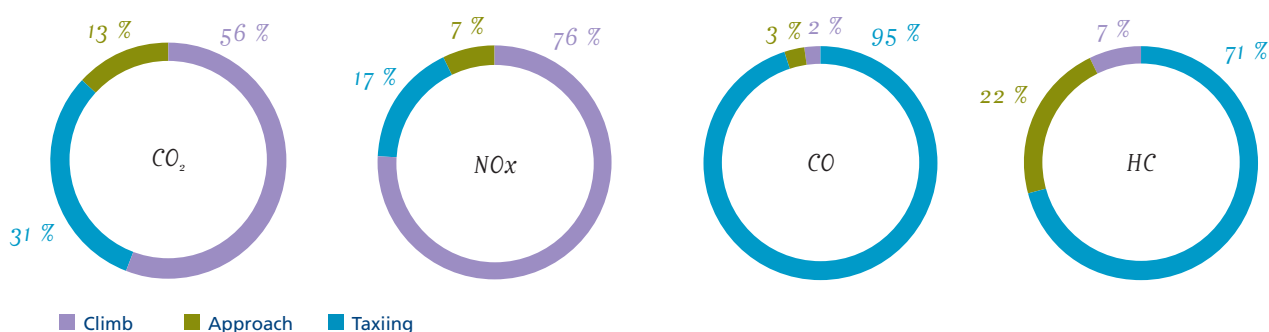
2006. This points to a 'more complex reality' as to the origin of atmospheric pollution in Ile-de-France.

Aéroports de Paris publishes the AIRPARIF results for local residents regularly, in its *Entre Voisins* (between neighbours) newsletter.

Most of the polluting emissions from aircraft occur during takeoff and climb. The graphic below illustrates the breakdown of different pollutants.

## EMISSION OF GASES DURING A LANDING-TAKE OFF CYCLE

The different phases of an aircraft's operation are described accurately and in a standardised manner by ICAO. Below, the proportion of NOx, CO and hydrocarbons (HC) emitted during different phases.



Source: Air France, 2004-2005





## Civil society: local authorities

**Local authorities** – departmental and regional— are an integral part of civil society. Aéroports de Paris' relations with these stakeholders are productive and address all three pillars of sustainable development.

Local authorities are concerned directly by airport activities, economically, socially and environmentally. Working at all levels from regional to municipal, these stakeholders include:

- Municipalities and groups of municipalities close to airports, especially those covered by the noise exposure and noise disturbance plans (NEP and NDP)
- Departments and their councils (Paris, Val-d'Oise, Seine-Saint-Denis, Seine-et-Marne, Essonne, Val-de-Marne, Hauts-de-Seine)
- The Ile-de-France region and its regional council
- Elected local authority officials

## Main actions

### Special actions with local authorities in 2006

## Local authorities' expectations

For local authorities, while airport activities are perceived partially, and unevenly, as a source of nuisance, they are also an essential factor for economic and social dynamism. More generally, these authorities' expectations are as follows:

- Information on environmental impacts, including noise\*
- Sharing of economic and social information
- Integration of airport activities into local authority strategies
- Balanced view of territorial management (for players in the NEP and NDP)
- Good environmental performance
- Dynamic centres for the creation of wealth and employment

\*The DGAC is now the sole competent authority where air traffic management is concerned. It handles complaints on issues relating to incidents of overflight and the noise nuisance arising from them.





## Social Issues



- Signing of an agreement between Aéroports de Paris, the community of Val de France and the ADIFE
- Support for Datagora, the resource centre for the development of the Roissy area



## Environment



- Development of information charters between Aéroports de Paris and local authorities around Paris-Orly
- Information from the DGAC on environmental impacts from Aéroports de Paris and on noise disturbance to nearby communities, via the Maisons de l'Environnement
- Drafting of an agreement on wastewater discharges, between the municipality of Athis-Mons and Aéroports de Paris



## Economics



- Continued activities under the ODACE programme



## Areas for progress and outlook

Aéroports de Paris is seeking to enhance its relations with civil society; the following areas for improvement have been identified:

- Increased contribution to the economic and social development of local communities
- Creation of sustainable development centre in the major airports
- Greater transparency of information by introducing external verification of some environmental indicators



## Civil society: local authorities



### DATAGORA: A HIGH PERFORMANCE RESOURCE FOR REGIONAL DEVELOPMENT

**Datagora** is a resource and development centre for the greater Roissy area that includes three neighbouring departments. As its name implies, Datagora brings together social, environmental, geographical and socio-economic data in a single space. Datagora provides a single entry point for investors looking to set up in the region. It has three main objectives: to develop the major advantages and economic resources of airports, to develop new wealth by attracting international companies and to create new job opportunities for the local

populations. In 2006, Datagora organised 193 conferences, 22 of which were for investors, attended by 1,500 visitors. The partners in this innovative scheme are the Ile-de-France regional council; the councils of Seine-et-Marne, Seine-Saint-Denis and Val-d'Oise; and the main regional development agencies.

