



Aéroports de Paris  
**CSR** at the  
core of our  
organisation

Corporate social responsibility  
report 2013



**AÉROPORTS DE PARIS**

# contents

- 1 — Editorial
- 2 — Our identity in 2013
- 4 — Becoming a leader in our businesses

## > corporate social responsibility

- 7 — Didier Hamon, Group Secretary  
General: strengthening our commitments to corporate social responsibility
- 8 — Four key themes with 20 priorities
- 10 — Our roadmaps
- 14 — A policy led at the highest level
- 18 — Robust governance
- 19 — Managing performance by controlling activities
- 20 — How we meet the expectations of our stakeholders
- 24 — Projects tackling social issues

## > employee satisfaction

- 27 — Shirley Ding and Noémie Lemaire: motivating & personalised career paths
- 28 — 2013 in pictures
- 30 — We rely on everyone's performance
- 31 — We are preparing for the future
- 32 — Fair compensation
- 32 — Profit sharing and savings
- 33 — We place high importance on effective social dialogue
- 33 — We protect our employee's health
- 34 — We achieve a work-life balance
- 35 — Promoting equal opportunities

## > controlling impacts and making continuous progress

- 37 — Joël Davidas and Sébastien Maréchal: building an eco-efficient airport is a collective effort
- 38 — 2013 in pictures
- 40 — We aim for excellence within Europe
- 40 — we closely manage our operations
- 41 — A five-step improvement plan
- 42 — We are ready to use other sources of energy
- 43 — HQE and planning
- 44 — We help control emissions in the air
- 45 — We promote using shared transportation
- 46 — We manage the water cycle
- 47 — We are reducing waste
- 47 — We protect wildlife

## > customer satisfaction and ethical purchasing

- 49 — Pierre Marol and Charles Telitsine: innovating together to better address customers
- 50 — 2013 in pictures
- 52 — A global service
- 53 — Getting around easily
- 54 — An airport you could live in
- 55 — An ongoing dialogue with the airlines
- 56 — Companies: services for an expanding airport population
- 57 — A responsible purchasing policy

## > creating value for society

- 59 — Maria Gomes and Patrick Dugard: voluntary measures to help people re-enter the workforce
- 60 — 2013 in pictures
- 62 — Our aid and economic and social cooperation strategy
- 62 — Monitoring centres on employment
- 63 — We provide easier access to jobs
- 64 — We help people join the workforce
- 65 — Living at our airports
- 66 — The Grand Roissy and Pole d'Orly
- 67 — We support SMEs
- 68 — Living in harmony with local residents
- 69 — Aid for soundproofing
- 70 — The Aéroports de Paris Foundation
- 70 — Our in-kind and skill sponsorship
- 72 — Our subsidiaries, a proactive CSR approach
- 73 — Governance Indicators
- 74 — International agreements
- 74 — A responsible label
- 75 — Social responsible indices and rankings
- 76 — Opinions from the stakeholders' panel
- 77 — Indicators – Reporting methodology
- 78 — Table of indicators
- 80 — GRI summary
- 81 — Honours and Awards
- 81 — Glossary, abbreviations and acronyms

**digital version:**  
this document is available  
under the «Group»  
section on our website  
[www.aeroportsdeparis.fr](http://www.aeroportsdeparis.fr)



## our objective is within reach

**Augustin de Romanet**  
Chairman and CEO

We have worked hard since we began to roll out our first environmental protection programmes, almost twelve years ago. Our corporate social responsibility policy is now fully integrated throughout our entire organisation. Each year, we have continually focused our attention and efforts on strengthening this project, in order to identify, control and reduce risks. We have aimed at innovating by creating a new approach to our mission and businesses by imagining the sustainable airport of the future that is responsible, eco-efficient and offers opportunity for everyone. We set ourselves the objective of becoming an industry standard in Europe in terms of CSR. Today, our results are something we are proud of.

We accomplished this by undergoing ISO 14001 certification for the environmental management of our airports; beginning with Paris-Charles de Gaulle, then moving on to Paris-Orly and Paris-Le Bourget. Since then, not only have we continued in this direction, but we also have actively contributed to the fight against climate change. We use and produce renewable energies; we build green buildings; and we encourage our employees to use the least polluting forms of transport.

Our economic and social cooperation programmes started in the 2000s, supporting the regions where we are based. We have strengthened and extended them over the years, with our ever-loyal partners—associations, local councils and businesses. Together with our employees, we are proud to have supported volunteer efforts towards helping people get back into work (PlanètAIRport), and to have participated in the success of the Grand Roissy international promotion programme, Hubstart Paris Région®, alongside the Paris Region Economic Development Agency.

To meet the needs of our clients, airlines and passengers, we continuously invest, and have developed recognised collaborative processes in order to grow along with all of our operational partners. Our development and corporate social responsibility are integral parts of a specific governance and ethical framework. In 2003, we signed the UN Global Compact, which was based on the Universal Declaration of Human Rights, and which calls on businesses to make their sustainable best practices publicly available. We have further strengthened our commitment through our membership of the NGO Transparency International France. We regularly and voluntarily have our corporate social responsibility policies evaluated in order to obtain a non-financial rating.

Our current objective, that of being a European industry standard in terms of CSR, seems close to becoming reality. Our presence in the international indices and ratings for socially responsible investment, as well as the financial community's positive support, reinforce our confidence. We intend to continue our development with integrity, responsibility and confidence, core values that we must nourish. The cornerstone of our corporate social responsibility project is to preserve the confidence of our shareholders, employees, clients and civil society; performance, leadership, notoriety and excellence are the linchpins of its success. We must nurture and grow these plans, fine-tuning them by relying on the women and men of Aéroports de Paris.

**number one**  
in the airport  
sector in Europe

**6,686**

Aéroports de Paris  
owns **6,686 hectares**  
in Ile-de-France

**1,000**

Nearly **1,000 companies**  
at our **three airports**  
in the Ile-de-France region directly  
employ over **114,000 people**

**351**

Flights take off  
for **351 cities** located  
in **120 countries** from  
the Paris-Charles de Gaulle  
and Paris-Orly airports

**157**

close to **157 airline**  
customers  
in 2013\*

**Honours  
and awards\*\***

**The 2013 Marianne d'Or  
in Sustainable Development**  
(«State-owned firms, public corporations  
and public services» category)  
(see page 40)

**2013 CSR Challenges Award**  
(«Stakeholder dialogue» category)  
for the Planèt'AIRport programme  
(see page 60)

**Award for the best 2011  
Sustainable Development and  
Corporate Social Responsibility  
Report**  
from the French National Association  
of Chartered Accountants («Companies  
not listed on the CAC 40 index of the  
French stock exchange» category)

\* Companies having made more than 12 movements  
during the year at Paris-Charles de Gaulle and Paris-Orly.  
\*\* See page 81 for the list of the main awards and honours  
that Aéroports de Paris received in 2013.

## a major international air transport hub

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

Aéroports de Paris owns and operates the three major airports in the Paris area (Paris-Charles de Gaulle, Paris-Orly, and Paris-Le Bourget). The company provides airlines, passengers and freight and mail operators with high quality facilities and a range of services tailored to their needs. The Group conducts business in five key areas: aviation; airport retail and services; real estate; managing and investing in international airports and design and engineering.

Since it became a shareholder of the Turkish airport management company, TAV Airports, in May 2012, the Aéroports de Paris group is one of the top ranked airport groups in the world, with 37 airports under management and close to 200 million passengers handled.

### main subsidiaries and investments (% of holding) companies with significant business activities within the Group

Aéroports de Paris Management	100%
ADP Ingénierie	100%
Alyzia Sûreté	100%
Hub One	100%
TAV Airports	38% <sup>(1)</sup>
TAV Construction	49% <sup>(1)</sup>
Roissy Continental Square	60%
Société de distribution aéroportuaire	50%
Média Aéroports de Paris	50%
Relay@ADP	49% <sup>(2)</sup>

(1) Held directly

(2) Held directly and indirectly



**ranked first**  
among airport groups  
in Europe for freight  
and mail



**ranked second**  
among airport groups  
in World for  
passenger traffic

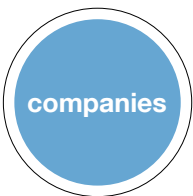


## the airport city

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



- Organising and operating the airport
- Retail and services
- Property (leasing, construction)
- Airport services to airlines and professionals industrial services, water/energy supplies
- Car parks



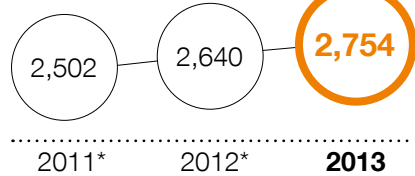
- Airline companies and ground handling service suppliers
- Security companies
- Air cargo and mail suppliers
- Shops, restaurants, hotels, banks, car rental, cleaning and maintenance companies



- Air traffic management: DGAC: French civil aviation authority
- Safety and security: Department of the border police (DPAF) and air transport gendarmerie (GTA)
- Customs services

**consolidated revenue** (in € millions)

+4.3%

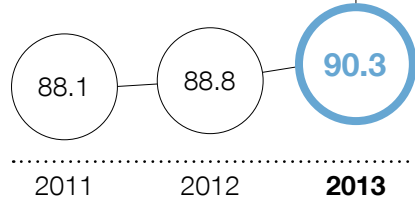


\* proforma

**number of passengers**

handled at Paris-Charles de Gaulle and Paris-Orly (in millions)

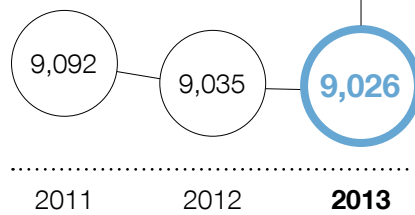
+1.7%



**average staff at**

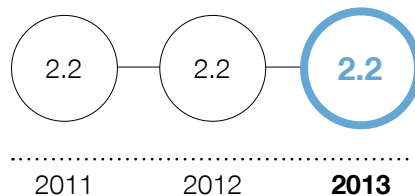
Aéroports de Paris Group

-0.1%



**community involvement**

(in € millions)



**for more information:**  
the «Group» section on our website  
[www.aeroportsdeparis.fr](http://www.aeroportsdeparis.fr)

our identity in 2013

# becoming a leader in our businesses



Under our 2011-2015 strategic plan, we have defined a strategy aimed at maintaining the competitiveness of our airports and strengthening our positions in light of changes in air transport and the intensifying competitive pressure from other airports.

## A medium-term ambition

Given its assets, competitive position, particularly in terms of market capitalisation, level of traffic and level of revenue, as well as its experience in airport management, engineering and construction, the Group's ambition is to become the leader in airport design, construction and operation over the medium term.

## Our two main objectives

Our ambition is based on two main goals: optimising our three Paris airports and gradually expanding abroad. It is grounded in a policy of financial discipline and societal responsibility and an active policy of human resources management.

## Six strategic concepts

To meet these medium-term objectives, in 2013 we reformulated and refocused the strategic directions defined for the period 2011-2015, in relation to six aspects:

- improving the quality of service provided to Group customers;
- improving employee satisfaction;
- strengthening the operational robustness of our airports;
- improving economic performance;
- becoming the European benchmark for corporate social responsibility;
- seizing opportunities for international development.

## for more information:

please consult the Aéroports de Paris Registration Document, which can be downloaded from the «Group» section of our website [www.aeroportsdeparis.fr](http://www.aeroportsdeparis.fr)

## DISTRIBUTION OF WEALTH (in € millions)

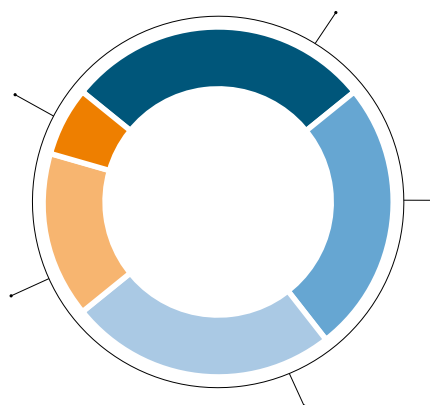
€72 million  
Property tax <sup>(1)</sup>

€46 million  
Economic contribution <sup>(1)</sup>

€68 million  
Other taxes <sup>(1)</sup>

€444 million  
Capacity, renovation and quality, property

- Government and local authorities
- Purchase of tangible and intangible assets
- Employees
- Shareholders and banks
- Suppliers



€815 million  
Suppliers

€205 million  
Dividends paid <sup>(2)</sup>

€344 million  
Reimbursement of debt

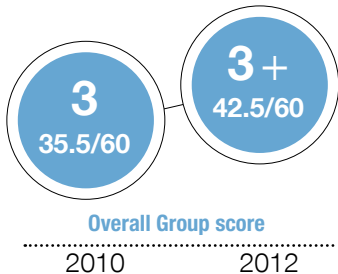
€183 million  
Net financial expenses

€721 million  
Personnel costs

(salaries, social charges, shareholding, incentives, provisions for labour commitments)

(1) paid in 2013 for 2013 taxes. (2) paid in 2013 for 2012. Information about financing is presented in the Aéroports de Paris Registration Document, available on our website.

non-financial rating requested, produced by Vigeo Enterprise  
(scale from 1 to 4)



**> A HIGH LEVEL OF COMMITMENT**  
An overall score of 3+ for the Group on a scale of 1 to 4 representing an increase of 7 points over 2010.

**AN ACCOUNTABILITY FRAMEWORK**

We are featured on several social responsible investment indices. In 2013, we received several awards in recognition of our actions plans for the environment, economic and social development in our local communities and our customer services. (See page 75.)

focus

## the Group's large-scale projects

### AÉROPORTS DE PARIS SA

#### PARIS-ORLY

### a New Departure

We are completely making over Paris-Orly to keep pace with the developments in air traffic.

**A four-point overview**

- A new 20,000 m<sup>2</sup> departure lounge;
- The complete renovation of the external access areas – currently underway for the south terminal;
- An HQE® – certified building of nearly 80,000 m<sup>2</sup> linking the south and west terminals at Orly;
- The ground transportation plans are transforming Paris-Orly into a multimodal hub: T7 tramway line, the Grand Paris Express project, extension of Paris metro lines 8 and 14 and, in the longer-term, a future TGV train station.

#### PARIS-CHARLES DE GAULLE

### the Group's future headquarters

Our future headquarters right in the centre of Paris-Charles de Gaulle will come to life in 2016. The 13,500 m<sup>2</sup> building will be HQE® certified. Employees will benefit from the heightened quality of life offered by its foot paths on the plant-covered green roof, 700 m<sup>2</sup> atrium, bright façades, spacious offices and gym.

### SUBSIDIARIES

#### HUB ONE

### e-reading rooms

Hub One helped set up a passenger reading room at the south terminal of Paris-Orly. Since opening at the end of 2013, passengers can now borrow digital tablets or e-readers to browse regional, national, international

or specialized newsprint. They can also pick from a wide selection of novels, new children's literature and comic books available on the tablets. More than 30,000 books and news articles have already been viewed in the first few months since the reading rooms opened.

#### ADPI

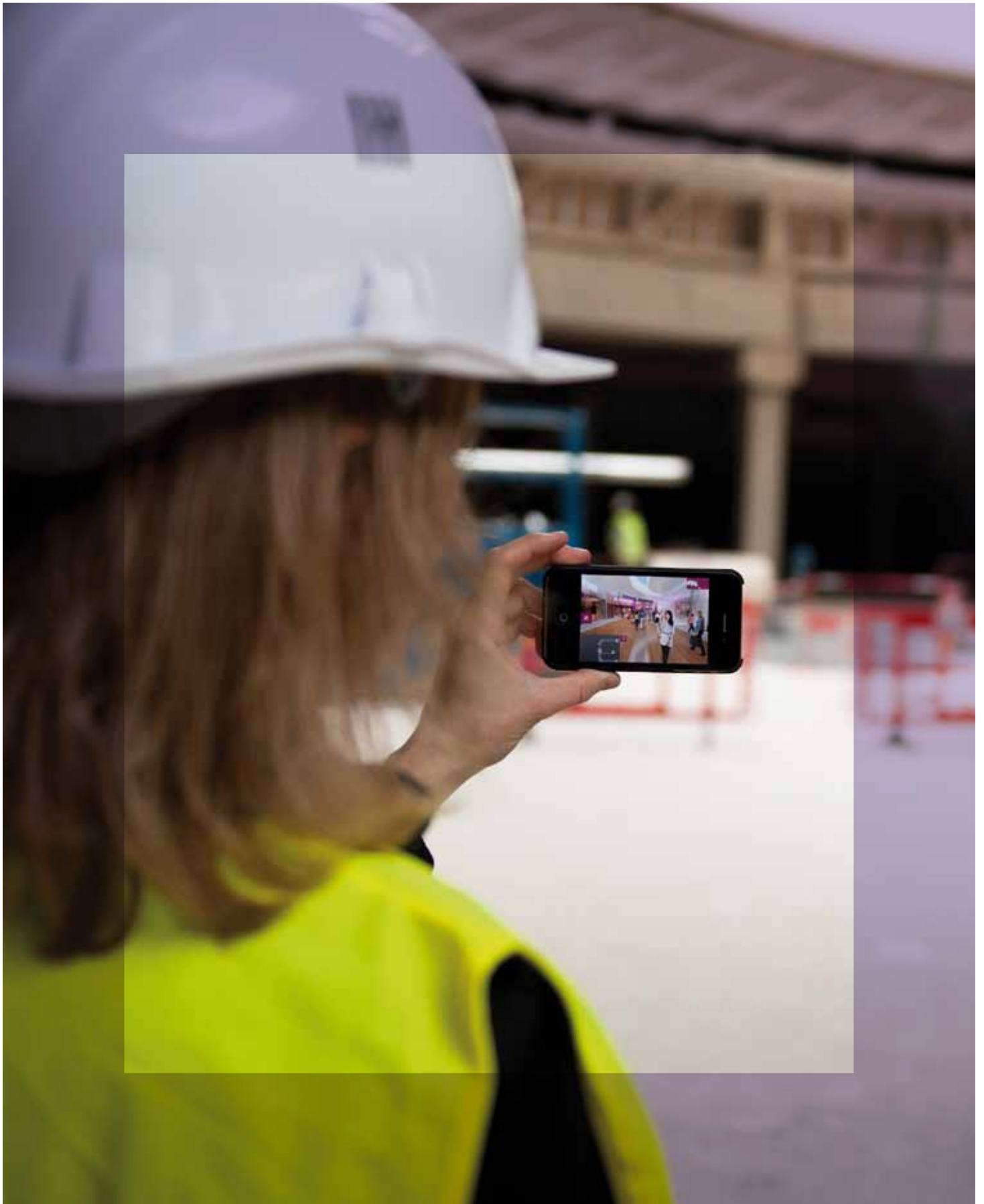
### a new terminal in Mauritius

In August 2013, the new terminal at the Sir Seewoosagur Ramgoolam International Airport was inaugurated in Mauritius. In cooperation with Aéroports de Paris Management, ADPI drafted the architectural designs, conducted feasibility studies and helped oversee the construction of the terminal. This 56,900 m<sup>2</sup> terminal can accommodate 4.5 million passengers per year. The building boasts 264 solar panels and rainwater catchment systems.

#### AÉROPORTS DE PARIS MANAGEMENT

### Concession for the Zagreb Airport in Croatia

The ZAIC-A Ltd international consortium, of which Aéroports de Paris Management is a shareholder, signed the final agreements related to the Zagreb airport concession in December 2013. These agreements relate to the financing, the design and the construction of an airport terminal with a total five million passenger capacity to be delivered in 2016 as well as to the thirty-year operating period of the concession. Aéroports de Paris Management and TAV Airports provide technical assistance under an agreement for operating and maintaining the airport.







## strengthening our commitments to corporate social responsibility

**Didier Hamon**  
Group Secretary General

The key themes of 2013 were maturity and Group-wide initiatives. We continued to roll out our corporate responsibility policy, which involves all Group divisions and every Group employee. We have made considerable progress. We are coming close to achieving the major strategic objectives that the company set itself for 2015, thus becoming, by that date, the European airport industry standard in terms of CSR.