### INTERVIEW



**François Garcia**

Mayor of Athis-Mons  
President of the  
Les Portes de l'Essonne  
group of municipalities

- > *As Chair of a group of municipalities close to an airport, what position do you adopt with regard to the airport?*

The *Portes de l'Essonne* is a group bringing together the three municipalities of Athis-Mons, Juvisy-sur-Orge and Paray-Vieille-Poste; it was formed in 2000. The Paris-Orly airport dominates economic activity in their area. We are wholly favourable to Aéroports de Paris' launching of development projects, it creates a dynamic that we cannot stimulate, mainly due to lack of available land. Projects like *Cœur d'Orly* (heart of Orly) or extension of *Orly Tech* also contribute to the area's development and improve our image. Increasing passenger traffic is good for employment, and we are very sensitive to that because, in addition to direct employment, many other jobs are 'induced'.

- > *What can you say about the nuisances caused by airport activities?*

We are in a fairly privileged position from that point of view: as we are not directly in line with the runways, we are not really affected by noise (except when unusual weather conditions require the use of emergency runways, which remains an exceptional occurrence). On the other hand, we are subject to some urban development constraints, especially a limit on the height of buildings in line with the runways

- > *What are your relations with Aéroports de Paris?*

Relations are good. The elected representatives meet regularly with Aéroports de Paris, for formal meetings and at presentations of new projects and, from time to time, our technical departments are in contact on specific subjects. We also have contacts regarding employment. And we would like more exchanges of information, especially about new companies setting up, to be able to better cater for them. Generally speaking, we'd like to know the airport facility as well as we know the rest of the area.

> >>

## INTERVIEW



**Yannick Paternotte**

Mayor of Sannois and member  
of Val-d'Oise Regional Council

First Vice-Chair of Val-d'Oise  
Regional Council and Chair  
of Committee for the Economic  
Development of Val-d'Oise

### > *As mayor of a municipality close to the airport, what position do you adopt with regard to the airport?*

I'm in favour of a sustainable development contract for the Paris-Charles de Gaulle airport, and I have put forward some concrete proposals for that. We need to move from an attitude of suspicion to one of confidence. The idea of a contract is important because it operates well at other international airports. It allows us to define how far we will go and what is acceptable, to include an upper limit on the number of movements and to adopt an environmental stance on air pollution and noise.

We need to work on an NEP which doesn't have to be revised continuously. The last one is due for revision in five years to keep pace with traffic developments: we're flying blind. A contract pre-supposes equity, something that is not experienced just in one direction; those who don't have access to employment see only nuisances. The state should take part of the wealth engendered by the airport to redistribute it to local residents. At present only the 'professional tax' goes to the municipalities. We should look to the example of Seattle, in the USA, where there is a guarantee on the price of real estate.

### > *Do your proposals come within the responsibility of an airport manager?*

Aéroports de Paris is not responsible, but can act as mediator between the three 'pillars' formed by politicians (especially the elected representatives of local municipalities), managers and the national authorities such as the DGAC or the State. It is the State that should be in charge of the transfer of wealth to the local communities.

### *How would you describe your relations with Aéroports de Paris?*

Courteous and open. My relations with the management team are excellent, as they have shown themselves to be open minded. I have, for example, instigated relaunch of the Carex project (standing for Cargo Rail Express) favouring inter-modal (rail/air/road) transport for freight, and we are now cooperating.

## FOSTERING DIALOGUE: DEVELOPING CHARTERS WITH LOCAL AUTHORITIES

In order to bolster mutual confidence in our relations with the municipalities around our airports, Aéroports de Paris has adopted an approach involving signing of a partnership charter. Cooperative work in this area began in 2006, with some ten municipalities around Paris-Orly showing interest.