We can see the results in our growing presence in the socially responsible investment ratings and indices, a mark of outside recognition, and the success of our in-house training session for managers in corporate social responsibility. This determination to place awareness of our social responsibility at the heart of our organisation and operations is led from the very top of the Group. Augustin de Romanet reaffirmed this in his inaugural speech on taking up his duties in December 2012 and made regular reference to it to employees and outside partners throughout 2013. We now have a common awareness of our social responsibility that naturally leads us to combine our forces and pool our skills. We have set up thematic working groups between each of the divisions concerned and the Environment and Sustainable Development Division.

Our CSR work takes the form of project management in the same way as we already undertake the planning or environmental management of our airports. A sort of virtuous contagion has infected our teams, the best example of which is the recent award of the «responsible supplier relationships» label to our Purchasing Division, or the decision to include social inclusion clauses in the tenders for works on our «Nouvel Envoyé» project at Paris-Orly. We have chosen a guiding force with the creation of a Group Secretariat General in 2013, which will have a direct influence on our CSR approach: environmental and sustainable development management, risk management and internal control.

In 2014, our roadmap for the environment and social commitment comprises two objectives: rolling out energy management at our airports and trying twice as hard in the area of social and economic cooperation, in conjunction with the Île-de-France Region, the Regional Economic Development Agency and the State, as we did in 2013, by signing the Ministry of Urban Affairs' Business and Local Neighbourhood Charter.

### **Aéroports de Paris** in the socially responsible investment (SRI) indices and rankings

#### **ETHIBEL SUSTAINABILITY INDEX (ESI)**

Aéroports de Paris has been on the ESI index since 2009 and was included in the Ethibel Sustainability Pioneer and Excellence Investment register in 2013. (See page 75.)

#### **EURONEXT VIGEO EUROPE 120 / EURONEXT VIGEO FRANCE 20**

Aéroports de Paris has been on the Euronext Vigeo Europe 120 and Euronext Vigeo Eurozone 120 indices since 2012, and joined the Euronext Vigeo France 20 index in 2013. (See page 75.)

#### **MSCI WORLD ESG / SRI**

Aéroports de Paris is on the MSCI World ESG (environment, social, governance) and MSCI World SRI (socially responsible investment) indices, and its rating was increased from AA to AAA at the end of 2013. (See page 75.)

#### **GLOBAL 100**

Aéroports de Paris joined the Global 100 ranking in 2012, in 39th place, and rose to 14th place in 2013. (See page 75.)

# responsible development

we aim to become the European benchmark for corporate social responsibility by building on:



## 4 key themes with 20 priorities

### THE BENEFITS OF CSR

As a structured management approach, the ISO 26000 standard gives the company the means to innovate by anticipating stakeholder requirements and optimising its processes, to differentiate itself through the quality of its performance, to reduce its risks and costs and to gain the trust of its stakeholders in so doing. As well as benefiting civil society, a CSR approach is also advantageous for companies.

### Our convictions

We are building our future by combining our business strategy with responsible practices in respect of our stakeholders. We have set ourselves the objective of integrating their expectations into our decision-making. Corporate social responsibility (CSR) puts the principles of sustainable development to work in the enterprise. Becoming a European benchmark for CSR is one of the six elements of our strategy for 2013-2015, which we see as a powerful driver of value creation for all. We target employee satisfaction as a source of their performance. We attach great importance to enhancing the quality of our services and our safety processes for passengers and airlines. We protect our environment on both a local and a global scale. We make investments that contribute to the prosperity of the areas in which we operate.

non-financial rating requested, produced by **Vigeo Enterprise** (scale from 1 to 4)  
Scope: Aéroports de Paris SA



### An improvement process

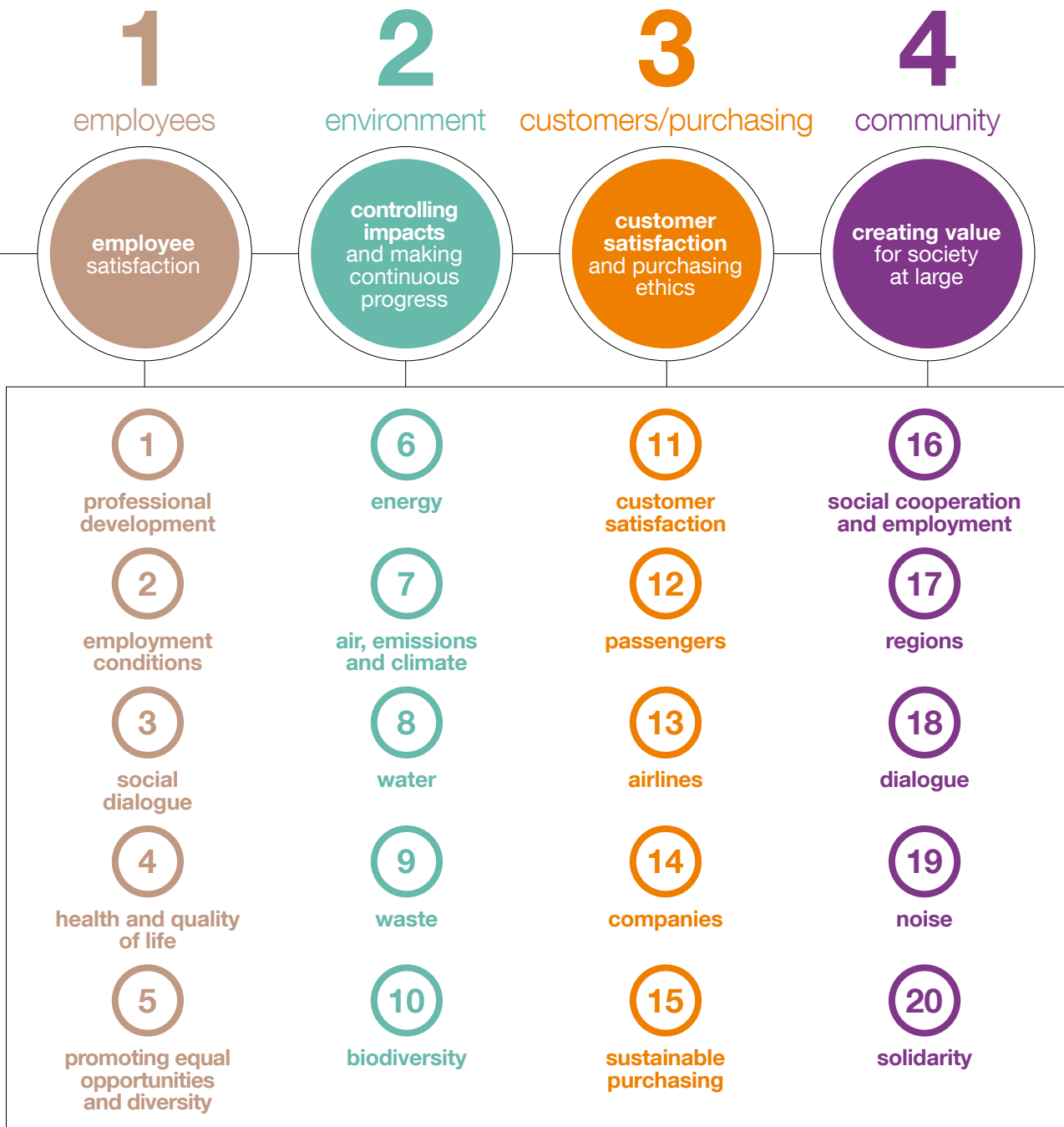
We fulfil our social responsibility by adhering to a structured approach that cements good practice and responsible behaviour in our day-to-day activities. We have identified priority areas for our improvement plans based on the recommendations of ISO 26000, which we have adopted as our framework

### Transparency is our aim

Every year, we update our stakeholders on our sustainable development activities through this corporate social responsibility report. This document is drafted in accordance with the Global Reporting Initiative (GRI) guidelines. It is widely circulated and available on our website.

### Ethics

Our policy is conducted in accordance with human rights and the fundamental rights defined by the International Labour Organisation (ILO).



Since 2003, we have been a signatory to the Global Compact, a UN initiative that lays out ten principles in the areas of human rights, labour standards, environmental protection and anti-corruption. We ensure compliance with these principles and demonstrate this through our commitments by reporting on the implementation of our good practices. We have developed an ethics strategy and related action plans in partnership with the NGO Transparency International France.

### Assessment of third parties

We have our performance independently assessed by third parties on a voluntarily basis by requesting a non-financial rating. This assessment measures our progress in six areas: corporate governance, the environment, community involvement, human resources management, human rights and market behaviour. We publish the results in our annual reports.

### FACT

In accordance with Decree no. 2012-557 of 24 April 2012 on the transparency obligations of companies in the area of employment, community and the environment, in November 2013, KPMG was appointed as the independent organisation in charge of verifying the employment, community and environmental information contained in the Group's management report. It delivered a conclusion of moderate assurance on the 2013 report.

# our roadmap **employment**

## progress objectives for 2015

			status
1	professional development	<ul style="list-style-type: none"> <li>Quality of job management</li> <li>Skills development and employability</li> </ul>	📉
2	employment conditions	<ul style="list-style-type: none"> <li>Objective and transparent remuneration systems</li> </ul>	📉
3	social dialogue	<ul style="list-style-type: none"> <li>Promoting social dialogue and collective bargaining</li> <li>Promoting employee participation</li> </ul>	📉
4	health and quality of life at work	<ul style="list-style-type: none"> <li>Protecting health and safety</li> <li>Organising work time carefully</li> </ul>	📉
5	promoting equal opportunities and diversity	<ul style="list-style-type: none"> <li>Preventing discrimination</li> <li>Promoting gender equality</li> <li>Promoting equal opportunities for vulnerable groups</li> <li>Preventing human rights violations</li> </ul>	📉

Starting 📅 Ongoing 📊 Advanced 📈 Attained 📌

## main achievements in 2013

			page No.
1	professional development	Roll-out of the 2013-2015 jobs and skills management programme (GPEC)	31
		Online appraisal and career development meeting for non-managers	31
		Consolidation of strategic business sectors	31
		Development of career mobility	31
		Implementation of professional career path management tools and processes	31
2	employment conditions	Recognition of skills in management remuneration schemes	32
		Elimination of the pay gap	32
3	social dialogue	Consultation of employee bodies on the company's strategic directions	33
		2013 employee survey	33
		Joint creation of the «Values» project	31
		Employee innovation: 83 ideas assessed in 2013	33
4	health and quality of life at work	2013-2016 «occupational well-being» agreement	34
		Draft agreement on preventing difficult working conditions	34
5	promoting equal opportunities and diversity	Signing of the diversity charter	35
		4 <sup>th</sup> agreement on gender equality	35
		8 <sup>th</sup> agreement on the integration of disabled people	35
		Action plan on the generation contract	35

### non-financial rating requested, produced by Vigeo Enterprise (scale from 1 to 4)

Scope: Aéroports de Paris SA



# our roadmap **environment**

## progress objectives for 2015

		status	
6	energy	<ul style="list-style-type: none"> <li>• 15% renewable energy in our final consumption</li> <li>• 12.5% reduction in internal consumption per square metre (compared to 2009)</li> <li>• Design, construction and refurbishment of buildings in accordance with high environmental quality (HQE) standards</li> </ul>	🔄
7	air, emissions and climate	<ul style="list-style-type: none"> <li>• Climate: Airport Carbon Accreditation retained for our three main airports</li> <li>• Implementation of inter-company travel plans</li> </ul>	🔄
8	water	<ul style="list-style-type: none"> <li>• 5% reduction in internal consumption per passenger (compared to 2010)</li> <li>• Improve rainwater management</li> </ul>	🔄
9	waste	<ul style="list-style-type: none"> <li>• Reduction at source</li> <li>• 30% recycling of non-hazardous waste</li> <li>• Sorting of passenger waste</li> </ul>	🔄
10	biodiversity	<ul style="list-style-type: none"> <li>• 5% reduction in pesticide use (compared to 2010)</li> <li>• Protection of biodiversity</li> </ul>	🔄

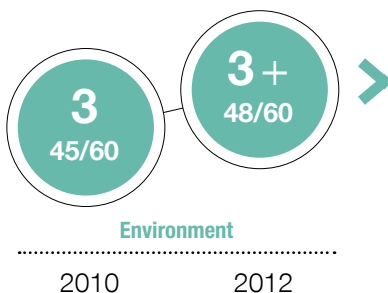
Starting 🔄 Ongoing 🔄 Advanced 🔄 Attained 🟢

## main achievements in 2013

		page No.	
6	energy	• Preparation for implementation of ISO 50001	42
		• Commissioning of a solar energy plant	42
		• Production of renewable energy from geothermal sources and a biomass power plant	42
		• HQE® certification for Hall M in Terminal 2E at Paris-Charles de Gaulle	43
7	air, emissions and climate	• Renewal of the level 3 Airport Carbon Accreditation for Paris-Orly and Paris-Charles de Gaulle, and level 2 for Paris-Le Bourget	44
		• Paris-Le Bourget inter-company travel plan (PDIE) in 2013, in addition to the Paris-Charles de Gaulle and Paris-Orly plans	45
		• 10.2% reduction in CO2 emissions from our light passenger vehicles between 2009 and 2013	45
8	water	• 3.2% reduction in internal consumption of drinking water per passenger in 2013 (compared to 2010)	46
		• Inauguration of a wetland filtration facility at Paris-Orly for treatment of rainwater	46
9	waste	• Recruitment of platform managers at Paris-Charles de Gaulle	47
		• Information film on sorting items for recycling screened in terminals	39
		• Introduction of a bio-waste collection at our company restaurants	47
10	biodiversity	• 50% reduction in the quantity of pesticides used thanks to a new weeding system	47
		• Endangered flower transplanted at Toussus-le-Noble airfield	47

**non-financial rating requested, produced by Vigeo Enterprise (scale from 1 to 4)**

Scope: Aéroports de Paris SA



**DEEP COMMITMENT AND PERFORMANCE APPROACHING EXCELLENCE**

**KEY POINTS:** new environmental policy, energy management, production of renewable energies, high environmental quality (HQE) construction (Hall M, freight station); Airport Carbon Accreditation Level 3.

# our roadmap **customers and purchasing**

## progress objectives for 2015

			status
<b>11</b>	<b>customer satisfaction</b>	<ul style="list-style-type: none"> <li>• Be among the leading benchmark companies in Europe</li> <li>• Develop a customer culture within the company and in our partners</li> </ul>	🔄
<b>12</b>	<b>passengers</b>	<ul style="list-style-type: none"> <li>• Quality standards</li> <li>• Innovation</li> </ul>	🔄
<b>13</b>	<b>airlines</b>	<ul style="list-style-type: none"> <li>• Quality standards and collaborative approaches</li> <li>• Modernisation of infrastructure and installations</li> <li>• Innovation</li> </ul>	🔄
<b>14</b>	<b>companies</b>	<ul style="list-style-type: none"> <li>• Improve the satisfaction of companies</li> <li>• High standards (retail, etc.)</li> </ul>	🔄
<b>15</b>	<b>sustainable purchasing</b>	<ul style="list-style-type: none"> <li>• Purchasing ethics</li> <li>• Factor CSR into tenders and contracts</li> <li>• Purchase from SMEs</li> <li>• Solidarity-based responsible purchasing</li> </ul>	🔄

Starting 🔄 Ongoing 🔄 Advanced 🔄 Attained ●

## main achievements in 2013

			page No.
<b>11</b>	<b>customer satisfaction</b>	• Implementation and continued design of quality structural benchmarks	52
		• Quality operational committees	52
		• Service University: reception of foreign passengers (China, India, Japan, North Africa, Russia)	53
<b>12</b>	<b>passengers</b>	• Expansion of reception teams	53
		• Airport Helpers®	50
		• Gradual roll-out of comprehensive information and signposting for passengers in arrivals	50
		• Launch of restaurant operator awards (quality)	55
<b>13</b>	<b>airlines</b>	• Extension of Airport Collaborative Decision Making to Paris-Orly	55
		• First discussion seminar between airlines and operational units at Paris-Orly	51
		• Initiative encouraging airlines to open new routes from our airports	55
		• Pilot project for organising the space at Paris-Orly	54
<b>14</b>	<b>companies</b>	• Supporting innovative SMEs	57
		• First «Real Estate Business Meetings» at Paris-Charles de Gaulle	56
<b>15</b>	<b>sustainable purchasing</b>	• Environment and employment provisions and provisions on integration in our contracts	57
		• Purchasing policy favouring SMEs/SMLs	57

### non-financial rating requested, produced by Vigeo Enterprise (scale from 1 to 4)

Scope: Aéroports de Paris SA



## progress objectives for 2015

		status	
16	<b>social cooperation and employment</b>	<ul style="list-style-type: none"> <li>• Portfolio of training and support</li> <li>• Communicating the information to job stakeholders</li> </ul>	🟡
17	<b>regions</b>	<ul style="list-style-type: none"> <li>• Contributing to the economic development of Grand Roissy and Pole d'Orly</li> <li>• Supporting SMEs</li> <li>• Cooperation with local and regional authorities</li> </ul>	🟡
18	<b>dialogue</b>	<ul style="list-style-type: none"> <li>• Cooperation with local and regional elected officials and authorities</li> <li>• Consultation with local residents on employment, airport activity, the environment and noise</li> </ul>	🟡
19	<b>noise</b>	<ul style="list-style-type: none"> <li>• Managing the funds generated by the tax on noise pollution from aircraft (TNSA) to help with soundproofing</li> <li>• Monitoring of sound levels by our laboratory</li> </ul>	🟡
20	<b>solidarity</b>	<ul style="list-style-type: none"> <li>• Financing local solidarity projects</li> </ul>	🟡

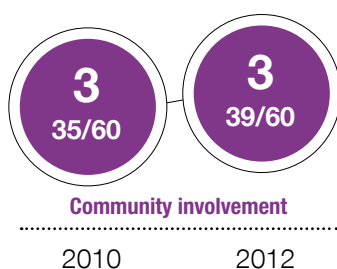
Starting 🟢 Ongoing 🟡 Advanced 🟠 Attained 🟤

## main achievements in 2013

		page No.	
16	<b>social cooperation and employment</b>	• The work of the employment observatories for the three airports	62
		• Planèt'AIRport programme	63
		• Signing of the «Companies and Neighbourhoods» charter	61
		• Reorganisation of the Roissy CDG Public Interest Group for Employment (GIP)	64
17	<b>regions</b>	• Strengthening of Hubstart Paris Région®	66
		• First «Real Estate Business Meetings» organised by Orly International	66
		• Contracts accessible to SMEs: «Grand Roissy Business Meetings» and information meetings on contracts for the Paris-Orly «New departure» project	67
		• Partners in the regional CSR programme for SMEs created in 2013	67
18	<b>dialogue</b>	• Exhibitions, seminars and presentations at the Environment and Sustainable Development Centre	68
		• 57 partnership agreements with local authorities (of which 3 in 2013)	68
		• Information meetings with local residents and elected officials on the commissioning of the T7 tramway line at Orly and on the renewal project for Paris-Orly	68
19	<b>noise</b>	• Soundproofing: free assistance with the contracting process	69
		• Assistance rate for diagnosis increased to 100% of the regulatory ceiling	69
		• New plans to combat noise nuisance at Paris-Charles de Gaulle and Paris-Orly	69
20	<b>solidarity</b>	• Provisions for integration in our contracts	64
		• Aéroports de Paris Foundation	70
		• Adife regional endowment fund	60
		• «Tourism and disability» award received	68

**non-financial rating requested, produced by Vigeo Enterprise (scale from 1 to 4)**

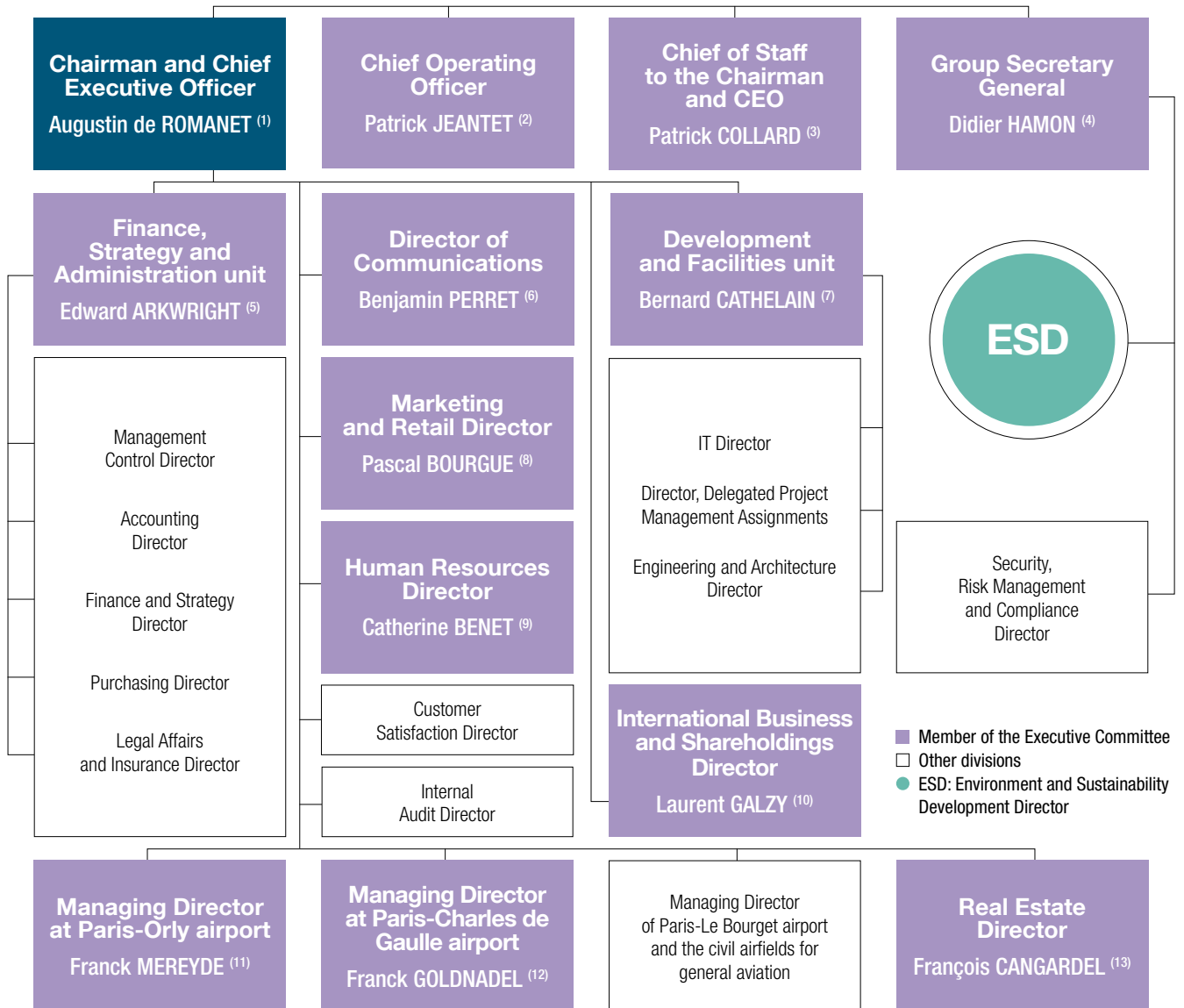
Scope: Aéroports de Paris SA



**TANGIBLE COMMITMENT**  
**Key points:** promotion of the attractiveness of Grand Roissy from an economic perspective, actions enabling local residents to access jobs and training, relationships with stakeholders.

# a policy led **at the highest level**

The Group's corporate social responsibility policy is driven from the highest level of senior management. It is proposed by the Environment and Sustainable Development (ESD) division to the Executive Committee.





# focus on the organisation of the Environment and Sustainable Development divisions

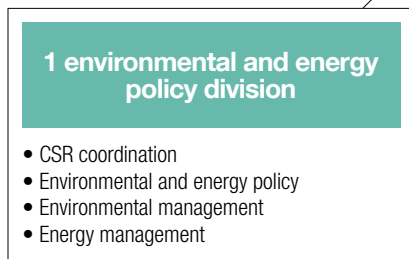
## three entities and five units

The Environment and Sustainable Development (ESD) division operates through several entities.

- **The Environmental and Energy Policy unit** oversees strategic directions for environmental and energy policy, monitors technical and regulatory compliance and provides technical support to the other divisions.
- **Two regional sustainable development teams** (one for Paris-Charles de Gaulle and Paris-Le Bourget and one for Paris-Orly) roll out the economic and social cooperation, solidarity and information strategies to local and territorial stakeholders. They organise discussions with partnership structures and local networks. They represent the company before local public and private stakeholders.
- **Five cross-functional units** handle specific campaigns to inform stakeholders and provide assistance to local residents, in synergy with the regional units.



oversees

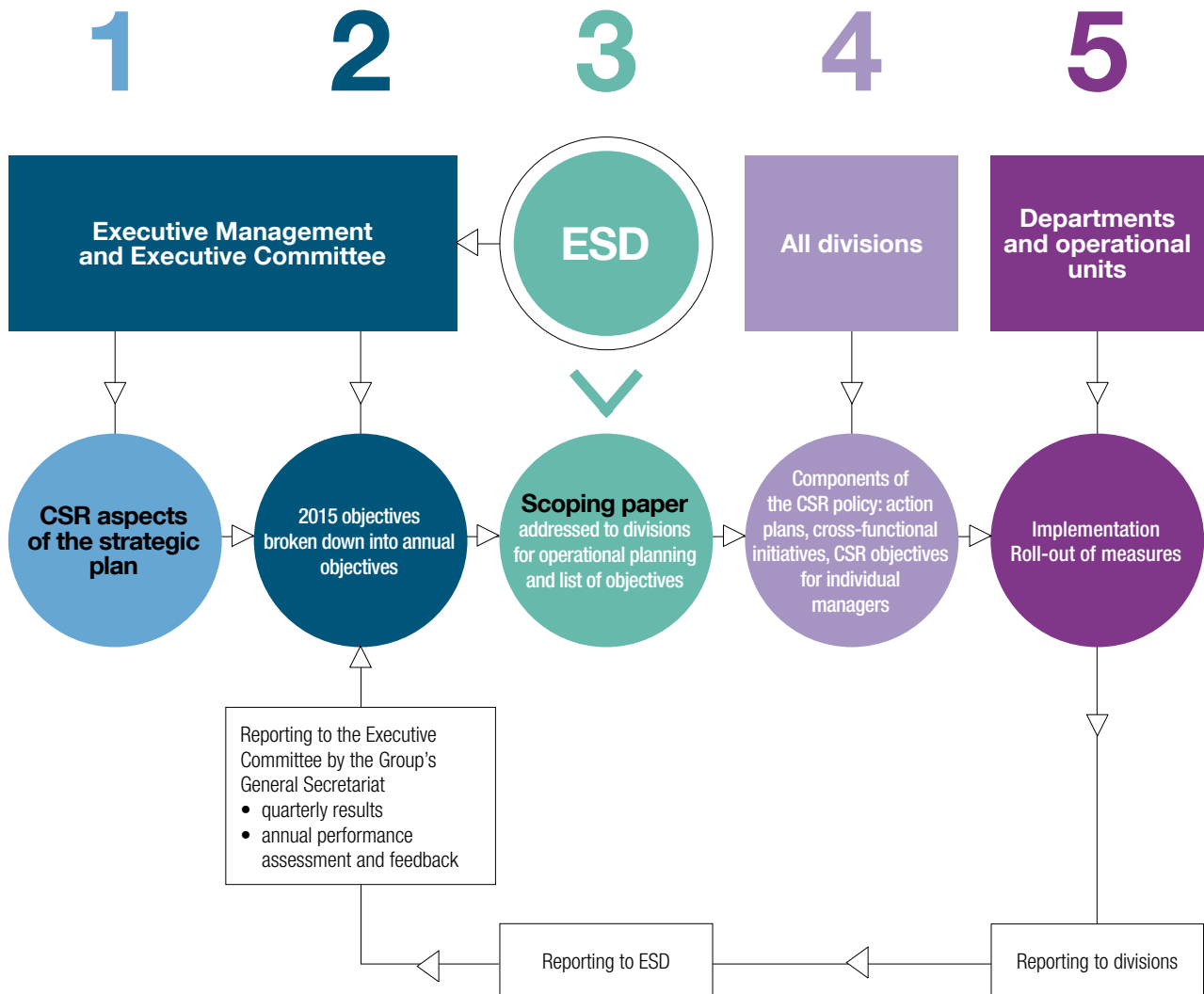


### key roles

- Draw up the support agenda for environmental management across the entire Aéroports de Paris S.A. Group.
- Provide optimal management for noise pollution aid financed by the tax on aircraft noise. Develop strategies that enable local businesses and governments to benefit from the dynamism of Paris airports.
- Help local communities in difficulty.
- Keep local residents informed.



# 5 steps to implement our CSR policy



Each year, the Chairman and Chief Executive Officer prepare a scoping paper and a list of objectives covering CSR aspects, which are sent to all divisions.

## Reporting

Every three months, the Environment and Sustainable Development division presents a dashboard with information supplied by the divisions to the Executive Committee, with the support of the General Secretariat. At the end of the year, the Environment and Sustainable Development (ESD) division and the other divisions provide feedback and prepare an annual assessment of performance. The conclusions are presented to the Executive Committee, which uses them to implement relevant measures.

## Audit

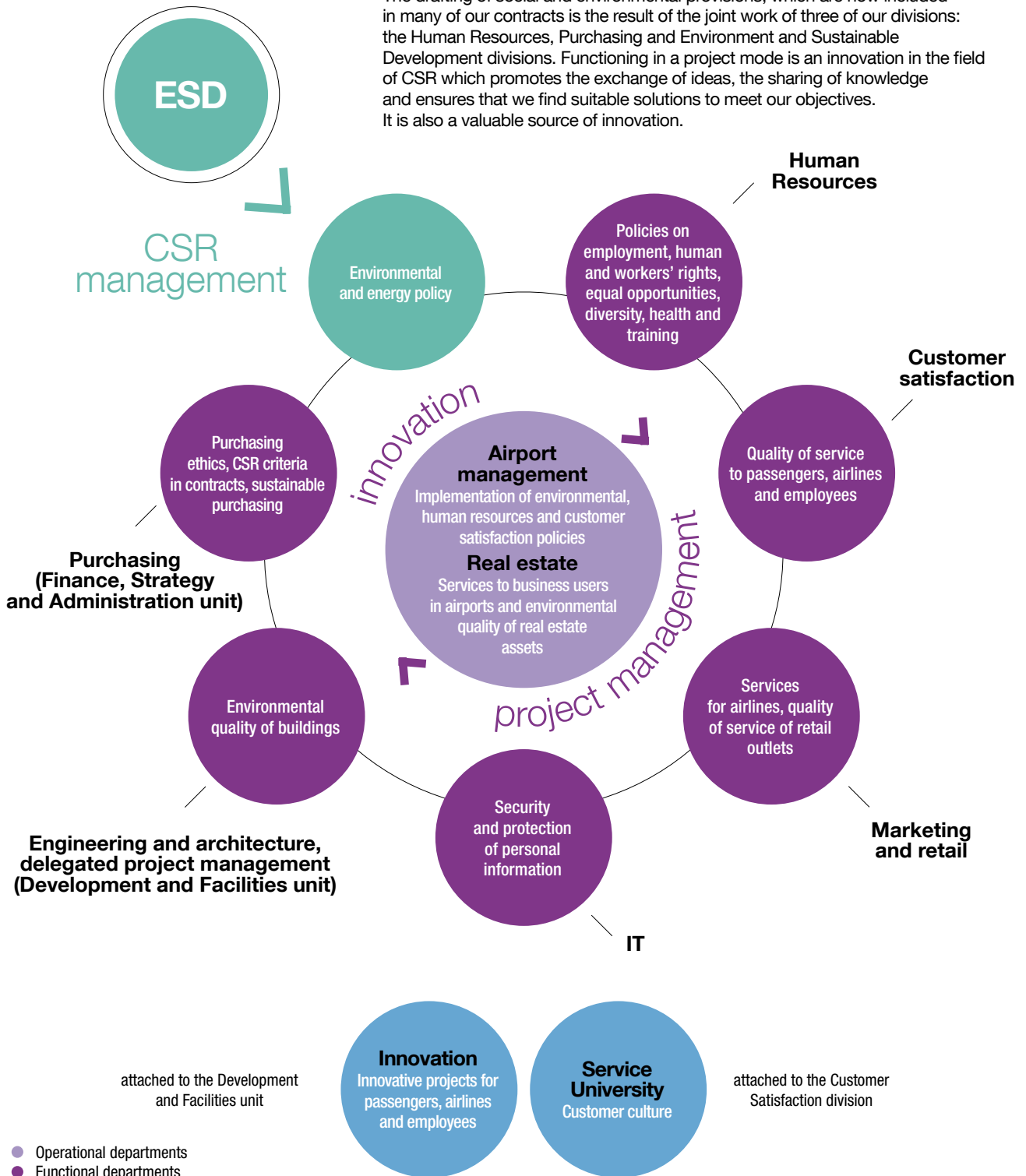
The Audit and Security, Risk Management and Compliance divisions ensure that risks are identified and taken into account, and they evaluate them periodically.

● ESD: Environment and Sustainable Development division

# focus on the divisions' areas of CSR competence

Each division applies our CSR policy within in its areas of responsibility, but also shares its expertise with other divisions in the context of joint projects. This cross-functional approach meets the requirements of a sustainable development approach that combines three aspects: employment, business and the environment.

The drafting of social and environmental provisions, which are now included in many of our contracts is the result of the joint work of three of our divisions: the Human Resources, Purchasing and Environment and Sustainable Development divisions. Functioning in a project mode is an innovation in the field of CSR which promotes the exchange of ideas, the sharing of knowledge and ensures that we find suitable solutions to meet our objectives. It is also a valuable source of innovation.



# Robust governance



5

**women sit on the Board of Directors, a representation of 42%.**

This calculation does not take into account board members elected by employees.

## FACT

Management involvement objectives, particularly in the area of equality at work and the prevention of psychosocial risks, are included in the criteria for the variable portion of senior executives' remuneration.

## EXTERNAL ASSESSMENT OF THE BOARD

The latest external assessment of the Board of Directors, overseen by an independent director, was presented to the Board of Directors meeting of 24 October 2013. A comparison with previous assessments reflects a steadily increasing satisfaction and the high quality of the Board in terms of the way in which its work is organised and its understanding of Aéroports de Paris business activities. Board members are satisfied with the Board's working methods and the way in which discussions between members conform to the principles of collective responsibility: more particularly, there was a higher level of satisfaction in terms of listening, dialogue and dynamics in meetings. Finally, the Board of Directors intends to fully involve itself in the definition and implementation of Aéroports de Paris strategy and, in particular, its international strategy.

Aéroports de Paris is a French public limited company governed by a Board of Directors (*Société Anonyme à Conseil d'Administration*). Internal regulations set forth the scope of the Board's responsibilities and its operating procedures. A director's charter specifying the rights and powers of each director, and a code of ethics relating to securities transactions and compliance with French regulations on insider trading, breach of insider trading and market manipulation, are schedules year in the bylaws.

## Board of Directors

The Board of Directors is a collegial body that determines the Company's business strategy and ensures its implementation. The Board of Directors reports on its activities to the General Meeting of Shareholders. It consists of 18 members, including six directors appointed by the General shareholders' Meeting, six directors representing the French government and six directors elected by employees. Three censors participate in the Board meetings in an advisory capacity. The current term of office of the directors and censors will end in July 2014. In April 2009, the Board decided to apply the AFEP-MEDEF guidelines for the corporate governance of listed companies.

## Committees attached to the Board of Directors

Three advisory committees contribute to the quality of the decisions made by the Board of Directors: the Audit and Risks Committee, the Strategy and Investments Committee and the Remuneration, Appointments and Governance Committee (see page 73).

## Executive Committee

The Executive Committee is chaired by Augustin de Romanet, Executive Committee, the Chairman and Chief Executive Officer, and provides strategic and operational management of the company. It meets every week. In 2013, the Executive Committee had 13 members, including one woman.

## A Group General Secretariat

In 2013, we complemented our organisation with the creation of the Finance, Strategy and Administration unit, the International, Subsidiaries and Shareholdings division and the Public Affairs division, which reports to the Chief of Staff to the Chairman and CEO. We have also brought together within the Group General Secretariat, which is on the Executive Committee, the company functions that contribute to risk management, sustainable development and the implementation of corporate responsibility. The Environment and Sustainable Development and Security, Risk Management and Compliance divisions are directly attached to it. This new entity will organise the cross-functional culture and the drafting and implementation of good practices in conformity with our strategic directions. It will also oversee relationships with civil society and coordinate the CSR policy.

# managing performance by controlling activities

## A comprehensive approach

Aéroports de Paris has a comprehensive approach to internal control, risk management, and internal audit, which is aimed at boosting performance and ensuring proper implementation of activities and achievement of objectives. Internal control contributes to the smooth functioning of the company's internal processes, the effectiveness of its operations and the efficient use of its resources. It is aimed at ensuring compliance with laws and regulations and the application of the strategic directions set by the Executive Management. Risk management is tasked with identifying the risks that can affect the Group's various activities, keeping them at a level deemed acceptable by the Executive Management and ensuring that the main risks are controlled. The internal control and risk management systems are audited periodically to ensure that the significant risks are taken into account in an appropriate manner and that all the conditions are in place to safeguard and develop the Group's business. The certification issued in 2011 by the French Audit and Internal Control Institute (Ifaci) for internal audit activities was confirmed in 2013.

## A tailored organisation

In October 2013, the Internal Control team joined the Risks and Compliance department within the Security, Risk Management and Compliance division, attached to the General Secretariat. The Audit division, which reports to the Chairman and Chief Executive Officer, has refocused solely on the audit function so that it can carry out its tasks with full independence. The system is based on the internal control guidelines, risk management standards and the internal audit guidelines and has access to the network of Audit-Risks-Internal Control coordinators that covers the parent company and subsidiaries.

## Our work in 2013

In 2013, our work focused on:

- sending a self-assessment questionnaire on corporate governance to the directors and managers of strategic functions;
- supporting the divisions to establish their internal control standards relating to the management and governance of their activities and, periodically, to analyse their business processes, in order to strengthen internal control;
- helping the divisions obtain certification of their management systems, particularly the management at Paris-Orly airport;
- appointment of a person responsible per Group risk, in order to strengthen the risk management system.

### TRANSPARENCY INTERNATIONAL FRANCE, A SUCCESSFUL PARTNERSHIP

The six-year partnership between Aéroports de Paris and Transparency International France has proved to be very positive. With the support and expertise of this NGO, we have equipped ourselves with sustainable systems to prevent the risk of fraud and to fight against corruption. In 2013, the Group promoted the fight against corruption with all of its stakeholders by presenting this commitment in all of its marketing materials, including those of subsidiaries. The speech of the Delegate General of Transparency International France at the Grand Roissy Business Meetings 2013 was symbolic of this approach. These meetings have been organised since 2009 for local SMEs/SMIs, and are also attended by other large groups. In 2014, Aéroports de Paris will continue to be a member of Transparency International France, and therefore subscribes to its transparency principles.



### FACT

The internal control guidelines of the Aéroports de Paris Group and the risk management standards contain the key organisational elements of these systems: regulatory reference frameworks and internal standards, key players, roles and responsibilities and associated governance. The group's internal audit charter defines the mission, powers and responsibilities in that area.

### ETHICAL RULES

The Aéroports de Paris S.A. internal regulations define the permanent rules of general discipline and lay out the enforcement process for hygiene, health and safety. They include rules of ethics and specific rules specified in the procurement code of ethics, the code of ethics for trading and market activities, and the code of ethics for information security. In 2013, the code of ethics was updated to include the fraud prevention policy (in the introduction to the rules of ethics) and the concept of ethical standards. All employees must understand the ethical standards.

### for more information:

see our 2013 Registration Document, available and downloadable on our website, [www.aeroportsdeparis.fr](http://www.aeroportsdeparis.fr), («Group» tab).