The charter provides for mutual provision of information, with Aéroports de Paris committing to transparent communica-

tions on its environmental policy, its actions undertaken on social issues and economic development, as well as disseminating factual data on the impact of the activities in its facilities (traffic, noise, work, etc.). For its part, the municipality agrees to pass this information on to its population and to inform Aéroports de Paris of its development projects (urban development, transport infrastructure).





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## *Editor's note*

*This Corporate Responsibility Report has been produced with a continuous concern for clarity and educational value. As a stakeholder, the reader will find below a description of the way in which Aéroports de Paris intends to pursue its open sustainable development approach.*



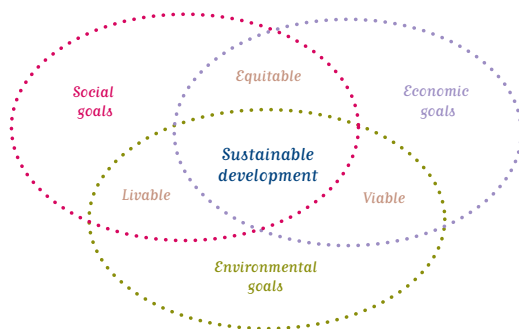
# A definition of sustainable development

## Successful implementation of sustainable development within Aéroports de Paris requires a common definition and understanding of the concept.

The original definition of sustainable development is that found in the Our Common Future report (known as the 'Brundtland Report') published by a United Nations commission, in 1987:

*'Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.'*

Although the simplicity of the Brundtland definition contributed to widespread greater awareness, it was relatively difficult to apply, especially where businesses were concerned. This led to different formulations of the concept and sustainable development is now often presented as the intersection of three types of development goals: social, economic and environmental.



Faced with the multiple interpretations arising from civil society's concerns, it is important to emphasise the continuous process of improvement that the sustainable development concept generates. Consistent with this approach, and with its desire for a concept that can be applied in practice, Aéroports de Paris has opted for a definition that is more in line with the challenges it faces:

*'Sustainable development means putting into practice a number of principles that contribute to improving well-being, to greater social justice and to respect for ecosystems. Sustainable development constitutes an approach, a process of development and a dynamic rather than a set of standards to be attained. We must think and act differently, and reconsider the ways in which we produce and consume, based on a new ethic.'*

This definition was formulated by the Association 4D in 1993, after the Rio 'Earth Summit'. The methodological approach that led to choice of this definition took account both of its independent nature and the degree to which it expressed the expectations of civil society. The Association 4D can be considered to be impartial and objective, as it consists of a network of citizens contributing to ensuring application and monitoring of France's national commitments.

From the operational point of view, we assume that implementation of sustainable development requires the application of six principles:

- Instigating responsible behaviour at the highest level.
- Basing responsibility on a form of organisation that allows risks to be prevented, opportunities to be seized and continuous improvements made in areas of weakness.
- Encouraging transparency of information.
- Strengthening commitment to stakeholders by identifying and recognising their expectations.
- Fostering independent verification by bringing in outside opinions.
- Committing to innovative actions that will remain viable in the long term.

*Aéroports de Paris* has decided to make its sustainable development approach more dynamic by allowing stakeholders to better express their opinions, thereby involving them in an ongoing process of improvement.

This year, for the first time, a panel of stakeholders was invited to give its opinion on the Corporate Responsibility Report. The opinions expressed are given at the end of this document (p. 62). The sustainable development approach in which *Aéroports de Paris* is actively engaged is intended to include the expectations of third parties, going beyond just economic concerns so as to establish a firm relationship based on confidence. The notion of stakeholder is central to this approach, and it is around that idea that this report has been built.

## Completeness

The first question put to stakeholder representatives concerns the completeness of the issues addressed. Have the essential concerns been covered? It would, after all, be perfectly legitimate to question the effectiveness of a sustainable development approach that omitted difficult issues.

## Readability

In order to increase visibility and facilitate the task of the stakeholder panel members, *Aéroports de Paris* has dedicated a section to each group of stakeholders. Aware that grouping stakeholders in this way is not natural to everyone, each section begins with a definition of the different players it covers. Each of the six sections starts with the same double page spread indicating the expectations, key actions undertaken and areas and outlook for future progress identified.

## Rigorous approach

To allow stakeholder panel members to assess the report, it seemed necessary to guide their reading and to specify just what *Aéroports de Paris* understands by sustainable development. This led to the reflections on the concept presented above (p. 62).

## The stakeholder panel

Made up, in 2006, of seven members, the stakeholder panel was invited to give its opinion in mid-April 2006, based on a limited digital print run of this report. A summary of the comments was made and introduced into the report. They will be taken into account when drafting the 2007 report.

## A virtuous circle

The fact of deciding to consult a stakeholder panel had positive effects right from the report design phase, since concerns over readability led to its restructuring. It is *Aéroports de Paris'* wish that the consultative approach adopted will, eventually, allow greater account to be taken of stakeholders expectations and, consequently, lead to greater effectiveness in the area of sustainable development.



# Stakeholders' views

**After drafting the report**, Aéroports de Paris asked a representative panel of stakeholders to give their opinion of the document (Corporate Responsibility Report 2006), to benefit from their constructive criticism. The opinions are summarised below.

Overall, members of the stakeholder panel thought that the information presented was of good quality, relatively easy and pleasant to read, and that the principles of sustainable development were covered in a transparent manner. They also felt that the presentation of the report introduced this year, with its stakeholder-based structure, is innovative, interesting, and conducive to easy reading. Of course, there were points where improvements could be made.

## Completeness of the report

Although the exhaustiveness of the issues addressed is praised, a member of a local residents association pointed out some aspects that could be further specified in formulation. He felt that the consequences of certain orientations were not always presented. In particular, all of the investment measures are oriented towards making Aéroports de Paris Europe's leading airport operator. However, this will also lead to an increase in air traffic and a hyper-concentration of traffic in the Ile-de-France region, which will accentuate the gap with the eight major regional airports and increase nuisance to the Ile-de-France population. Another aspect noted is the fact that the nine measures in the Air Protection Plan (APP), under the responsibility of the DRIRE, only concern ground activities (up to 900 m altitude). In-flight emissions from air traffic are not covered by this regulation, a point not made sufficiently clear in the report.

## Points for improvement

The following points were noted:

- The Environmental Consultative Committee, for which Aéroports de Paris provides the secretariat and which allows the State to listen to and record all opinions prior to making a decision, is not mentioned in the report.
- Regarding HEQ®, the information provided could be more precise.

- An interview with a member of Airparif would be an interesting counterpoint
- The integrated management system (IMS) is an important element of the sustainable development policy and is not featured prominently enough.
- It would be interesting to include the 12 'Contrats de Régulation Economique' (economic regulation contract) indicators in the report
- The link between the financial information (especially floatation on the stock market) and sustainable development is not easy to understand and should be better explained
- In the area of noise insulation, some stakeholders suggest that it would be possible to go further and say that the grants from the State do not cover all of the local residents' needs in a timely fashion
- To give a clearer view of Aéroports de Paris' overall sustainable development strategy, a recapitulation of the areas of progress on a two-page spread would have been an advantage

## Panel members

- Mr Cavaillès, Chair of a health, hygiene and safety committee, Aéroports de Paris
- Mr Edelfelt, Financial Analyst, Société Générale
- Mr Gaurand, Head of Airport Development Bureau, DGAC/DAST
- Mr Grivaze, General Services Manager, CWS (customer, tenant at Paris-Orly)
- Mr Michaud, General Secretary of Works Committee, Aéroports de Paris
- Mr Tournay, Président, AREC, (association de riverains)
- Mr Trehin, Mayor of Morangis

In line with our aim for ongoing improvement, the 2006 comments that concern Aéroports de Paris directly will be taken into account in the next Corporate Responsibility Report (2007), within the limits of the responsibility of the company, which cannot undertake to follow all of the opinions as expressed.



## Choice of indicators

This report has been drafted following the guidelines of the 2006 version of the Global Reporting Initiative (GRI). These guidelines propose principles to be applied to allow organisations to present their economic, environmental and social performance in a balanced and reasonable manner. They are also favourable to comparison and assessment of performance.

### Methodological procedures

- Aéroports de Paris applies a reporting protocol to all of the published indicators, specifying perimeter, procedures, definition and calculation methods. The reporting protocol is in the process of review to allow it to take account of both organisational changes as well as perimeter changes engendered by change of status to LLC.
- For social indicators, reorganisation of the Human Resources Division is bringing about a change in the modalities of consolidation. These will be spelled out in 2007.
- For ambient noise, air quality and greenhouse gas emission indicators there are methodological guides

containing instructions used by the Aéroports de Paris Laboratory.