# how we meet the **expectations** of our **stakeholders**



Aéroports de Paris employees, works council, trade unions, employee representatives, employees of airport-based companies

## employees

### EXPECTATIONS

**Our employees:** environment, gender equality, career paths, motivation, health and quality of life at work – **All employees:** environment, services in the airports

### RESPONSES

#### Our employees

- 31 — Employee skills development policy, encouragement of job mobility
- 32 — Fair compensation
- 33 — Social dialogue, participatory innovation
- 34 — Policy on preventing occupational risks and protecting health and safety, social benefits

- 35 — Company agreements on gender equality and disability, and action plans for the employment of young people and older people

#### All employees

- 41 — Environmental management
- 45 — Inter-company travel plans
- 65 — Inter-company nurseries, transportation network



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

## customers

### EXPECTATIONS

**Passengers:** safety, fluidity, comfort – **Airlines:** quality of airport services, their contribution to business competitiveness – **Retailers and companies using the airports:** quality of services as concession provider, services

### RESPONSES

- 52 et 53 — Quality of service standards for passengers and airlines; Service University
- 53 et 55 — Partnership arrangements with airlines, service providers, government services and agencies
- 55 — Renovation of terminals and new capacities
- 56 — Services to companies operating at the airports
- 57 — Innovation Business partners



Service providers, sub-contractors, suppliers

## business partners

### EXPECTATIONS

Readability of our practices, our values and our selection criteria, respecting their interests in public tenders

### RESPONSES

- 57 — Purchasing code of ethics
- 57 — Selection criteria based on our quality of service standards and good practices in CSR
- 57 — Sustainable purchasing policy
- 57 — SME charter
- 63 — Entertainment: Plato network, business meetings

# our tools for dialogue

## employees

### INFORMATION TOOLS

- Group Committee
- Websites
- In-house journal, newsletters
- Information and awareness-raising booklets
- Service University

### METHODS OF CONSULTATION

- Annual Social Climate Survey
- Committee for Health, Safety and Working Conditions
- Works council
- Employee representatives
- Trade union delegates

## customers

### INFORMATION TOOLS

#### Passengers

- www.aéroportsdeparis.fr and online services
- MyWay.fr, Twitter, facebook
- Customer guides
- Aéroports de Paris LifeStyle magazine
- E-newsletters

#### Companies

- Websites and intranet, e-newsletters
- Customer guides
- Airport orientation committee (AOC)
- Airport Players' Club
- Service University

#### Companies using the airports

- Websites and intranet, e-newsletters
- Conferences

### METHODS OF CONSULTATION

#### Passengers

- Website aeroportdeparis.fr
- Dedicated information line number (3950)
- Satisfaction questionnaires at departures and arrivals
- www.dites-nous.fr/en

#### Companies

- Collaborative Décision Making (CDM)
- Quality of service operational committees
- Local quality committees
- Operational meetings
- Satisfaction questionnaires

#### Companies using the airports

- Meetings
- Environmental Partners' Club
- Satisfaction questionnaires

## business partners

### INFORMATION TOOLS

- Seminars and conferences
- www.tendersmart.com
- www.aéroportsdeparis.fr
- Welcome guide for airport-based companies

### METHODS OF CONSULTATION

- www.tendersmart.com (consultation of suppliers)
- Self-assessment questionnaires
- Tenders and consultations
- Environmental Partners' Club

# how we meet the **expectations of our stakeholders**



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



Main shareholder (French government), banks, investors, individual shareholders



The French government, European institutions, public bodies and of general interest

## civil society

### EXPECTATIONS

The environment, noise and soundproofing, economic and social benefits for the territories, partners in the development of airports in the Ile-de-France region

### RESPONSES

- 8** — CSR policy
- 41** — Environmental policy and certified management systems
- 57** — Solidarity purchasing
- 62** — Economic and social cooperation policy
- 68** — Information tools and spaces for dialogue
- 69** — Management of soundproofing assistance funds

## financial partners

### EXPECTATIONS

Economic performance, shareholder interests, risk management

### RESPONSES

- 4** — Economic regulation agreement, real estate diversification and retail development strategy, international growth
- 8** — CSR policy, non-financial rating
- 19** — Code of ethics, board member guidelines, internal control guidelines and risk management
- 75** — Ranking in socially responsible investment indices

## the French government, public bodies

### EXPECTATIONS

Compliance with laws, economic regulation contract, risk management, economic and social cooperation, implementation of public policy

### RESPONSES

- 4** — Economic strategy of the Group
- 8** — CSR policy, non-financial rating
- 19** — Code of ethics, board member guidelines, internal control guidelines and risk management guidelines, compliance monitoring and control system
- 41** — Environmental, energy and climate policies
- 62** — Regional promotion policies and support for urban policies



# our tools for dialogue

## civil society

### INFORMATION TOOLS

- Websites:  
www.aéroportsdeparis.fr  
www.entrevoisins.org
- Annual reports: Corporate Social Responsibility Report, Registration Document, Activity and Sustainable Development Report, Management Report.
- The press
- Environment and Sustainable Development Centres
- Airport visits

### METHODS OF CONSULTATION

- Forums and exhibitions
- Environmental advisory committees
- Meetings with elected officials and representatives associations and local and regional authorities
- Aéroports de Paris Foundation

## financial partners

### INFORMATION TOOLS

- Annual reports: Corporate Social Responsibility Report, Registration Document, and Sustainable Development Report, Management Report.
- Shareholder newsletters and internet guide
- Quarterly results
- Half-yearly results

### METHODS OF CONSULTATION

- General Meeting of Shareholders
- Shareholders' Club
- Shareholders' meetings
- Site visits

## the French government, public bodies

### INFORMATION TOOLS

- Annual reports: Corporate Social Responsibility Report, Registration Document, Activity Report and Sustainable Development Report, Management Report.
- www.entrevoisins.org.

### METHODS OF CONSULTATION

- Working groups
- Participation in regional groups
- Dialogue with government ministries and agencies

# projects tackling society issues

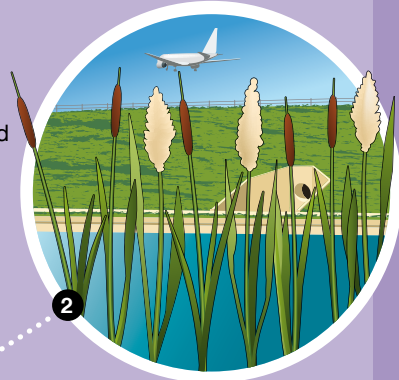




### ① a new departure

This renovation project, which began in 2013 and will be completed in 2018, will bring a high quality of service to Paris-Orly airport (pages 5, 43, 55, 57, 67, 68).

CSR challenges: the environment, sustainable construction, quality of customer service, employment  
Stakeholders: civil society, customers



### ② wetland filtration

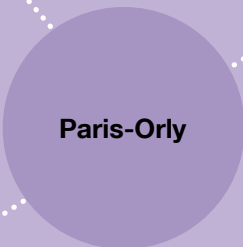
An additional rainwater treatment system for the airport based on a marshland planted with reeds came on stream in 2013 (page 46).

CSR Challenges : environment  
Stakeholders: civil society, the French government

### ③ Cœur d'Orly

The construction of the first high environmental quality (HQE) office building in the Paris-Orly business district began in 2013 (page 56).

CSR challenges: sustainable construction, services for companies  
Stakeholders: civil society



### ④ Starfruit

In 2013, the Toussus-Le-Noble airfield (Yvelines) was the location for the transplantation of the starfruit plant, which is classified as endangered (page 47).

CSR Challenges: biodiversity  
Stakeholders: civil society



### ⑥ 50<sup>th</sup> Paris Air Show

In 2013, the Paris Air Show chose employment as the theme of its conference, with an exhibition presenting the aeronautics industry (L'Avion des métiers) and forums to meet aeronautics employers.

CSR challenges: promotion of airlines and construction companies, employment, recruitment  
Stakeholders: civil society, airlines

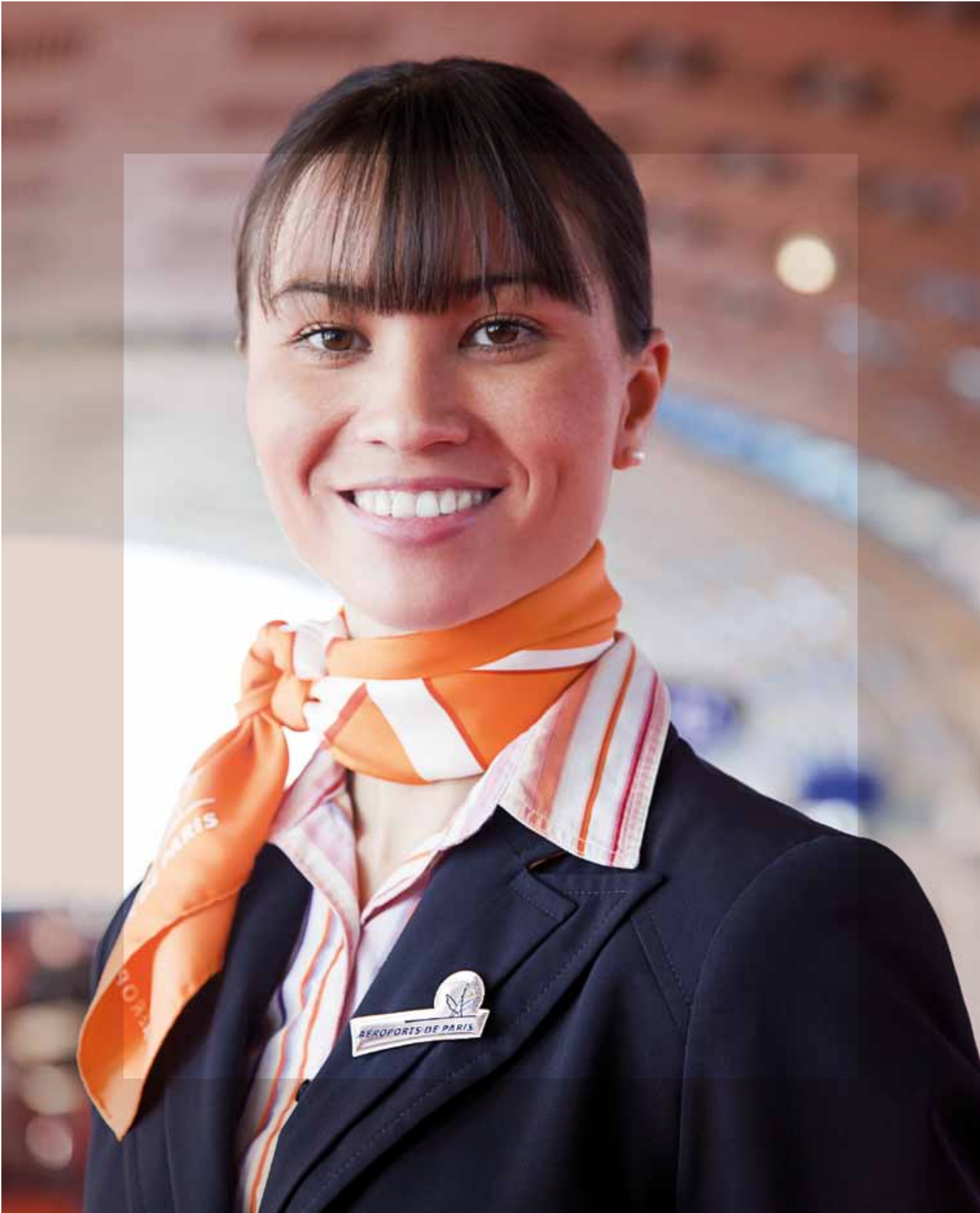
### ⑤ soundproofing

The first noise pollution map for Paris-Le Bourget airport was developed in 2013 (page 69).

CSR challenges: aid for soundproofing  
Stakeholders: local residents



**employee**  
satisfaction





## motivating & personalised career paths

### Shirley Ding

Reception agent  
at Paris-Charles de Gaulle

**At the end of her work-study contract at the Aéroports de Paris, 24-year old Shirley Ding, was hired as a reception agent. «My job is always full of surprises.»**

In January 2013, Augustin de Romanet invited ten of us young new permanent hires in reception over to his table to welcome us. Not only was I very touched that I was able to talk freely to the Chairman and Chief Executive Officer, but this encounter also highlighted how the company values our work and young new hires.

A message was made clear during that day: we will not stagnate in our careers. Aéroports de Paris is a large company that encourages us to move ahead and will help us get there through defined career paths, in-house training tailored to our needs, and role playing to test out our mobility plans.

I am really enthusiastic about these opportunities. I don't like getting stuck in a routine. I chose to work in reception as it puts me in contact with a lot of different people, cultures and languages and each day is different. Of Chinese origin, I am very aware and see each day how the passengers arriving from abroad depend on us. We are their first contact with the country and we are also their last one when we wish them «goodbye». In a certain way, we represent France for them.

### Noémie Lemaire

Manager of the Career Path  
cluster Operators, Supervisors  
& High Level Supervisors

**In 2012, the Human Resource Department created a specific cluster to assist employees throughout their career in the company. «We want each employee to discover his or her potential skill set.»**

Aéroports de Paris has set itself the goal of becoming a leader in its industry both in terms of customer satisfaction and corporate social responsibility. To achieve this, it relies on its employees' skills, professional development and dedication, and it provides them with the necessary resources. The Career path cluster that I manage is one of the entities devoted to this approach.

In addition to frequent meetings with his or her supervisor and human resource manager, each employee can also call upon the assistance of our teams throughout his or her career at the company. We review together his or her profile and career goals and match them up with the company's needs in order to offer motivating career opportunities. We also offer in-depth career assessments as well as immersion courses to discover and learn about different careers. On top of that, we are committed to one-to-one guidance, mentoring and training. We systematically offer these programs when an employee starts a new position. It's the key to a successful mobility program for both the employee and the company.

### contents

- 28 — 2013 in pictures
- 30 — We rely on everyone's performance
- 31 — We are preparing for the future with our employees
- 32 — Fair compensation
- 32 — Profit sharing and savings
- 33 — We place high importance on effective social dialogue
- 33 — We protect our employee's health
- 34 — We find a work-life balance
- 35 — Promoting equal opportunities



**2013**  
in pictures



SOCIAL DIALOGUE

> **participatory innovation**

The special Initiative Day was held on 13 December 2013 at the Paris-Charles de Gaulle Service University. Out of the 21 ideas canvassed from among a hundred submitted to our Innov'idées program, eight were selected to compete during the special Initiative Day. A fall-protection device, adaptable to 150 kg of heavy rigging from the technical facilities, received the people's choice award. Invented by an employee at Paris-Charles de Gaulle, this device will be soon tested out by Apave. The jury prize was awarded to two employees at Paris-Orly for their illuminated signposting for passenger boarding gangways. The prototype was tested out over two months and proved to be quite helpful: passengers now know exactly which gangway to take.

SOCIAL DIALOGUE

< **ongoing innovation**

In May 2013, a contest on «Innovating for quality of service» was held for employees in the west terminal at Paris-Orly. As a way to gear up for this contest, a training module was offered for the first time to about fifteen managers. On how to tap into their teams creativity and encourage new ideas. A «coffee-break challenge» was attended by more than 35 people each week to discuss this topic. This experiment marked a first step in the ongoing innovation process.



TRAINING

> **getting our managers involved in CSR**

We organised on 19 November 2013 the first CSR forum for managers. The morning session focused on first-hand accounts given by in-house experts and the forum was the opportunity to learn about or gain a deeper understanding of corporate social responsibility and how it is implemented within our Group. For the afternoon session, large companies such as La Poste, EDF and Orange came to share their experiences and best practices. Our managers were able to learn how comprehensive the CSR strategy is as well the different approaches in relation to the each company's strategic challenges.



TRAINING

> **executive  
induction days**

Each year, we bring together over a three-day period all newly hired or promoted executives. They learn about the challenges facing the company, its achievements and plans - both at workshops and round table discussions as well as at social events, such as the dinners and the closing-night party. In the same vein, we organised in 2013 induction days for operators, supervisors and high level supervisors.



HEALTH

> **a special joint conference**

In September 2013, the Human Resources and the Environment and Sustainable Development Departments held a joint conference during the Mobility and Road Safety Week. This event, which took place at Paris-Orly, demonstrated the utmost importance that the company attributes to its employees' safety and to promoting environmentally-friendly transport. The Week took place across our three hubs with the assistance of about fifty business partners. Numerous trainings were offered such as a fast-track session on driving manoeuvres and postures and a hands-on demonstration using two- and four-wheeled driving simulators. Guidebooks on business and inter-company travel plans were distributed.

EMPLOYMENT CONDITIONS

**employee savings**

In 2013, 188 participants attended our interactive training sessions on employee savings and 134 participants attended the retirement information sessions provided by the CNAV (National Pension Fund). Our employees can also consult the «Employee Savings» Intranet page and other useful publications such as our booklet *Employee savings and retirement*.



# bringing together and bringing out the best in our employees



## professional development

### we rely on everyone's performance

#### Improve employee satisfaction

To achieve our corporate vision, our best assets are the talents and dedication of our employees. This is why in 2013 we included increased employee satisfaction in our strategic guidelines and our employment policy. We will achieve it by encouraging them to evolve in their jobs and skills, spurred on by our development, and by better responding to their expectations, particularly in terms of career prospects, work life quality and more competitive compensation. We are therefore building upon a tested and proven policy that makes room for dialogue and maintains balanced management-labour relations founded on diversity, equal opportunity and safeguarding health.

#### An evolving organisation

We are continuing to modernise our organisation to make it simpler and more efficient. After restructuring the Human Resources department in 2012 to make it more proactive with respect to managers and employees, we are now updating the role of local Human Resources departments.

This plan aims to streamline the practices across the board and to provide an increased sense of professionalism and responsibility to Human Resources representatives. Resources will be made available to them to facilitate the transition into their new roles of supporting and advising employees on a more direct level. This development plan, unveiled to the Works council in July 2013, is currently being rolled out.

The Human Resources Department is also involved at the Group level. It defines common strategy and is supported by a committee of human resources directors at the subsidiaries, which strengthens the ties between Aéroports de Paris and its subsidiaries. The Group Committee presents the company's strategic directions to the social partners.

#### CSR stakeholders

The Human Resources department makes sure that human and workers' rights are respected within the Group and promotes these values to the Company's stakeholders. It implements the CSR policy through program that it has co-developed with the Environment and Sustainable Development department during the monthly steering committee meeting. In 2013, we

identified several courses of action: the environment and business travel plan; skills sponsorship and paid leave for corporate volunteering assignments; CSR goals and training for managers and sustainable procurement. We signed the Ministry of Urban Affairs' Business and Local Neighbourhood Charter in June 2013 (see page 61).

9,026  
Group employees  
at 31 December  
2013.

#### 2013 EMPLOYMENT FIGURES

	2013
Group workforce <sup>(1)</sup>	9,026
New permanent hires	108
Manager incubators <sup>(2)</sup>	17 including 7 new hires
Work-study contracts	221

(1) Excluding business joint ventures

(2) Aéroports de Paris SA

#### INCUBATOR PROGRAMME

In order to attract candidates with hard-to-find skills, we have an incubator programme for young managers coming from prestigious universities or having specialised Master's degrees. Before being assigned a position within the company, the candidates are exposed to a cross-sector and multidisciplinary career path.



4 clusters  
for the Human  
Resources  
department

- Developing skills and employment policies
- Prevention and labour relations
- Remuneration and benefits
- Recruitment and development of strategic managers



# we are preparing for the future with our employees

## Career paths

In 2012, we unilaterally rolled out the jobs and skills management system (GPEC). As the linchpin of the proactive policy promoting employment, the GPEC is striving to meet two objectives over 2012-2015: firstly, continually upgrade our employees' skill sets to meet the company's needs, by encouraging mobility, as well as safeguard their employment and secondly, meet their expectations by offering them a clear and motivating career outlook. In this context and to balance out the employee age distribution, we presented to the labour representatives in September 2013 a voluntary departure plan impacting a maximum of 370 jobs. At the same time, we are still recruiting in our core businesses such as reception and maintenance.

## Our performance drivers

Our employment policy uses two specific performance drivers: training and internal mobility. These two procedures are based on the performance evaluation meeting (EAP) conducted by managers. Introduced to managers in 2011, the online performance evaluation has been rolled out to non-managers since 2013. Training and career development as well as mobility requests can therefore be aligned to the company's needs. In addition to updating the job reference guide, we worked on consolidating the business sectors in 2013. We can better manage career paths by business sector and have made access to internal mobility more transparent. The mobility guidelines will be drawn up in 2014. Discussions with staff were ongoing in the Group, in our subsidiaries and with our partners, particularly the TAV Group and the Schiphol Group.