- For indicators on staff numbers in the airports, a census survey procedure is used by the Trades and Jobs Observatories.
- The Aéroports de Paris Laboratory's methodological guides are certified ISO 9001. Environmental indicator reporting procedures are applied by Aéroports de Paris within the framework of ISO 14001 certification.

### Consolidation and verification

The Environment and Public Affairs Department consolidates the sustainable development indicators on the basis of data received from the various company divisions.

## Collection and calculation of indicators

In 2004, a choice was made to verify the reporting procedures for the six most representative indicators. The information from this verification was applied after 2005 without, however, continuing with this approach, as a number of changes had made it less relevant. This is still the situation at present.

### ■ Number of complaints and requests for information

The change in perimeter of our activities now excludes taking account of complaints directly.

### ■ Rates of frequency and of severity of injuries

Both of these are calculated by the Safety at Work Department from information provided by Human Resources. However, accidents can be reclassified during six months, thus causing changes in the value.

### ■ Greenhouse gas emissions from thermal power plants

These emissions are now covered by the National Allowance Allocation Plan and are verified under regulations by the certification agency BVQI.

### ■ Air quality and ambient noise

These measurements are made by Aéroports de Paris' laboratory, certified ISO 9001.

### ■ Number of people employed at Paris-Charles de Gaulle and Paris-Orly

This indicator is given to within 1,000 employees, which does not seem to require annual verification of procedures.



# Performance Indicators

## GLOBAL REPORTING INITIATIVE (GRI) INDICATORS NOT INCLUDED IN THE PRESENT REPORT:

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

**EN4** : Energy consumption by third parties is not broken out from the total figures for Aéroports de Paris' energy production and procurement (EN3).

**LA 8** : Aéroports de Paris complies with French national measures to combat HIV/AIDS, in particular via sanitary measures in in-house medical services. Further than that, the company has not taken any specific initiatives in this field.

Figures highlighted on a pale yellow background have been audited externally.

### AÉROPORTS DE PARIS IN FIGURES

	Perimeter	2004	2005	2006	GRI Indicator
Aircraft movements ( <i>thousands</i> )	Paris-Charles de Gaulle	516	514	533	
	Paris-Orly	219	223	229	
	Paris-Le Bourget		59	65	
<b>Total</b> (excluding Paris-Le-Bourget)		<b>735</b>	<b>737</b>	<b>762</b>	
Passengers handled ( <i>millions</i> )	Paris-Charles de Gaulle	51.8	53.8	56.8	
	Paris-Orly	24.0	24.9	25.6	
<b>Total</b>		<b>75.3</b>	<b>78.7</b>	<b>82.5</b>	
Freight and mail ( <i>thousands of tonnes</i> )	Paris-Charles de Gaulle	1,877	2,010	2,131	
	Paris-Orly	116	107	110	
<b>Total</b>		<b>1,993</b>	<b>2,117</b>	<b>2,240</b>	
Average number of passengers per movement	Paris-Charles de Gaulle	107	114	115	
	Paris-Orly	110	106	112	
Revenues of Aéroports de Paris Group ( <i>€ millions</i> )	Aéroports de Paris Group	1,811.7	1,920.8	2,076.8	EC1
EBITDA ( <i>€ millions, Group</i> )	Aéroports de Paris Group	542.8	598.6	664.7	EC1
Group net income ( <i>€ millions</i> )	Aéroports de Paris Group	144.1	179.9	152.1	EC1
Revenues of Aéroports de Paris ( <i>€ millions</i> )	Aéroports de Paris Group	1,721.3	1,814.9	1,947.3	EC1
Net income for Aéroports de Paris ( <i>€ millions</i> )	Aéroports de Paris Group	117.5	168.2	151.5	EC1