## The tools for mobility

In 2013, we set up a career department as part of our efforts to promote mobility and professional development. The mobility committee is involved in pooling together and matching up the company's needs with employee career plans. Our employees have an Intranet site to help them prepare for their job mobility. The site contains online job listings, job information, prerequisites and training programmes. They can also take CV workshops and upload their CV to the CV library. The MAP (mobility and professional areas) computer tool is currently being rolled out. It lists similar positions with identical skills sets for a specific job.

### THE «VALUES» PROJECT

Our managers are actively involved in our employment policies. They foresee how jobs will evolve and develop their employees' skills and prepare them professionally. We get them involved in the discussions on our employee-related policies so that they fully embrace the strategic and human dimensions. In 2013, we launched our «Values Project» to ramp up our management policy via a shared vision of corporate values and job fundamentals.



## INCREASED BUDGET FOR PROFESSIONAL TRAINING

Succeeding as a group also depends on personal development. A new training agreement was signed. It will focus on developing skills in relation to business needs and employee career development. The agreement also provides that a committee be set up on career management and upgrading skills.

6%

about 6% of payroll  
is earmarked for training  
each year.

## EMPLOYER IMAGE

As well as participating in job forums targeting areas where we operate, we design media and materials to better communicate on our jobs and our new partnerships with schools and universities.

## employment conditions



**80%**  
**the employees  
of the Aéroports  
de Paris group are  
Shareholders** via the  
Aéroports company  
mutual fund.  
They owned 1.67%  
of the share capital  
at 31 December 2013.

### 2013 OVERVIEW

	2013
<b>Discretionary profit sharing (€k)*</b>	<b>13,512</b>
Average gross bonus (€)	2,042
<b>Compulsory profit-sharing (€k)</b>	<b>15,028</b>
Average gross bonus (€)	2,271
<b>Diversified employee savings at 31 December (€k)</b>	<b>83,833</b>
Number of investors	7,722
<b>Employee shareholding at 31 December (€k)</b>	<b>132,867</b>
Number of investors	6,417

Figures from Aéroports de Paris SA  
\* Paid out to the Employees for the achievement of 2013 targets

### FACT

Aéroports de Paris is a member of the Employee Savings Club.

Our wage policy is based on fair compensation in line with the employees' contribution to the Group's performance. It also includes attractive compensation packages with good health insurance and retirement benefits. We are updating our compensation arrangement in line with our strategic objective of controlling costs defined in 2013. Fostering a culture of managers in this area will be one of our priority initiatives.

## fair compensation

### Remuneration system for managers

The remuneration system for managers effective since 1 January 2011 rewards the extent of their contribution as well as skills development. A variable portion is related to percentage of the achievement of individual goals. In 2013, the managers were rewarded for out-performing their goals: a goal attained at 150% was rewarded 170%. Managers were also allowed to set a goal for their teams based on one of the six components of the CSR policy.

### Wage agreement

Negotiations with the labour representatives broke down in February 2013 and such disagreement was recorded in the minutes. Pursuant to the 2012 wage agreement, the fixed portion of the wage premium for non-managers and the management bonuses, i.e., 3.5% of the base salary, was therefore included into the base salary. The average increase in fixed annual compensation was 1%.

### Women and Men

For the third consecutive year, we conducted an analysis of the wage gap between men and women and closed in a few remaining gaps. During the term of the gender equality agreement, this upgrade involved 225 female employees. The APEC (National Agency for the Employment of Managers) conducted a survey in the summer of 2013 indicating that there was no wage discrimination at the Aéroports de Paris SA.

## profit sharing and savings

### Profit sharing Agreement

For 2013, Aéroports de Paris SA paid its ninth share-holding premium and its 26<sup>th</sup> incentive bonus. The profit sharing agreement negotiated for 2012-2014 takes into account three criteria: economic performance, quality of service and the lost-time work accident rate. An amendment to the profit sharing agreement signed in June 2013 increases the compensation related to collective objectives.

### Employee savings

We have established a balanced and comprehensive employee savings programme consisting of a Group savings plan (PEG) and a retirement savings plan under the collective Group pension plan (Percog). In 2011, the percentage for matching contributions made to the employee share ownership fund under the PEG and into the PERCOG funds was negotiated for a period of five years.

### Solidarity mutual fund

In 2009, we selected a solidarity investment fund, the FCPE Amundi Label Actions Solidaire. The socially supportive part of the fund is invested in the investment company France Active that finances projects for the environment, social integration and fighting social exclusion. This fund has been certified as a socially responsible investment (SRI).

# 3

## social dialogue

## employee satisfaction

# constructive social dialogue is of utmost importance to us

### An open dialogue with management and employees

We place high importance on the social climate at the Company and how we communicate with our employees. Discussions take place with the Group's committee, the Works council, eight local health, safety and working conditions committees (CHSCT), an interdepartmental CHSCT (established in 2013) and a central body of employee and union delegates, under a union rights agreement. We have involved our managers and human resources network in drafting and negotiating corporate agreements since 2012. We monitor all of our corporate agreements using indicators identified during specific assignments. In 2013, labour and management discussions were tense in relation to employee downsizing. This is the reason why certain negotiations broke down (generation contract). Action plans will be used when agreements could not have been reached.

### Employee satisfaction survey

The employee satisfaction survey is a way to listen to our employees. All our employees are regularly asked to share their view of the company via an anonymous poll conducted by an outside firm. This survey helps managers identify meaningful action plans with respect to employee commitment, motivation and work/life quality. In 2013, it included ten questions related to psychosocial risks.

### Successful employee-driven innovation

Every year our employees submit about a hundred new and innovative proposals to our Innov'idées programme. The top ones are tested out and presented during the special Initiative Day. In 2013, we processed 83 ideas for improvement in our priority action areas: efficiency, customer satisfaction, working conditions, the environment and sustainable development. The employees who submitted ideas and their managers can track the status of the proposals transparently using the data collection software tool. We plan on coordinating this programme with the ones organised by our Innovation cluster and Customer Satisfaction Department.



### HOW WE COMMUNICATE WITH OUR EMPLOYEES

- Réseau intranet dont nos lettres électroniques internes sectorisées
- Journal interne d'Aéroports de Paris
- Guides et livrets d'information et de sensibilisation

### EXPATRIATES

Group expatriates and French staff working abroad are covered by a special protection scheme that permanently monitors security conditions in the countries in question. This alert system operates in real time. Expatriates and French staff working overseas have access to an intranet site and are given safety awareness training.

### CONCURRENT ACTIVITIES

We have developed operating procedures or prevention plans for premises leased to third parties, particularly freight and waste-sorting areas. Prevention plans for baggage sorting and handling have been entered into with the airlines' service providers.

# 4

## health and quality of life at work

# we protect our employee's health

Our workplace health and safety policy is based on prevention and the notion that work should be adapted to the worker. It is communicated to employees on a regular basis. Our airports Paris-Charles de Gaulle and Paris-Orly are certified OHSAS 18001 (health and safety at work). Our 2013 annual plan for the prevention of occupational risks draws on the 2010-2014 Health at Work plan (Plan santé au travail) of the French Ministry for Labour, Employment Professional Training and Social Dialogue on the regulatory provisions applicable to work hardship.

**44%**  
of employees took the satisfaction survey in 2013. In 2011, the rate was 40%.



-5%

is our goal to reduce work accidents between 2013 and 2014

#### REPÈRE

- We are a member of a network of large companies, moderated by Anact, focused on sharing experiences on occupational risks.
- Our Occupational Health Department has joined the national oversight board on occupational health - Evrest (*Évolution et relations en santé au travail*).
- The intranet site of our Health Protection Committee offers nutritional and fitness advice.
- We are continuing to roll out our tool to oversee and monitor regulatory compliance for the environment, health and occupational safety.

#### AN OCCUPATIONAL WELL-BEING AGREEMENT

Following the 2010 agreement on prevention methods for psychosocial risks, we signed in 2013 an «Occupation Well-Being» agreement for 2013-2016. Our prevention system is based on developing benchmarks, good management practices, educating and raising employees' awareness and improving the conditions in which we work. We are setting up forums to discuss and exchange ideas freely across divisions and hierarchy levels. We are reinforcing the tools we use to communicate on an ongoing basis. Several entities will manage how the agreement is applied: our interdisciplinary alert network consisting of health professionals, social services, managers, staff representatives and a mediator; a coordination and support group and a joint commission of experts. A «prevention of psychosocial risks and reorganisations» specialist will lead the communications and awareness raising campaigns.

#### An interdepartmental CHSCT

Eight committees on health, safety and working conditions (CHSCT) are spread across the Aéroports de Paris sites, and 22 safety officers have been assigned to operating and functional departments. An interdepartmental CHSCT, up and running since 2013, advises on a wide range of issues. A multidisciplinary medical and technical commission, chaired by the Human Resources Director, brings together occupational health doctors and practitioners specialising in occupational-hazard prevention. This commission identifies the additional areas of study and research in the annual prevention plan.

#### Conventional safety hazards

We have tracked the risk of asbestos at the three airports and in 2012 we developed a training course that addresses this issue specifically. Traceability procedures for chemical risks are operational, as well as for exposure to asbestos, noise, vibrations and ionising radiation. Our staff are made aware of the new labelling of chemicals to protect them from the risk of carcinogenic, mutagenic and reprotoxic agents (CMRs). In 2013, we set up a plan to substitute CMR products and finished writing the safety instructions and notices. In addition to our methodology to track employees' exposure to chemicals, we are designing another one to control exposure limit values. We have also identified isolated hazardous workstations. We are currently selecting the alert equipment for the members of staff who have been affected.

#### Difficult working conditions

We have completed an audit on the jobs that may be exposed to risk. In 2013, a draft agreement entitled «Preventing difficult work conditions» was negotiated with the trade unions. This draft, which was in the final stage, has currently been put on hold due to the provisions of the new French retirement law. This law will require that individual accounts be set up to mitigate difficult working conditions and may call into question the exposure levels that we set and used in our initial audit.

## we achieve a work-life balance

#### Day-care nurseries, CESU and housing assistance

Several programmes are available to achieve a work-life balance. Two inter-company nurseries have been available to employees since 2006 and 2009, respectively, at Paris-Charles de Gaulle and Paris-Orly. Our employees can also take advantage of vouchers (Cesu) allocated by the company to pay for services related to day-care, housing, after-school programmes and assistance to individuals with disabilities. The Company has allocated €450,000 to the Cesu programme. In 2013, the amount was increased from €800 to €1,000 for employees with disabilities. We also help fund renovations to their homes and cars or pay for a mode of transportation. We set up in 2012 an Internet site for our employees for the affordable housing programme known as 1% logement. The employees can choose from more than 400 housing ads, which are updated frequently. They can also take advantage of the resources that we share with our subsidiaries, other large companies and the Comité Habitat (a Planète'AirPort association providing housing assistance).

# 5

## promoting equal opportunities and diversity

employee satisfaction

### promoting equal opportunities

Our corporate agreements and proactive policy require that we promote social and gender diversity and equal professional opportunities. We share and exchange our feedback with our subsidiaries to devise a joint strategy to address these issues. Our managers, staff representatives and human resources receive regular training and our employees are educated on these issues.

#### Gender equality

In early 2014, we signed our fourth agreement on gender equality covering 2014-2016. The analysis of the prior agreement showed that it addressed the wage gap, made progress in achieving a more balanced representation of women and men in managerial positions and encouraged female promotions. The future agreement aims to increase to 40% the percentage of female managers and female executives on the governing board, hire more women and achieve an average diversity rate of 40%.

#### Disability

The eighth agreement on the integration of disabled people was signed in December 2012 for the 2013-2015 period. It also applies to anyone caring for a disabled child or spouse. It provides for housing and mobility assistance, a 6% employment rate and increased purchasing from the relevant protected employment sectors (see page 57). The Disability team serves as the special, dedicated point of contact for disabled workers. Employee volunteers act as «integration coaches» for new hires with disabilities.

#### The generation contract

In 2013 we drafted a unilateral action plan to help combat youth unemployment, safeguard job security for older members of staff and pass on skills. The plan sets a hiring rate of 30% of young employees aged 26 or less on permanent contracts, 15% of whom are on work-study contracts. All of them will be assigned to a mentor and will receive on-board training to facilitate their integration into the workforce. The former provisions of the agreement on senior-aged employees have been renewed, including a 4% hiring rate, flexible working hours, career counselling and assistance in purchasing retirement points.

#### Diversity

We signed in April 2013 the Charter on Diversity chaired by the association IMS-Entreprendre pour la Cité. This charter upholds six commitments which we have already integrated into our business. We also participated in compiling the guide «Diversity, employing young people, equal opportunity: the best companies to work for», published by Nora communication. We have disseminated this guide within the company. We will work toward attaining the Diversity Label certification in 2014. Our human resources tools and procedures reflect the findings of the audit, carried out in 2010 by the association IMS-Entreprendre pour la Cité, and help foster diversity throughout our company.

#### TYPE OF JOB AND WORKING CONDITIONS

In 2013, our multidisciplinary medical and technical commission launched a survey on the relationship between type of job and working conditions: 161 one-on-one interviews were conducted with 69 men and 82 women working at our two main airports. The findings will be released in early 2014.



#### DISABILITY

##### NEWLY-HIRED DISABLED WORKERS

(number of individuals)

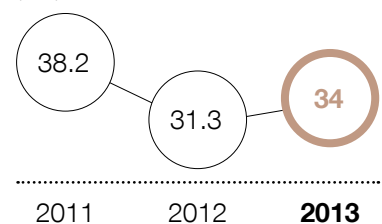
	Agreement 2013-2015	Completed in 2013
Long-term contracts	15 (minimum)	4
Assisted/fixed-term contracts	24	11
Work-study contracts	8 (minimum)	1
Interns	20	1

Scope: Aéroports de Paris SA.

#### GENDER EQUALITY

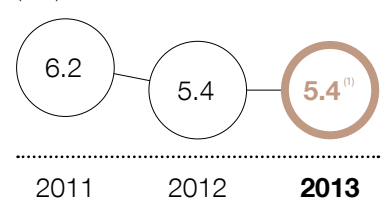
##### FEMALE MANAGERS AND HIGH-LEVEL SUPERVISORS

(in %)



##### WOMEN PROMOTED

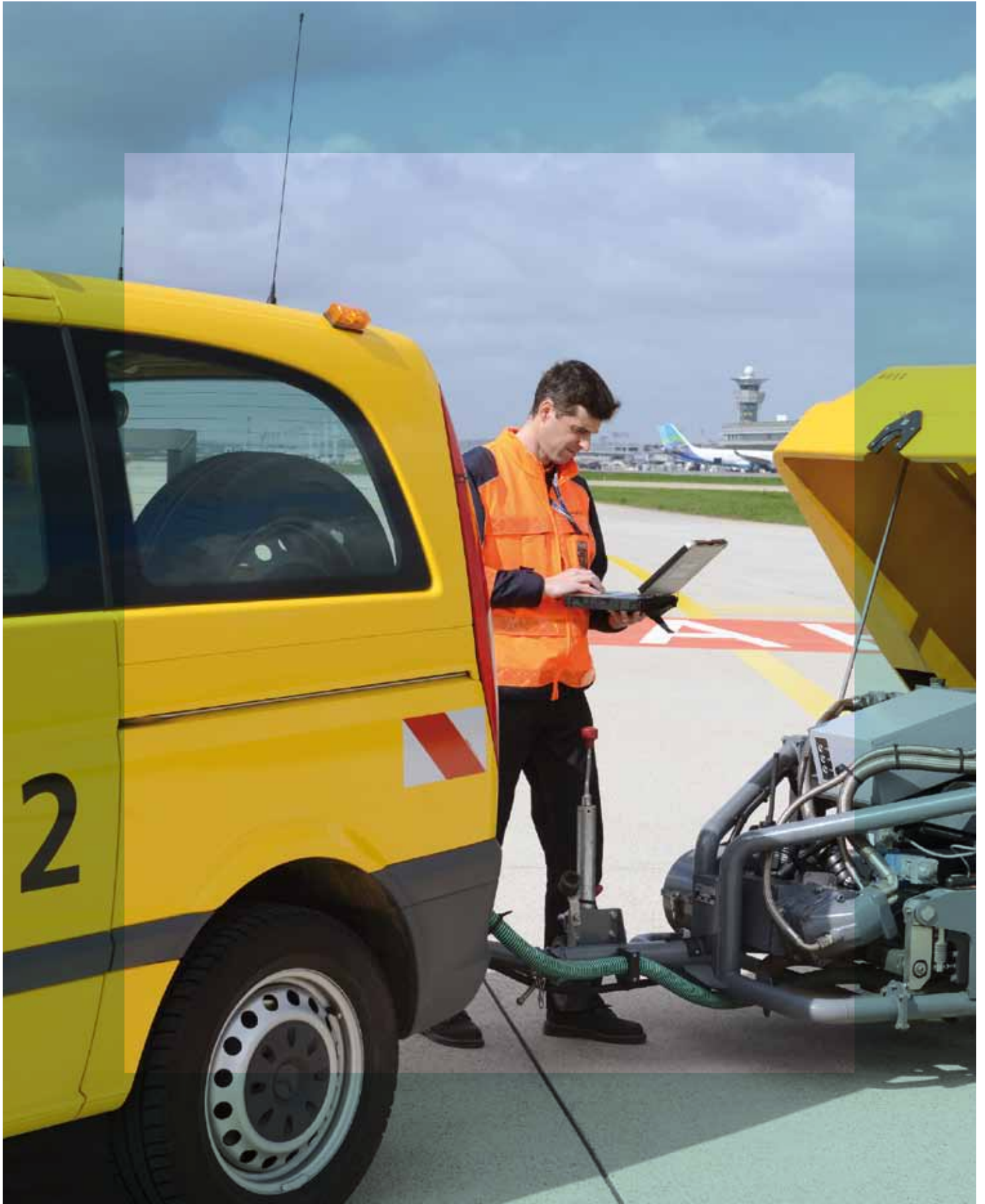
(in %)



Scope: Aéroports de Paris SA

(1) Men promoted: 4.4%

**controlling  
impacts**  
and making  
continuous  
progress





## an eco-friendly airport is a collective effort

### Joël Davidas

Director of WFS' Environmental Quality, Safety and Security department, runway operations

**WFS is specialised in ground handling activities for airline companies and places special emphasis on environmental management.**

**«We will be involved in building an eco-friendly airport.»**

WFS has been a member of the Environmental Partners' Club of Aéroports de Paris since January 2013. We are a French company that has established itself as the world leader in ground and cargo assistance for airline companies. Based in Roissy (France) and with operations in 22 countries, we generated revenue of €580 million in 2013 for 10,000 employees worldwide. Our main environmental impacts relate to our runway operations: greenhouse gas emissions from our tow units and vehicles; production of non-hazardous waste and fluid drainage. In 2004, we started to take our first steps in environmental management as part of the environment component of the ISO 9001 certification process. We are currently getting a comprehensive environmental management procedure up and running with our goal of becoming ISO 14001 certified in 2015. In 2012, we appointed an environmental manager in the department that I head up and we have environmental officers throughout all of our subsidiaries. The forums promoted by the Environmental Partners' Club and the tools and resources available on its website [www.ecoairport.fr](http://www.ecoairport.fr) have helped us greatly. We believe that as a member of this Club we will be actively involved in Aéroports de Paris' goal of designing eco-friendly airports.

### Sébastien Maréchal

Environmental Manager at Paris-Charles de Gaulle

**The Paris-Charles de Gaulle airport has been ISO 14001 certified for almost fifteen years. «To become eco-friendly, we need to rally all the players in the airport around environmental issues.»**

The Paris-Charles de Gaulle airport's management system has been ISO 14001 (EMS) certified since 2001 and its integrated management system (IMS) since 2008. In fifteen years we have gained experience in controlling risks and reducing our impacts, which has led us to adopting a very natural approach to progress and ongoing improvement. What at the very beginning just concerned experts or specialists has now become everyone's shared concern. Whether it relates to environmental or integrated management, we strive to meet objectives set each year by the Environment and Sustainable Development department in accordance with our company's environmental policy. The main advantage of the integrated management system is that each project receives an overall prevention analysis from a cross-section of the all the parties involved. This analysis encompasses all the environmental, quality and health components.

We can't, however, become eco-friendly all by ourselves. As managers of the airport, it is our duty to get everyone involved. This is the goal of the Environmental Partners' Club at Paris-Charles de Gaulle. Does this necessarily mean that all partners must be ISO 14001 certified? I don't think so, but the certification delivered by an independent third-party acts as a stimulus. Once you have embraced such an approach, you never want to stop moving forward.

### contents

- 38 — 2013 in pictures
- 40 — We aim for excellence within Europe
- 40 — We closely manage our operations
- 41 — A five-step improvement plan
- 42 — We are ready to use other sources of energy
- 43 — HQE and planning
- 44 — We help control emissions in the air
- 45 — We promote the use of shared transportation
- 46 — We manage the water cycle
- 47 — We reduce our waste
- 47 — We protect wildlife



SUSTAINABLE  
DEVELOPMENT  
TROPHY  
(Ademe)

SUSTAINABLE DEVELOPMENT WEEK – WASTE

> **teaming up recycling and employing protected workers**

In partnership with an adapted company employing disabled workers, our subsidiary Hub One has set up a recycling program for used paper and plastic cups at its four sites at Paris-Orly and Paris-Charles de Gaulle. The company employs 80% of disabled workers and is located in Le Blanc-Mesnil, France. This initiative was awarded the trophy for «Sustainable Development» and has two goals: increase non-hazardous waste recycling and support local companies employing disabled workers. Under this partnership, nearly 5.4 tonnes of paper was recycled in one year, thereby conserving 11 tonnes of wood and preventing 2.7 tonnes of CO2 emissions.

SUSTAINABLE DEVELOPMENT WEEK – ENERGY

< **a runway lighting system using solar energy**

The installation of a lighting system on an unequipped runway would require trenches to be dug to install kilometres of cables and connect to the electricity grid. Further to tests conducted by the technical department of the civil aviation authority, we installed 36 LED runway lights using electricity generated by photovoltaic cells at the Persan-Beaumont airfield. This system designed by Heurtevant Aerosytmes, is completely autonomous and is less expensive than standard runway lights in terms of purchase, installation and maintenance.



SUSTAINABLE  
DEVELOPMENT  
CERTIFICATE  
(Ademe)

SUSTAINABLE DEVELOPMENT WEEK – BIODIVERSITY

> **taking in nature at Paris-Charles de Gaulle**

In 2013, we inaugurated our recreational park and nature walk located in the heart of the Paris-Charles de Gaulle airport. This footpath, called «Aérovert», winds across 3.7 kilometres of wooded areas completely cut off from traffic. It is easily accessible and is completely safe for joggers and runners. Walkers can enjoy the gardens, the bee hives, the composting plant and the Environment and Sustainable Development Centre's mini farm which is equipped with a photovoltaic park.



SUSTAINABLE  
DEVELOPMENT  
CERTIFICATE  
(Ademe)

*These three programs above were certified during the Sustainable Development Week which we participated in from 2 to 5 April 2013. In an effort to raise awareness among employees, customers and local residents, we staged shows and organised visits (Air France's Airbus A380 hangar, tramway line T7 and the swimming pool at Orly that recycles its water). The week was capped off by awarding nine certificates and a «Sustainable Development» trophy to Paris-Charles de Gaulle, selected in partnership with the Ademe (French agency for the environment and energy management). During our ten-year commitment, we have worked alongside our partners to raise awareness of environmental and sustainable development issues among close to 50,000 employees at our three airports.*





WASTE

> **teddy bears  
in the spotlight**

In 2012, we filmed a short video unveiling our new recycling bins for aluminium cans and plastic bottles at the passenger terminals. This film, shown online and in the passenger terminals, encourages people in a fun and unconventional way to sort recyclable waste. Soft toys, made from recycled plastic bottles, are acting like passengers using our in-terminal services to raise other passengers' awareness. In 2013, this film received the Green Awards prize at the International Film Festival at Deauville in the best corporate film for ecology and sustainable development category and the Dauphin d'Argent at the Cannes Film Festival in the corporate films category.



ENERGY

> **at Headquarters, we are tracking  
down waste**

Raising the consciousness of our employees is the key to success for our energy savings programmes. In March 2013, we organised a contest within the company. A system to closely gauge electricity consumption was installed on the third floor. The meter readings revealed that the two main sources of energy consumption were office lighting and computers. Over a two-week period, the workers on this floor were encouraged to reduce their energy consumption by turning off lights in vacant rooms and their computers before leaving in the evening. Contest goal: reduce energy demand by one-third. The goal was achieved by the end of the contest: energy consumption for lighting was reduced by 28% and by 6% for computers.

ENERGY

< **towards a  
higher-performing  
lighting system**

Representing 21% of our energy consumption, lighting is a priority area for us to save energy. Our Energy division initiated a review in 2013 to determine the best strategy to replace the existing lighting system. LED lights would significantly improve the energy efficiency of the lighting system of Aéroports de Paris. Based on a series of tests, a new in-depth study at our hubs will help us define how to roll out this system upgrade.



# reducing our carbon footprint



## MARIANNE D'OR

At the French Mayors' Convention in 2013, we received the Marianne d'Or award for sustainable development in the «state-owned firms, public corporations and public services» category. This award honoured our sustainable development policy particularly with respect to using renewable energies in our airports and other initiatives to reduce greenhouse gas.

€5.1 million  
allocated in 2013 to  
**environmental monitoring.**

## FACTS

- **10** environmental officers at Paris-Charles de Gaulle and **12** at Paris-Orly.
- **149** received technical environmental training in 2013.

## we aim for excellence within Europe

### A long-term commitment

For twenty years, we have been involved in reducing the direct and indirect environmental impacts of our business as well as those of our partners. The environmental management system of our three airports is certified ISO 14001. In our 2011-2015 strategy plan, we are striving to become the European benchmark for the airport industry in terms of sustainable development and corporate social responsibility.

### A focused team

The implementation of our environmental policy depends on our units and workers' daily involvement, as well as on the steady flow of resources allocated to it. The Environment and Sustainability Department is supported by a network of environmental officers, energy managers and environmental managers. It reports directly to the Group's general management and ensures that our environmental policy is applied throughout all sectors of the company. The department publishes an annual performance journal and draws-up a quarterly dashboard, based on several indicators, which is reviewed by the members of the executive committee. The Sustainable Development Steering Committee, created in 2010, is the decision-making body for our environmental policy.

## we closely manage our operations

We approach the environmental performance of our hubs from a global perspective, striving to manage all of the risks in accordance with the legal and regulatory requirements that govern our activities and operations. It is from this standpoint that Paris-Charles de Gaulle and Paris-Orly have set up an integrated management system (IMS). This comprehensive system focuses on ongoing progress and leveraging the best business practices.

### A multi-sector approach

The IMS incorporates the requirements of the international quality management standards (ISO 9001), environmental management (ISO 14001) and occupational health and safety management systems (OHSAS 18001) as well as the airport safety regulations set forth by the French civil aviation authority (DGAC). The IMS at Paris-Charles de Gaulle has been certified since May 2008 and since 22 October 2013 at Paris-Orly. The ISO 14001 certification of the environmental management system (EMS) at Paris-Le Bourget and the heliport at Issy-les-Moulineaux has been renewed for a three-year period.

### Dedicated employees

Every employee who deals with environmental issues in his or her job receives technical training. This training provides an overview of the regulatory framework and offers special theme-based modules: waste management, air quality, classified facilities, contaminated soil and managing energy. Managers and newly hired employees are sensitised to environmental issues. In addition, certain environmental and occupational safety officers have distributed in their operating units brochures on sorting and managing waste, environmental impacts from work sites and what to do in the event of pollution.

## Monitoring

We are continuing to roll out our tool to oversee and monitor regulatory compliance for the environment, health and occupational safety. Both the Environment and Sustainable Development and Human Resources departments adopted this application in 2011. It is compatible with our future environmental and energy management software which was deployed in 2013.

## Measuring, quantifying

Evaluating performance means measuring it as well. Our lab engineers and technicians monitor outdoor air quality, especially the gaseous emissions from our thermal energy plants. They check on the dikes confining the rainwater retention ponds and draw up noise maps. They also analyse ambient air quality at the passenger terminals, monitor the water from cooling systems and the radiation from the tomography-based system to check baggage.



# a five-step improvement plan

Our environmental and energy policy focuses on five themes: energy, water, air and emissions, waste and biodiversity. It will be coupled with a sustainable urban planning strategy. An energy management system meeting the requirements of ISO 50001 is also being rolled out.

## our 2015 objectives



energy

- **25%** reduction in internal CO<sub>2</sub> emissions (compared to 2009).
- **12.5%** reduction in internal primary energy consumption per m<sup>2</sup> (compared to 2009)
- **15%** minimum increase in renewable energy in final internal consumption.



water

- Reduce by **5%** the internal consumption per passenger (compared to 2010).
- Offset newly sealed surfaces by storage capacities.
- Improve rainwater management.



air, emissions  
and climate

- **10%** reduction in CO<sub>2</sub> emissions for our fleet of light and commercial vehicles (compared to 2010).
- Implementation of inter-company travel plans.
- **10%** reduction in aircraft taxiing times at Paris-Charles de Gaulle (compared to 2007).
- Contribute to limiting the use of auxiliary power units of aircraft motors (APU).
- Renew Airport Carbon Accreditations for the three airports.
- Continuous monitoring of ambient air quality at airports; real-time information in collaboration with Airparif.



waste

- Reduce all of our waste at source
- **30%** recycling of non-hazardous waste.
- **5%** reduction in paper consumption (compared to 2010) and procurement of strictly recycled paper.



biodiversity

- Make an inventory of the flora and fauna at our main sites.
- **5%** reduction in pesticides (compared to 2010).
- Include recommendations on preserving biodiversity in the planning guides.



## energy



Two wood-fired boilers at Paris-Charles de Gaulle provide 25% of the heating needed at the airport without releasing fossil-fuel CO2 emissions.

# we are ready to use **other sources of energy**

## Our goal

In accordance with the national objectives set by Grenelle Environment summit, we have voluntarily committed to reducing by 25% our CO2 emissions between 2009 and 2015. In order to achieve this, we are tackling two challenges: developing renewable energies and reducing our consumption. By 2015, we are striving to increase to 15% the portion of renewable energies in our energy mix. We are also working towards reducing by 12.5% energy consumption per m<sup>2</sup> of building over the same period.

## Energy management

To improve our energy performance, we are stepping up the way we manage energy. In addition to our own EMSs, the Energy unit of the Environment and Sustainable Development Department is developing an EMS that will meet the requirements of ISO 50001. An energy handbook will provide guidance on how to implement an EMS in preparing for ISO 50001 certification. This handbook defines how to organise the energy management and describes the procedures and steps that will improve our performance. It also emphasises the importance of educating stakeholders on energy issues.

## Productive audits

Our energy action plan systematically includes energy audits to clearly identify initiatives that could lead to significant energy savings. Since December 2012, our real estate division has audited and inspected 385,000 square meters of buildings. Based on this audit, we were able to take direct measures to reduce by 5% to 10% our energy bill for the hundred buildings inspected. The return on investment of these implemented measures is less than one year.

## Geothermal energy and wood-fired boilers

To diversify our energy mix, we commissioned in 2011 a geothermal power plant with a capacity of 10 MWth at Paris-Orly. The only one of its kind in the aviation world, it generates 32,500 MWh of thermal energy per year. It provides 60.4% of our internal heating needs and cuts down on 9,000 tonnes of CO2 emissions per year. In 2012, we inaugurated two wood-fired boilers with a capacity of 7 MWth each at the biomass power plant at Paris-Charles de Gaulle. They provide about 25% of the airport's heating needs without releasing any fossil-fuel CO2 emissions. They burn daily 80 tonnes of wood chips coming from the surrounding forests outside Paris. The Ademe subsidised the two projects for the geothermal power and biomass power plants. Developing the use of wood-fired boilers also fell within the scope of our partnership with the National Forestry Office (ONF). We have created a supervisor position to manage our wood supply.

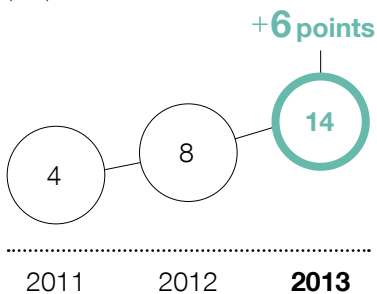
## The solar farm at Paris-Charles de Gaulle

In 2013, we inaugurated a photovoltaic park with an output of 190 kilowatt peak (kWp). Its 792 solar panels produce an average of 157 MWh per year.

It provides the equivalent of the electricity consumption of the Environment and Sustainable Development Centre at Paris-Charles de Gaulle without emitting any greenhouse gas.

## RENEWABLE ENERGIES

### IN OUR FINAL INTERNAL CONSUMPTION (in %)



## FACTS

- **€480,000** in savings since December 2012 following the energy audits at our facilities.
- Electricity consumption at Paris-Charles de Gaulle is similar to that of a city of **125,000** inhabitants (source: Ademe).

## GREEN ELECTRICITY

In 2013, one-third of our electricity consumption came from renewable sources. We subscribed to a plan pursuant to which GDF Suez has undertaken to provide 30% of our electricity from renewable French sources. Green certificates are issued attesting that this 30% comes from hydroelectric power. We will renew this program in 2014.

## HQE and planning

Our real estate development policy is in line with our concept of the airport City. This concept defines the type of urban environment that an airport needs both on-site and within close proximity: air traffic operations (car parks, cargo, catering, maintenance, support, hotels) and within close distance to the airport hub (logistics, conference and expositions halls and office space for international companies). We are building and renovating our main buildings according to a demanding approach in compliance with France's High Environmental Quality (HQE) and Low Energy Buildings (BBC) guidelines. We urge our partners and investors to have the buildings that they construct on our hubs certified.

### FACTS

- In May 2013, Hall M in the departure lounge of terminal 2E at Paris-Charles de Gaulle was awarded the HQE certification for commercial buildings: the first ever for an airline terminal.
- The Altai building, construction completed in 2012 at Paris-Charles de Gaulle, has dual HQE and BBC Effinergie certifications.



### HQE energy-efficient headquarters

After having widely consulted with employees, the executive committee selected on 12 November 2013 one of three projects submitted for the future corporate headquarters of Aéroports de Paris to be built at Paris-Charles de Gaulle. Designed by the company's architects and engineers, this building will be HQE® certified. The headquarters will be close to public transportation connecting to the airport (RER, the future CDG Express train station, etc.) and is expected to be finished in 2016.

### GEOTHERMAL ENERGY AT AÉROVILLE

The Aéroville shopping centre at Paris-Charles de Gaulle, opened this year by Unibail-Rodamco, is heated using low-temperature geothermal energy extracted from shallow ground. The recovered kilowatts will power the building's 174 heating pumps.



### HQE > A new departure for Paris-Orly

The «New Departure» project at Paris-Orly includes the construction of a building linking the south and west terminals, a new international departure lounge and the renovation of the terminal access areas. Passengers will have an extra 100,000 m<sup>2</sup> of reception area. Building on the experience we gained from the most recent terminal completed at Paris-Charles de Gaulle, we are striving that it will be HQE® certified. On top of energy and environmental performance, the priority target areas of this certification also include maintenance, waste management and the quality of water.

Virtual image

# 7

## air, emissions and climate



### we help control **emissions in the air**

The fifth report published in September 2013 by a consortium of intergovernmental experts on the evolution of climate change (Giec) emphasises once again how urgent it is that we collectively reduce our greenhouse gas emissions. This objective is one of the pillars of our sustainable development policy.

#### Reducing airplane emissions

Decarbonising our operations entails not only reducing the emissions under our control, but also working with partners. We have adopted the Collaborative Decision Making (CDM) concept in cooperation with Eurocontrol, a European organisation for the safety of air navigation. By adopting this tool, we have worked with the DGAC and the airline companies in optimising plane traffic on the ground at Paris-Charles de Gaulle. The CDM is currently being rolled out at Paris-Orly.

#### Testing out green taxiing

We have been working for several years on optimising the taxiing times of planes in order to reduce emissions. Largely due to the CDM, the average taxiing time decreased by 10% between 2007 and 2011 at Paris-Charles de Gaulle, thereby cutting back on 17,000 tonnes of indirect CO<sub>2</sub> emissions. In 2013, we tested out the green taxiing systems, designed by several manufacturers, to evaluate their results. These systems, which are either fitted in the airplane or deployed on demand, significantly reduce the emissions related to taxiing.

#### Towards a smoother traffic flow

We are involved in the Single European Sky project for which the European Commission decided to step up in June 2013. This set of measures will facilitate the flow of air traffic and will work on reducing the airplanes' carbon consumption by 10% per plane by 2020.

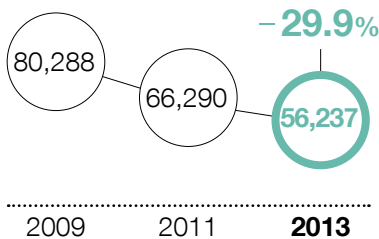
#### Electrical outlets for aircraft at the stands

Even on the ground, an airplane consumes energy to satisfy its needs for electricity and air conditioning as well as for rebooting the engines. Three types of supply sources are possible: auxiliary power units fitted on-board an aircraft (APU), aircraft ground power units (GPU) or 400Hz power sockets at the stands, the only option that does not pollute the local environment. At Paris-Charles de Gaulle, the CO<sub>2</sub> emissions from APUs represented up to 6% of the airport's emissions. In line with the revision of the Ile-de-France plan to protect the atmosphere, we are continuing to equip our aircraft stands with electrical outlets: 100% of the aircraft stands at Paris-Orly and 90% at Paris-Charles de Gaulle are equipped.

#### Our Airport Carbon Accreditation (ACA) has been renewed

All of these efforts, including those made in close collaboration with our partners, have earned recognition. Our level 3 Airport Carbon Accreditation (ACA) was renewed on 28 July 2013 for Paris-Orly and Paris-Charles de Gaulle and our level 2 ACA for Paris-Le Bourget. The ACA is one of the three finalists for the «World You Like» Contest organised by the European Commission.

#### INTERNAL CO<sub>2</sub> EMISSIONS (in tCO<sub>2</sub>)<sup>(1)</sup>



Our emissions equivalent to our internal energy consumption decreased by 29.9% in 2013 compared to 2009, the 2015 goal being 25%.

(1) according to 2011 data from the National Union of Urban Heating and Cooling (*Syndicat national du chauffage urbain et de la climatisation urbaine*).

#### QUOTAS

Our annual emissions do not exceed the amount of greenhouse gas emissions quotas that we are allocated each year as we produce renewable energies on our sites and effectively manage our CO<sub>2</sub> emissions from our power generation plants.

#### ADAPTING TO CLIMATE CHANGE

Under the National Programme for the Adaptation to Climate Change, the French civil aviation technical service (Stac) was commissioned to assess the vulnerability of French airports to the after-effects of heat waves, rising sea levels, extreme climate change or a change in wind patterns. The Stac created a matrix of the climate vulnerability of the airports by cross-referencing their likelihood of occurrence against their potential impact on the infrastructures (longer distances for take-off and rapidly-deteriorating runways). This method which has already been tested out at Nice airport is currently under review for Paris-Orly.

### Air quality available online

The regional environmental health plan provides for the analysis of the impact of the air traffic surrounding Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget. We participated in air quality modelling at our three airport hubs as a part of the «Survol» study conducted by the regional prefecture. These important efforts were carried out by Airparif, the network in Ile-de-France monitoring air quality. The daily data on air quality (nitrogen dioxide, fine particles, ozone and benzene) are now available on a specific website. Our own laboratory also publishes the air quality measures of our three airports on our website <http://www.entrevoisins.org>, intended mainly local residents. This assignment was entrusted to it by the French state as a part of our technical specifications.

**for more information**  
on air quality – [www.entrevoisins.org](http://www.entrevoisins.org)



## we promote using **shared transportation**

In France, transportation is the largest emitter of greenhouse gases. Managing mobility issues involves cutting down on the carbon emissions from our operations. During the Mobility and Road Safety Week from 13 to 20 September 2013, we showcased alternative transportation methods instead of cars. We set up, in association with our 43 partners, several conferences on mobility issues and alternative transport such as our Papa Charlie programme. In cooperation with the RATP (Paris Public Transport System), we invited the attendants to visit tramway line T7, inaugurated in November 2013, connecting Vitry-sur-Seine to Athis-Mons. This line has four stops at the Paris-Orly airport: Orlytech, Orly fret, Coeur d’Orly and Orly Sud.