### ECONOMIC DATA

Number of airport-based companies	Paris-Charles de Gaulle	700	700	700	EC9
	Paris-Orly	290	290	325	EC9
<b>Total</b>		<b>990</b>	<b>990</b>	<b>1 025</b>	<b>EC9</b>
Airport-related jobs ( <i>excluding temporary posts</i> )	Paris-Charles de Gaulle	78,000	80,000	83,000	LA1
	Paris-Orly	26,000	26,000	26,000	LA1
<b>Total</b>		<b>104,000</b>	<b>106,000</b>	<b>109,000</b>	<b>LA1</b>
Property tax paid ( <i>€ millions</i> )	Paris-Charles de Gaulle	25.7	26.0	30.0	EC9
	Paris-Orly	6.6	6.8	8.3	EC9
	Paris-Le Bourget	0.5	0.5	0.5	EC9
<b>Total</b>		<b>32.8</b>	<b>33.3</b>	<b>39.3</b>	<b>EC9</b>
Local business property tax paid ( <i>€ millions</i> )	Paris-Charles de Gaulle	20.5	26.5	29.1	EC9
	Paris-Orly	13.1	14.3	16.2	EC9
	Paris-Le Bourget	0.06	0.40	0.50	EC9
<b>Total</b>		<b>33.7</b>	<b>41.2</b>	<b>46.5</b>	<b>EC9</b>
Airport nuisance fund ( <i>FCNA</i> ) ( <i>€ millions</i> )	Paris-Charles de Gaulle	2.60	2.61	2.61	EC9
	Paris-Orly	1.96	1.96	1.96	EC9
<b>Total</b>		<b>4.56</b>	<b>4.57</b>	<b>4.57</b>	<b>EC9</b>
Funds granted by Aéroports de Paris Foundation		566,576	453,100	516,180	EC8

### ENVIRONMENTAL DATA

Number of complaints received	Paris-Orly	1,788	753	1,113	SO1
Number of requests for information	Paris-Orly	NC	NC	199	SO1
<b>Breakdown of complaints by type (%)</b>	Paris-Orly				
■ Number of overflights		36	33	11.50	SO1
■ Low altitude overflights		14	12	4.94	SO1
■ Night traffic		5	4	0.15	SO1
■ Unusual overflights		28	27	33.90	SO1
■ Other complaints		17	25	50	SO1
Number of complaints received	Paris-Charles de Gaulle	721	526	291	SO1
Number of requests for information	Paris-Charles de Gaulle	354	271	249	SO1
<b>Breakdown of complaints by type (en %)</b>	Paris-Charles de Gaulle				
■ Number of overflights		43	34.41	28.20	SO1
■ Low altitude overflights		20	21.48	23.00	SO1
■ Night traffic		13	19.58	22.40	SO1
■ Unusual overflights		9	4.75	3.10	SO1
■ Other complaints		15	20	23	SO1
<b>Number of exemptions granted to ban on night-time flights</b>	Paris-Orly	54	82	53	SO1
■ of which flights between 11:30 et 11:45 pm		24	41	31	SO1
<b>Night-time flights by time period</b>	Paris-Charles de Gaulle				
■ 10:00 pm to midnight local time		27,719	28,914	29,679	SO1
■ midnight to 5:00 am local time		23,714	24,112	22,952	SO1
■ 5:00 to 6:00 am local time		6,871	6,724	7,370	SO1
<b>Total</b>		<b>58,304</b>	<b>59,750</b>	<b>60,001</b>	<b>SO1</b>

## ENVIRONMENTAL DATA

### NOISE

#### Sound-proofing grants to nearby residents

- Number of applications processed
- Number of homes or other premises soundproofed
- Grants paid out (€ millions)

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- Number of homes or other premises soundproofed
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### AIR QUALITY

Nitrogen dioxide (NO2) content, in micrograms per cubic metre (µg/cubic m)

Particulate matter (PM10) content (µg/cubic m)

Ozone (O3) content (µg/cubic m)

Nitrogen monoxide (NO) content (µg/cubic m)

Sulphur dioxide (SO2) content (µg/cubic m)

Fuel dumping incidents (number)

#### Greenhouse gas emissions from power plants

- Paris-Charles de Gaulle (tonnes of CO<sub>2</sub>)
- Paris-Orly (CO<sub>2</sub> equivalent tonnes)
- Paris-Le Bourget (CO<sub>2</sub> equivalent tonnes)

#### Greenhouse gas emissions from aircraft during LTO1 cycle (tonnes of CO<sub>2</sub>)

- CO<sub>2</sub> emissions (in tonnes)
- NOx emissions (in tonnes)

### ENERGY OUTPUT

Production of heat (in MWh)

Air conditioning and refrigeration (in Mwh)

Heat produced by combined-cycle generation as a percentage of total heat energy consumed  
Proportion of total heat energy consumption derived from gas

Total consumption of electrical energy per airport (in GWh)

### WATER CONSUMPTION

Water consumption (thousands of cubic metres)

Water consumption (thousands of cubic metres)

Water consumption (thousands of cubic metres)

### WASTE

NHIW2 collected (in tonnes)

#### Disposal methods used for NHIW2 (%)

- Landfill
- Recycled
- Incinerated
- Processed (cycled + incinerated)

NHIW2 collected (in tonnes)

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- Landfill
- Recycled
- Incinerated
- Processed (recycled + incinerated)

NHIW2 collected (in tonnes)

### LABOUR FORCE

#### Staff

Total average staff on payroll

Total (as of Dec 31)

Number of handicapped persons employed

New hires (full-status contracts)

Moyenne d'âge

Proportion of women on staff (%)

Proportion of staff promoted during year (%)

Staff turnover in full status (non temporary) posts (%)

Staff absences (all causes, %)

Working days lost due to absences (\*2006 figure expressed in hours)

#### Health, safety and working conditions

Frequency of workplace accidents

Average seriousness of workplace accidents

Perimeter	2004	2005	2006	GRI Indicator
Paris-Charles de Gaulle	996	1 065	1 963	SO1
	1,062	1,106	2,956	SO1
	12.67	12.35	25.19	SO1
Paris-Orly	1,022	464	375	SO1
	1,147	515	785	SO1
	10.25	4.70	5.78	SO1
Paris-Charles de Gaulle	30	30	28	EN19
Paris-Orly	44	36	33	EN19
Paris-Charles de Gaulle	17	15	17	EN19
Paris-Orly	19	19	20	EN19
Paris-Charles de Gaulle	39	38	35	EN19
Paris-Orly	41	34	39	EN19
Paris-Charles de Gaulle	12	11	12	EN19
Paris-Orly	15	13	12	EN19
Paris-Charles de Gaulle	3	ND	3	EN19
Paris-Orly	4	7	ND	EN19
Paris-Charles de Gaulle	1	0	0	EN19
Paris-Orly	2	0	2	EN19
Paris-Charles de Gaulle (tonnes of CO <sub>2</sub> )	148,000	135,000	131,000	EN17
Paris-Orly (CO <sub>2</sub> equivalent tonnes)	32,000	29,000	29,000	EN17
Paris-Le Bourget (CO <sub>2</sub> equivalent tonnes)	-	5,344	5,426	EN17
Paris-Charles de Gaulle	853,208	845,572	882,124	EN17
Paris-Orly	299,641	302,262	309,555	EN17
Paris-Charles de Gaulle	4,170	4,305	4,410	
Paris-Orly	1,350	1,370	1,350	
Paris-Charles de Gaulle	347,809	332,299	313,929	EN3
Paris-Orly	165,960	145,441	127,535	EN3
Paris-Charles de Gaulle	105,503	118,867	119,399	EN3
Paris-Orly	24,026	25,354	25,822	EN3
Paris-Charles de Gaulle	49.5	53	48.5	EN3
Paris-Charles de Gaulle	97.5	100	100	EN3
Paris-Charles de Gaulle	278	287	300	EN3
Paris-Orly	122	118	116	EN3
Paris-Le Bourget	34	34	34	EN3
Paris-Orly	910	733	661	EN9
Paris-Le Bourget		129	112	EN9
Paris-Charles de Gaulle	2,430	2,270	2,310	EN9
Paris-Charles de Gaulle	43,060	43,190	41,990	EN20
Paris-Charles de Gaulle	38.24	ND	0.00	EN20
	34.23	ND	62.70	EN20
	27.53	ND	37.30	EN20
	61.76	ND	100.00	EN20
Paris-Orly	14,346	13,532	13,165	EN20
Paris-Orly	8.99	18.10	19.77	EN20
	45.17	33.50	16.60	EN20
	45.84	48.30	63.63	EN20
	91.01	81.80	80.23	EN20
Paris-Le Bourget		715	1,631	EN20
		(un semestre)		
Aéroports de Paris	7,738	7,709	7,571	LA2
Filiales	1,914	2,585	3,245	LA2
Groupe Aéroports de Paris	9,652	10,924	10,816	
Aéroports de Paris	232	223	251	LA2
Aéroports de Paris	313	249	160	LA2
Aéroports de Paris	41.4	41.5	42.5	LA2
Aéroports de Paris	40.0	39.6	39.0	LA2
Aéroports de Paris	7.2	7.1	7.2	LA2
Aéroports de Paris	4.1	4.0	2.5	LA2
Aéroports de Paris	5.2	5.2	6.8	LA7
Aéroports de Paris	154,257	154,521	783,237 h*	LA7
Aéroports de Paris	17.6	17.7	18.9	LA7
Aéroports de Paris	0.93	0.80	0.95	LA7

(1) LTO: Landing and Take-Off cycle

(2) NHIW: Non-hazardous industrial waste

**ACI**

Airports Council International. The international association of airport operators.