### Revitalising the Corporate Travel Plan (PDE) and Inter-Company Travel Plan (PDIE)

More than 80% of the airports’ employees commute to work by car. Beginning in 2005, we adopted a corporate travel plan (PDE) to reduce the carbon footprint of commuting to work. The plan was extended to the companies set up at the airport hubs by rolling out the inter-company travel plan (PDIE) at Paris-Charles de Gaulle in April 2011, Paris-Orly in September 2012 and Paris Le-Bourget since 2013. We are also involved in the PDIE at the Toussus-Le-Noble airport in the Yvelines. In 2013, we updated our three-year PDE action plan which strives to reduce business travel needs (teleconferencing and working remotely) and encourage using shared transportation (inter-company commuter buses or carpooling) and green modes of transport (walking and cycling).

### 100% electric cars

We are continuing to add electric cars to our fleet of light passenger vehicles. Having taken part in the national call for tenders launched by La Poste in 2010, we signed on to purchase around 200 Peugeot Ion passenger vehicles and Renault Kangoo ZE utility vehicles. The entire order should be delivered by 2015 and we will be able to reduce by one-third the carbon emissions from our fleet. In 2013, about fifty electric cars and charging stations were installed at our airports.

4

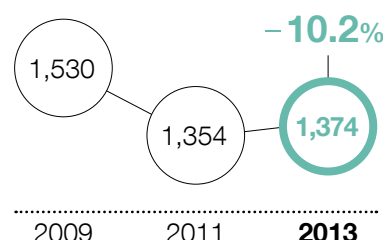
**stops at the Paris-Orly airport** are part of the T7 tramway route.

### THE CDG EXPRESS PROJECT

The fast-link project between Paris and Paris-Charles de Gaulle was revived. Aéroports de Paris expects to sign on as partner alongside Réseau Ferré de France to build this railway line. This railway service is expected to be opened in 2023.

### CO<sub>2</sub> EMISSIONS FROM OUR LIGHT PASSENGER VEHICLES

(in tCO<sub>2</sub>)



Our electric vehicles and updated fleet have helped us reduce by 10.2% the CO<sub>2</sub> emissions from our light passenger vehicles between 2009 and 2013.



**€4 million**  
invested to set up a  
**system to treat winter  
water using a wetland  
filtration system**  
(20% in subsidies from the Seine-Normandy  
Water Supply Agency)

#### RAIN WATER

Together, Paris-Charles de Gaulle and Paris-Orly airports contain approximately **1,500** hectares of sealed ground surfaces. Rainwater, which may be polluted, is collected then treated, if necessary, before being released back into the natural environment. As a part of the development plans of our airports, we have committed to limiting and offsetting new sealing by creating rainwater retention ponds with a capacity of **500 m<sup>3</sup>** per hectare.

#### FACT

At the three airports combined, Aéroports de Paris and its partners consume nearly **2.6** million cubic metres of drinking water, nearly **30** litres per passenger. In 2010, this consumption amounted to **2.8** million cubic metres.

#### PREVENTING SOIL POLLUTION

Conserving the water supply involves limiting, preventing and treating pollution of sites and soil. Spearheaded by the Environment and Sustainable Development Department, a working group has consolidated the company's strategies on this issue. This working group drafted new agreements and new training on these issues will be developed. Two operating handbooks, one on prevention and the other on decontamination, have been published and distributed.

## we manage the water cycle

At our airports, we manage the entire water cycle from the drinking water supply to the treatment of rainwater. This not only involves our own activities but those of our partners as well. Collected waste water is discharged into regional networks routing it to treatment stations in the Paris urban area.

#### Continuous monitoring

Our Cofrac-accredited laboratory regularly monitors the quality of water tables located beneath the three airports. Using a network equipped with piezometers, we are able to track their physical and chemical profiles. We also oversee closely the quality of the discharges released back into the natural environment.

#### Conserving water

We have set ourselves the goal of reducing our internal drinking water consumption by 5% between 2009 and 2015. By 2015, our demand should not exceed the equivalent of 16.7 litres per passenger. We have developed a metering system to better track consumption and to take action in the event a problem occurs. At Orly Sud, we installed meters in the 19 rest room facilities, accounting for 70% of the terminal's drinking water consumption, in order to detect any leaks, deficiencies or improper settings. Minor maintenance related to this metering system has led to decreasing by one half the per-passenger consumption in certain public areas. We also reuse rainwater such as at Paris-Orly where it powers the cooling system of the cooling production plant. Each year 70,000 m<sup>3</sup> of water is conserved by reusing rainwater. (See water consumption table on page 79).

#### Wetland filtration for rainwater

Following a two-year trial period, we implemented at Paris-Orly a breakthrough, innovative filtration system for rainwater. Water containing de-icing chemicals from the planes and runways (propylene glycol and potassium formate) are filtered into a 13,000 m<sup>3</sup> buffer pond to be pre-treated (bacteria culture and aeration). The final decomposition is completed in a 6,500 m<sup>2</sup> filtering wetland composed of reeds. The treated water is then discharged back into the natural environment.

#### An industrial ecosystem for our waste

Pursuant to an agreement signed in 2013 with the Inter-regional urban area waste water treatment authority (Siaap), we send our heavily concentrated waste to one of the water treatment facilities at Paris-Charles de Gaulle. These waters containing winter products provide the Siaap plant with the carbon and nitrogen that it needs to decontaminate our waste water and sewage.



# 9 waste

**controlling  
impacts  
and making  
continuous  
progress**

## we are **reducing waste**

As the owner and operator of our airport hubs, we manage the waste produced by our operations as well as that of our partners. The Grenelle laws require a 15% reduction in waste sent to landfills or incineration and the recycling of 75% of non-hazardous waste by 2020. Our goal is to recycle 30% of our waste by 2015.

### Sharing best practices with our partners

We manage the collection of non-hazardous waste and define the rules for sorting it and the placement of containers. We also provide instructions on how to transport non-hazardous waste. We have put forth a proposal to our partners to collectively manage hazardous waste. We encourage them to adopt best practices in reducing waste at the source and in recycling their waste.

### Promoting proper waste sorting

Our platform managers, hired from an organisation that assists the long-term unemployed find work, help the waste producers at Terminals 1 and 2E at Paris-Charles de Gaulle properly sort waste. With their help, the waste recycling rate increased by five points in just a few months. In June 2013, the platforms were redesigned to make sorting easier. We won several trophies in 2013 for our video featuring soft toys showing passengers how to sort waste (see page 39).

### Environmentally-friendly clipping and mowing

We have large grass-covered areas and generate large quantities of green waste that we recycle (700 recycled tonnes in 2013). At Paris-Orly and Paris-Charles de Gaulle, the grass clippings are composted and reused for our green spaces. During the summer, farmers from the surrounding areas in Paris can help themselves to up to 350 tonnes of hay from the lawn strips around the restricted area.

### Bio-waste

Article 204 of the Grenelle II law is progressively rolling out the requirement for large waste producers to sort and recycle their bio-waste. True to our belief in anticipating change, we have begun to collect the bio-waste from our company cafeterias and will extend our collection efforts to the airport restaurants. Paris-Charles de Gaulle may soon be able to recover 1,400 tonnes of bio-waste.



### REPLANTING AN ENDANGERED FLOWER: A SUCCESS STORY

The starfruit (*Damasonium alisma*) is an extremely rare flower included in the European endangered species list of the International Union for the Conservation of Nature. One of its main «breeding grounds» on the plateau de Saclay in the Paris suburbs was being threatened by the opening of a construction site. Under an agreement signed with the Paris-Saclay public entity and in cooperation with the firm Ecosphère, we rebuilt the small ponds where the starfruit flourishes on the grounds of the Toussus-le-Noble airfield. Several hundreds of cubic metres of soil enriched with the flowers' seeds have been planted. During the summer of 2013, the starfruit adapted to their new «wet patches», sealing the success of this special operation.

# 10

## biodiversity

## we protect **wildlife**

Owner of more than 6,000 hectares of land in the Ile-de-France region, we finalised our biodiversity policy in 2012 and our planning guides contain specific recommendations. Since 2008, France has been working toward halving its pesticide use within ten years. We are actively involved in this nation-wide initiative. Our goal is to reduce by 5% our pesticide use between 2010 and 2015. Since 2012, we have been using a weeding device at Paris-Orly that detects the weeds on the aircraft runways using an infra-red light. We therefore apply weed remover only in the areas where the weeds are growing. The system also automatically remembers, within one metre, the areas that have already been treated. Up to 95% of pesticides can be reduced.

### FACT

We are members of Ecofolio, an environmental organisation appointed by the French state to increase the recycling of paper.

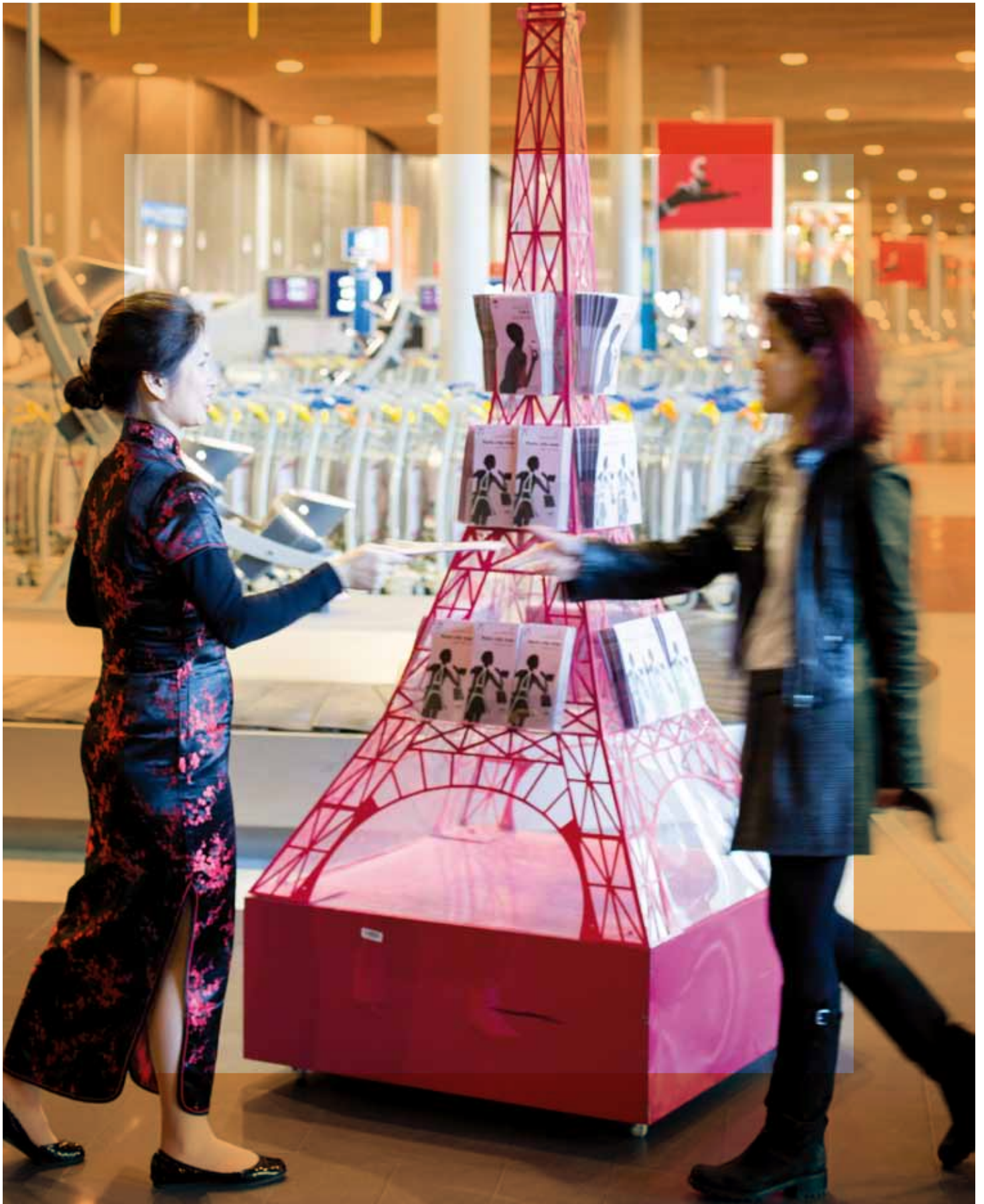
### WORKING ALONGSIDE ESSONNE

We signed a regional charter for the prevention of waste with the general council of the Essonne during the Sustainable Development Week.

### ECO-GRAZING

At Paris-Charles de Gaulle, nine shaggy black sheep keep up with the landscaping maintenance by grazing in the fenced-in green area of approximately **4,000 m<sup>2</sup>**, located between the runways and Terminal 2F.

**customer  
satisfaction**  
and purchasing  
ethics





## innovating together to better address customers

### Pierre Marol

Chairman and CEO of Alstef

**As a supplier of Aéroports de Paris since 1997, Alstef has contributed to the success of the automatic baggage drop-off system installed at Paris-Orly since 2012. «It has been a rewarding experience.»**

Alstef has been operating for more than 50 years; it employs 200 people and posted revenue of €40 million in 2013. We specialise in the design and maintenance of automated airport baggage sorting systems and warehouse pallet storage systems, which we provide on a turnkey basis. In 1997, we delivered one of the first hold baggage control systems capable of carrying out automatic checks at Orly West.

We had begun to think about designing an automated baggage drop-off system when we were selected by Aéroports de Paris to participate in the development of its product. Based on this concept and the specification defined by its engineers and by the Air France teams, we developed the mechanical and electrical components and the automated elements. Aéroports de Paris provided the design, passenger interface and IT integration. The terminal-based tests were carried out over two and a half years. The result was a success: excellent ergonomics and a high level of reliability.

As the manufacturer, we much appreciated the quality and high level of information exchange with the Aéroports de Paris engineers. Although investing in innovation with a large company has a considerable cost for an SME such as ours, we benefited in terms of image, reputation and the acquisition of skills. In addition, Aéroports de Paris also gave us an exclusive licence agreement for the distribution of this product in Europe for five years.

### Charles Telitsine

Director of the Orly West terminal

**The automated baggage drop-off system was installed at the Orly West terminal. «This innovative product is the result of close cooperation between our engineers, Air France and our supplier.»**

Offering innovative products is one of the key factors in customer satisfaction. It is also the natural heritage of the pioneering spirit of aeronautics. To identify needs and formulate our ideas, we use several channels: there might be a request from an airline, or information obtained from the monthly qualitative surveys of passengers, or ideas coming from our reception agents or our partners, for example. We never work in isolation. Innovation is a collective state of mind, which involves all the participants in a project, from the person who had the idea or identified the need to the end user.

This is how we defined, developed and tested the automatic baggage drop-off system located at Orly West. Stemming from a request by Air France, this system is the result of the partnership between our Innovation unit, our engineers and the Air France engineers, our operations and maintenance technicians and the manufacturer Alstef. We worked on this product and tested it for more than two years

There are now five machines set up at Orly West. Passengers are very happy with them. I would like to highlight, on the one hand, that the company gives its Innovation unit the financial resources it needs to be able to take risks without fear of failure, and on the other hand, that we are delighted that the manufacturer is French.

#### contents

50 — 2013 in pictures

52 — A global service

53 — Getting around easily

54 — An airport you could live in

55 — An ongoing dialogue with the airlines

56 — Companies: services for an expanding airport population

57 — A responsible purchasing policy



PASSENGERS

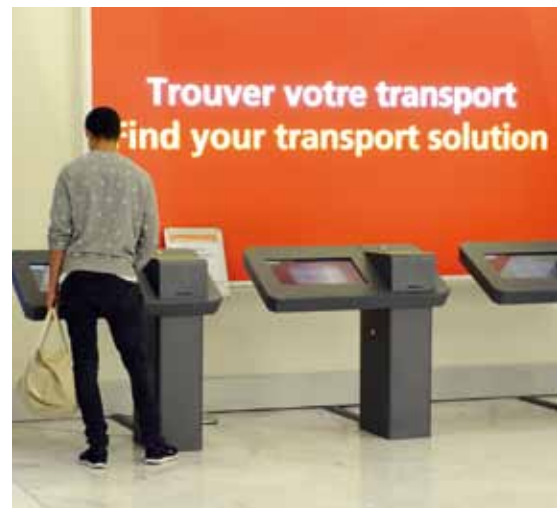
## > a decor that sets the pattern in Satellite 5

The fully-refurbished Satellite 5 at Terminal 1 of Paris-Charles de Gaulle airport was inaugurated in June 2013. The security checkpoints have been improved in order to reduce waiting times. On the departure level, which covers 2,400 m<sup>2</sup> the sound and lighting environment has been redesigned and colour has replaced bare concrete. Three departure lounges have been merged into one spacious, comfortable area with 340 seats. Travellers have access to more than 250 m<sup>2</sup> of commercial areas and restaurants. It was the first satellite of Terminal 1 to be renovated according to these quality standards; Satellite 7 was awarded the Silver trophy for the living environment at the Fimbacte Festival, in October 2013.

PASSENGERS

## at arrivals, all the information passengers need

At Paris-Orly, we are testing a comprehensive information system for arriving passengers. As soon as they leave the aircraft, passengers are directed by large screens welcoming them in their own language and providing practical information. In the baggage claim area, three new screens display where and when their baggage will be delivered, the means of transport available as well as their lead times and average costs. In the public area, passengers have access to a transport information zone where they can use «interactive terminals» to choose the type of transport that matches their needs and budget, locate it and print out their route. Tickets can then be bought at a self-service terminal. Should passengers have any enquiries, our reception staff is available at all times.



PASSENGERS

## > Airport Helpers, volunteer employees to assist passengers

Each person who works in one of our airport can be a potential source of information for customers using our terminals. Airport Helpers® are therefore on hand to inform or reassure passengers, as well as the people accompanying them or waiting for them. To date, 600 volunteer employees wearing a «Happy to help you» badge, from 35 different companies including Aéroports de Paris, perform this service. In order to be efficient, they have made themselves familiar with the passenger pathway and have followed an awareness-raising course. Paris-Orly and Paris-Charles de Gaulle will each have more than 1,000 of these ambassadors in 2014.



AIRLINES

> **dedicated  
dialogue**

In May 2013, the «Airline development strategies and prospects» seminar held at the Orly South Terminal was attended by 66 managers, including operations managers, ten airlines, experts from the French civil aviation authority (DGAC) and representatives from the organisation that allocates airport slots in France (Cohor). This dedicated meeting was an initiative from our teams, who wished better understanding of the expectations and business models of the airlines that operate at their terminal. The quality of the discussions with the airline representatives led to requests from other operating units to repeat the exercise at Paris-Orly and introduce it at Paris-Charles de Gaulle.



CUSTOMER-CENTRIC CULTURE

> **learning about services  
while having fun**

To enable our employees to discover the variety of services offered by our airports, our Service University has designed an on-line educational game. In less than 20 minutes, the game «Services Gagnants» (winning services) exposes the player to enquiries made by different types of virtual passengers: how to get directions, find flight information, a foreign exchange counter, or special telephone point for disabled people. Since its launch, 2,000 people have logged on to play the game.

PURCHASING

**a close link with  
innovative SMEs**

Our Innovation unit regularly works with innovative SMEs to develop new services and has a resource budget that enables it to carry out testing in terminals alongside them. As a partner of the Parisian association Paris Région Lab, the units have made numerous contacts with start-ups in the Île-de-France region. Our smart terminals for information and directions and our geolocalisation application «MyWay» destined to help passengers around the terminal, are the results of these partnerships. In 2013, we put in place a qualification system for suppliers, enabling them to find out what types of innovation we were working on. We also co-founded an incubator dedicated to regional tourism.



# we place our customers at the heart of our strategy



11

customer satisfaction

## a global service

Customer satisfaction is at the top of our list of strategic objectives. Managing airports is a complex activity. We integrate a multitude of services on behalf of and with the support of numerous partners. This global service is provided to passengers, airlines and the companies based at our airports. Our business and financial performance relies on a high level of quality.