**ACNUSA**

Autorité de Contrôle de Nuisances Sonores Aéroportuaires (airport noise regulator).

**ADEME**

Agence de l'Environnement et de la Maîtrise de l'Energie (agency for environment and energy management).

**ADOR**

Association pour le Développement économique du pôle Orly-Rungis (association economic development of the Orly-Rungis centre)

**ADVOCNAR**

Association de Défense contre les Nuisances Aériennes (association for defence against air traffic disturbance).

**Airparif**

Body monitoring air quality in the Ile-de-France region.

**APP**

Air Protection Plan.

**APU**

Auxiliary Power Unit (auxiliary generator at rear of aircraft).

**BMP**

Business Mobility Plan.

**CCAR**

Commission Consultative d'Aide aux Riverains (consultative commission for assistance to local residents).

**CCE**

Commission Consultative de l'Environnement (consultative environment commission).

**CCI**

Chamber of Commerce and Industry.

**CHSCT**

Comité d'Hygiène, de Sécurité et de Conditions de Travail (hygiene safety and working conditions committee)

**CRE**

Contrat de Régulation Economique (economic regulation contract).

**CTP**

Company Travel Plan.

**Décibel dB(A)**

Unit of measurement of sound intensity.

The scale used is logarithmic, meaning that an increase of 3 dB(A) is equivalent to doubling of noise level.

**DGAC**

Direction Générale de l'Aviation Civile (French civil aviation authority).

**DIB**

Déchets Industriels Banals (non-hazardous industrial waste).

**DD**

Déchets industriels Dangereux (hazardous industrial waste).

**DRIRE**

Direction Régionale de l'Industrie, de la Recherche et de l'Environnement (regional office of industry, research and the environment).

**EBITDA**

Earnings Before Interest, Taxes, Depreciation and Amortisation. IFRS-compliant term replacing gross operating profit.

**Emport**

Average number of passengers per flight.

**EMS**

Environmental Management System

**Fuelling**

Operation comprising filling or topping up of fuel tanks.

**GIP ADIFE**

Groupement d'Intérêt Public d'Actions et Développement d'initiatives en Faveur de l'Emploi (public interest group for action and development of initiatives in favour of employment)

**Global Compact**

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

**GPU**

Ground power unit. Generating unit for aircraft on the ground.

**HEQ**

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

**ICAO**

International Civil Aviation Organisation

**IFRS**

International Financial Reporting Standards. New international accounting rules.

**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.

**MDE**

Maison de l'Environnement (environmental resource centre).

**NDP**

Noise Disturbance Plan.

**NEP**

Noise Exposure Plan.

**Movement**

Take-Off or Landing.

**NOx**

Oxides of nitrogen (NO, NO2).

**OHSAS 18001**

Occupational Health and Safety Assessment Series giving rules for health and safety management in the work place.

**PAX**

Abbreviation of 'passenger'.

**Revenue**

IFRS-compliant term for 'turnover'.

**SNP**

Person with special needs.

**PDE**

Plan de Déplacement d'Entreprise.

**PME**

Plan de Mobilité d'Entreprise.

**SOx**

Oxides of sulphur.

**SME**

Système de Management Environnemental.

**STP**

Stormwater Treatment Plant.

**TGAP**

General tax on noise disturbance until 2004, replaced by TNSA (below) in 2005

**TNSA**

Tax on aircraft noise disturbance, from 2005.

**UTP**

Urban Travel Plan.

**VITRAIL**

On-line aircraft flight path and data system, available at the Maisons de l'Environnement.





# GRI Index

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## 5 Performance Indicators

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RASG means Report on Activities and Sustainable Growth.

Site means Website: [www.aeroportsdeparis.fr](http://www.aeroportsdeparis.fr)

Ref. means Reference Document (AMF - French financial markets authority) available on website

By stakeholder means on the stakeholder summary pages (p. 16, p. 24, p.26, p. 32, p. 38, p.42 and p. 54)

Decree means French government decree of 20 July 2005 establishing Aéroports de Paris LLC.

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