### Our fundamental principles

Our progress plans are based on strategic and operational programmes, while adhering to quality standards and the «P\*RéfèrenCiel» service reference guide that we have been drawing-up since 2012. This document contains two sections: operations and infrastructure. It describes the level of service and quality that customers can expect while they are in our airports – in arrivals, departures or in transit. The reference guide for arrivals has been completed and is operational. The part on departures of the infrastructure section was completed in 2013. The «operational» section and the while the «in transit» part are currently being drafted. The company is therefore ensuring that its commitments are being kept; it measures its improvements and updates its objectives depending on the results obtained.

### Our organisation

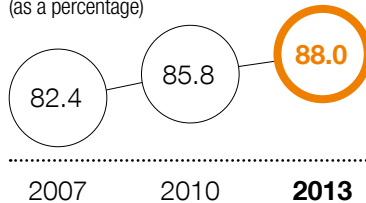
Our Customer Satisfaction division drives our progress plans with one main objective: making Aéroports de Paris a European benchmark recognised for its quality of service by 2020. Within each of the management teams at Paris-Orly and Paris-Charles de Gaulle, a director of Customer Quality is tasked with meeting this objective on a local basis.

### Collective action in the common interest

Since 2011, quality of service operational committees have brought together the airlines, the ground-handling service providers and Aéroports de Paris. Within each operational unit, they monitor the indicators in our second economic regulation contract (CRE 2) and carry out action plans. More generally, we coordinate joint actions with our partners so that together, we improve the quality of service to passengers and airlines. In this respect, since 2010 we have led the Smart operation, that brings together representatives from the French border police (DPAF), several airlines and airport service providers, and our own staff. In 2012, alongside airlines such as Emirates, Air Canada and easyJet, we created the «My favourite flight» initiative: our teams monitor the entire rota of major flights with the airline companies that provide them in order to improve operating methods.

### PASSENGER SATISFACTION

(as a percentage)



CRE 2 aims to achieve a rate of **87.1%** in 2015.

### AWARD

Aéroports de Paris received the award for «Best customer service of the year» for 2013 and 2014 (airports category) from Viséo Conseil.

### FACT

- In 2013, we created a «Signposting» unit within the Planning and Development division.
- In 2013, we joined the «Tourism and Travel Mediation» system, which was established for the purpose of settling disputes between tourism operators and consumers

### NEW PREMISES

In 2013, the Service University moved to a 2,000 m<sup>2</sup> collaborative space in the Aéronef office building at Roissy-pole. These premises include meetings rooms, multimedia spaces and a technological innovation showroom. A branch has also been opened at Paris-Orly to boost contact with the local area. The participation of external partners increased from 22% to 45% between 2011 and 2013.

## Our Service University

Our Service University invites all airport staff employed in the customer service chain to work together in order to share best practices. It offers dynamic courses for regular training and immersion in real-life situations. Its «cultural approach» forums, designed in conjunction with the airlines, raise awareness of the cultural codes of other countries. After covering the Russian, Chinese, North African, Japanese and Indian cultures in 2012 and 2013, the programme will focus on Brazilian culture in 2014, with the spotlight on the football World Cup. The Service University also organises lectures, meetings, themed open days and forums.

12

passengers

## getting around easily

Whether in departures or arrivals, passengers want to find their way around easily, without obstacles or delays, in a calm, comfortable and enjoyable environment. To meet this requirement, we are continually improving the quality of each stage in the passenger's journey through our airports.

### A high quality welcome

We are developing a high quality welcome to meet the complex need for information, signposting and human contact. To ensure that passengers feel that they are welcomed in the same way every time, we have provided training to our own teams and are running, in conjunction with our service providers and partners, campaigns to raise the awareness of their staff. This approach, which has been ongoing for two years with the security companies, has just been introduced for customer service agents at the taxi stations. A charter reflecting this has been in place since 2011 for security agents at screening check points. In 2013, we began to work on a set of standards for good practice in welcoming passengers, strengthened our teams and harmonised uniforms for airport personnel through the wearing of an orange tie or scarf so that they can be easily identified.

### An uncluttered path provides faster access

Being able to move quickly and easily through the airport is a major expectation of passengers. We make this possible by simplifying each stage of the formalities. The airlines have provided travellers with self-service check-in points. Passengers can print their own boarding cards, as well as – since 2013 – their baggage labels. Our automatic baggage drop-off completes this system. We are reorganising the police and security check areas by enlarging them and increasing the amount of shared space where possible. For EU citizens from the Schengen area who are in transit, we have rolled out the one-stop security link, which means passengers no longer need to be screened a second time when making flight connections, as well as the Parafe automatic biometric recognition system, which reduces screening time to just 30 seconds. An ergonomic layout of tables at security and the presence of reception staff tasked with helping passengers prepare for screening shortens waiting times. A queue is reserved for families during the busiest periods.



### RECEPTION AGENTS ARE AVAILABLE TO GIVE DIRECTIONS

Our reception agents have tested a tablet app at Orly South, which provides similar information to that available at the counters. They are also able to direct passengers from any part of the airport.

### ATTENTIVE TO DISABLED PEOPLE

We provide assistance to passengers with a disability or reduced mobility. In 2013, we modified the ergonomics of the external information points. We are currently working on a check-in desk suitable for people using wheelchairs. New waiting areas have been created for disabled and reduced mobility passengers in transit areas. We have also harmonised our assistance procedures for disabled and reduced mobility passengers in all our terminals and strengthened our reception teams.

### DISABLED AND REDUCED MOBILITY PASSENGERS

- Personal assistance between the special telephone point and the aircraft seat and vice versa;
- Car parks and drop-off areas: **92** interactive signalling kiosks adapted to all types of disability;
- Reception areas in each terminal;
- Dedicated reception counters, screening checkpoints and departure lounges.



The quality of the departure lounges at Paris-Charles de Gaulle compared with European airports of a similar size was highlighted by passengers in a survey by Airports Council International.

#### MULTILINGUAL STAFF

In 2013, several retailers recruited staff who speak the rarer languages and changed their opening times to ensure access to all passengers from the first to the last flight. Our airports have **56,700 m<sup>2</sup>** of commercial areas, **33%** more than in 2007.

#### PARKING AND ACCESS

Most of our car parks have a guidance system that indicates where spaces are available, on each level and in each row. Thanks to our «Find my space» system, visitors to Paris-Orly can also find their car by typing their registration number into one of the geolocation terminals.

#### A METHODOICAL APPROACH TO DECLUTTERING

Passengers like clear spaces. In 2013, we ran a pilot project to declutter the Air Caraïbes check-in areas at the Orly South terminal. The people working in this area all contributed: the airline company, its assistants and cleaning managers, check-in staff and trolley operatives. The lean management method used, inspired by the automotive sector, was based on two main principles: «sorting, organisation, cleaning, standardisation and compliance»; and planning the work at a daily meeting involving all participants. The participants analyse any issues that arise, and propose and test simple solutions that will then become standard practices for everyone. The reception agents, who used to lift 4,600 kg of guidance ropes for passenger queues, now have to move only half that amount. The area has become more welcoming for passengers and easier to navigate.

#### The right information at the right time

We are also improving passenger flows using information and signposting systems in departures and arrivals. We are rolling out touchscreen terminals for information and directions, mobile services at “m.adp.fr” and the “My Airport” smartphone application. Available in nine languages, these free services provide practical information in real time. The My Way geolocation app helps passengers find their way around the airport. In addition to the signage and voice announcements, we are also installing screens to indicate waiting times for screening checkpoints and baggage claim areas. In 2013, we focused on improving the information available to passengers arriving at our airports, from the moment they get off the aircraft until they leave the airport.

#### Welcoming foreign passengers

For Chinese, Korean and Japanese speakers who don’t speak English or French, we are testing an instant translation system called «My Speech», so that they can talk to a reception agent in their own language. In 2012, we developed a smartphone app in Mandarin, which includes translations for more than 150 airport signs. All the user has to do is take a picture of the sign for the translation to appear.

## an airport **you could live in**

#### Comfortable, clean, ergonomic

Our programme for improving comfort is ongoing, with unencumbered spaces, an increase in the number of seats, a new decor for departure lounges and new toilet blocks. These measures are based on quality standards, methods and monitoring tools that are currently being developed. The toilet facilities are a benchmark in terms of cleaning and maintenance. We have included demanding quality obligations in our cleaning services contracts. Since 2012, we have been using the Schiphol Performance Measurement (SPM) tool to measure cleaning standards. This tool was inspired by the system used by our Dutch partner and counterpart Schiphol which manages the Amsterdam airport. We promote a culture of responsibility among all airport workers.

#### Leisure

We offer a wide variety of services in our departure areas: home cinema, music, children’s play areas and video games, Internet cafes and Wi-Fi terminals, power sockets for recharging computers and smartphones. In 2013, reading areas, an express hair salon and free shoe cleaning services were added. An area of some 56,700 m<sup>2</sup> is dedicated to shopping.

We also launched our Espace Musées art exhibition area in Terminal 2E of Paris-Charles de Gaulle airport. There was a Rodin exhibition in January, followed by «Jean Dubuffet – The Hourloupe Cycle, from Painting to Monuments». At Paris-Orly, passengers have been treated to Jazz Thursdays every week since 2011.



### Better quality restaurants

We place particular importance on the quality of the food served at the airport. In 2013, with the aim of continuously improving our offering, we launched our inaugural customer satisfaction workshops intended for bars and restaurants with our concession holders. An action plan and guidelines have been defined, and our first restaurant awards went to the best outlets in October.



**airlines**

## an ongoing dialogue with the airlines

Airlines expect us to be attentive to their needs, to provide high-level airport services and first-rate services for our shared customers, the passengers. We meet these needs through ongoing dialogue and consultation.

### Operational efficiency

A tool for daily consultation with the airlines and Air Navigation Department has been available at Paris-Charles de Gaulle since 2010. This is the «Airport-CDM» (Airport Collaborative Decision Making), which is used to make collective operational decisions. It ensures the availability of the infrastructure and contributes to strengthening the security culture. The Airport-CDM was previously used for runway operations only, but from 2014 it will also cover processes in terminals. Paris-Charles de Gaulle has been a certified user of Airport-CDM since 2010. The tool is being rolled out at Paris-Orly, which will apply for this certification in 2015. Since March 2013, a CDM website has been providing information for all partners in real time. More generally, we have implemented communication systems to collectively manage unforeseen events or particular situations and inform passengers as soon as possible.

### About our major structural projects

The airline companies are keen to be associated with our major projects. When we are implementing projects to improve the terminals, we take into account their comments to shape our programmes. In 2013, the «New departure» project brought together 70 partners during 27 workshops, with the aim of including their expectations in the plan to expand the jetty at the eastern end of Orly South.

### Getting to know our airline customers better

Every year, an independent organisation carries out a satisfaction survey of the airlines. The results are sent to the airlines and to our operational teams. The survey, which is flexible and scalable, is a precious tool for managing our progress plans. We have also created summary forms relating to the airlines and set up a database, which is open to our operational units so that they all have access to the same information that can be used to assess the business model, expectations and strategies of the airlines. Ahead of each season, we hold meetings to discuss these strategies. In 2013, we organised a seminar entitled «Airline strategies and development» (see page 51) at the South Terminal at Paris-Orly.



### MAJOR PRIZE

We were awarded the «Grand Prix Stratégies Amaury Médias du Luxe Awards 2013» in the social media category for our online promotion of platforms on major social networks in China. This event highlighted the commercial appeal of Paris-Charles de Gaulle for Chinese customers.

**11**

**new regular routes  
opened in 2013**

### OPENING NEW ROUTES

In 2013, we put in place incentives to help airlines launching new routes from our airports. In 2012, we provided them with a business section in English called «Route Development» on our website.

### CLOSER TO THE ACTION

New offices have been provided to staff and their assistants at Terminals 2C and 2D in close proximity to their operational areas. By shortening their journeys, they are able to react more quickly to customer requirements.

### FACT

**75%** of airlines are satisfied with their dealings with Aéroports de Paris, especially in terms of day-to-day contact, according to the 2013 BVA satisfaction survey of airline companies.



#### ACTIVITIES OF COMPANIES USING OUR AIRPORTS

- tertiary activities
- retail
- hotels
- freight
- industry
- airport services
- security and maintenance services

#### FACT

- **937,000 m<sup>2</sup>** surface area leased
- **412 hectares** of undeveloped land

### Anticipating long-term developments in the transport sector

To enhance our knowledge of airlines and their business strategies, we have designed a tool that enables us to cross-check global flow data and produce targeted studies in a very short space of time. This system, which facilitates rapid analysis of the air transport markets, gives our teams good visibility on medium-and long-term market opportunities for airlines.

14

companies

## services for an expanding airport population

We host almost 1,000 companies at our three Paris airports, and more than 114,000 employees. These figures are set to increase with the development of business districts and retail operations around our airports, e.g.: the opening of the Aéroville shopping mall in 2013 and the increase in the number of companies renting space at the Roissypole district for Paris-Charles de Gaulle airport; the Cœur d'Orly business district for Paris-Orly, slated to open in 2015. We play an active part in the planning, development and investment required for all of these development projects. As lessors of office and retail premises, we attach great importance to providing a quality service to the companies that are our customers and meeting their expectations to the best of our ability. This extends to the follow-up of leases and the intrinsic quality of the buildings.

#### Top quality renovations

Renovating our buildings remains one of our priorities. We are gradually upgrading our real estate portfolio (offices, freight terminals, warehouses and retail space) at Paris-Charles de Gaulle and Paris-Orly. In addition to the work required for compliance purposes, these renovations meet the highest environmental quality standards in terms of climate control and low-energy use. These choices, in line with our environmental and energy policy, have positive effects on quality of life as well as on rental charges. In 2013, we also continued the landscaping of the areas around buildings, installed efficient road signage and made access points more secure.

#### More dialogue with the companies that use our airports

Our Real Estate division is developing a policy of fostering closer relationships with the companies that operate at our airports, based on site visits, regular meetings and a dedicated extranet platform. Mystery visits check that the services provided comply with our quality standards. Our fourth annual satisfaction survey of these companies was conducted between 25 September and 15 October with 194 respondents. The overall satisfaction rate increased to 81% in 2013 (77% in 2012).

#### IMPROVING WORKING CONDITIONS FOR OUR PARTNERS

In 2013, the Marketing and Retail division carried out an audit of the distances that retail staff travel between their offices, depots and stores. A reallocation of offices reduced the distance these staff have to walk. Parking spaces and specific hours have been allocated for deliveries to improve working conditions for store managers, delivery personnel and courier firms. A number of places have been reserved for staff with a disability/reduced mobility.

#### The first «Real Estate Business Meetings»

In 2013, our Real Estate division organised the first «Real Estate Business Meetings» at Roissypole, for the companies holding leases at Paris-Charles de Gaulle. More than 150 people, representing 80 companies, were able to discuss commercial and technical issues with our teams.

# a responsible purchasing policy

## Ethical purchasing

Our purchasing policy was formalised in 2012. We believe in a close association between excellence in business, ethics, environmental and social terms, within a sustainable development approach. A purchasing Code of Ethics, annexed to our internal regulations, defines our ethical rules for dealing with suppliers and service providers. Each of our employees must sign an agreement to adhere to these rules. Our subsidiaries have drawn up their own code, in partnership with the NGO Transparency International France (see page 19).

## Our action plans

Our Purchasing division implements our policy in the form of action plans within the scope of Aéroports de Paris SA. Its competencies will gradually be extended to the Group. In 2013, we concentrated our action plans on sustainable purchasing and ensuring the access of SMEs to our contracts. We have continued the training and awareness-raising programmes for our buyers and purchasing managers on CSR challenges, including a specific module planned for the new CSR training sessions for managers, launched in 2013. We have also strengthened our tools used for the management and traceability of contracts, particularly with regard to the fight against corruption and the underground economy.

## CSR criteria in our contracts

Environmental and social clauses are gradually being included in our consultations and specifications. The employee-related clauses relate to labour laws. The environmental clauses cover waste, transport, and water and energy management. In 2013, our evaluation scales for suppliers were finalised, taking into account the weighting of these issues depending on the purchasing segment. In 2014, we will carry out employment audits for the strategic segments. Since 2012, we have been using a tool to verify the conformity of the employment information presented to us.

## Integration clauses

We include clauses covering the integration of certain categories of worker in our tender documents, whereby the service provider undertakes to implement an integration initiative over the term of the contract. In 2013, two tenders were carried out at Paris-Orly on a test basis. Under the «New departure» project at this airport, which will begin in 2014, several of the tenders include these clauses.

## Our commitment to SMEs

As part of the «New departure» projects at Paris-Orly, we have attempted to make some of our tenders accessible to SMEs. Our buyers meet with SMEs on a regular basis, to present our purchasing policies. Regardless of their size, prospective suppliers can submit a bid using our TenderSmart web platform. As a member of the SME Pact since 2012, we support innovative SMEs. Our Innovation unit identifies the SMEs with the capacity to develop ground-breaking solutions with us.

### RESPONSIBILITIES TO OUR SUPPLIERS

The company has been a signatory to the Responsible Supplier Relations Charter since 2010, and in the same year was awarded its label attesting to our adherence to the commitments of this charter (see [www.entrevoisins.org](http://www.entrevoisins.org)). The Ministry for Industrial Renewal devised the charter in 2010 in order to encourage companies to adopt responsible practices in their dealings with suppliers and build long-term and equitable relationships between the two parties in a framework of mutual trust. The charter has now been signed by more than 455 companies and organisations, representing a purchasing volume in excess of €50 billion. Only 20 companies have so far been awarded the Responsible Supplier Relations Charter label.



## SUPPORTING THE SHELTERED AND PROTECTED EMPLOYMENT SECTORS

In 2013, we renewed our partnership with GESAT, a consortium in the sheltered employment sector, which helps us identify the entities that can meet our needs for new strategic markets. We regularly call on ESAT, a protected employment organisation, at Paris-Orly and Paris-Charles de Gaulle, for the upkeep of flowerbeds, vehicle cleaning, multi-site mail distribution and the maintenance of beacon lights.

€387k  
in revenue was recorded in 2013 with the sheltered and protected employment sectors.

### IN FIGURES

- 3,000 suppliers
- 687 contracts per year
- €1,393 million in purchases

### FACT

- We are a member of the Monitoring Centre for Responsible Purchasing (Obsar).
- In 2013, our suppliers were surveyed for their perception of our purchasing practices. They were asked about the quality of contractual relationships, payment times and the clarity of processes.

creating  
value  
for society





## voluntary measures to help people re-enter the workforce

### Maria Gomes de Barros Airport security agent employed by Alyzia Sûreté

**Following a free training course offered by the AERO Compétences, a skills consortium headed up by the AIR association and sponsored by Aéroports de Paris, Maria Gomes was hired on a permanent contract. «I really enjoyed the high calibre of the training that was provided.»**

I lived in the United States for eleven years and I began a training programme to work in an airport. I speak five languages - French, English, Spanish, Portuguese and Cape Verdean Creole. I am drawn to the airport because it is international. When I came back to France, I signed myself up as a job seeker and had the opportunity to attend information sessions on airport jobs, organised by the Pôle Emploi (the French employment agency) at the Environment and Sustainable Development Centre at Paris-Orly.

This led me to apply to AIR to take an AERO Compétences free training course on airport jobs. The comprehensive training lasted six months with a skills upgrade followed by an intense apprenticeship on working as a security agent. I discovered how important this profession is in the everyday comings and goings at airports. I was hired on a permanent contract by Alyzia Sûreté following a three-month internship and two short-term contracts.

I was one of the first security agents to be certified in 2013. The job of a security agent is difficult as we have a considerable amount of responsibility and we have to constantly be on the lookout while remaining good-natured when situations are tense. But I am really passionate about my work. I really want to emphasise both the first-rate training that I received and how helpful the AIR association was in managing our applications and finding internships. The information offered by this programme should really be more widely publicised.

### Patrick Dugard CSR partnerships and corporate

**For almost twenty years, the Partnership unit of the Environment and Sustainable Development department has been actively involved in programmes to help job seekers get back to work in the areas where Aéroports de Paris is firmly established. «We are motivating, providing support and nurturing hope for those who have been out of the workforce to quickly come back to it.»**

Aéroports de Paris is involved in creating economic growth focused on local populations, which are widely diverse but seriously disadvantaged. Our role is to work to increase these local residents' employment prospects, help them discover their talents as well as «fix» any shortcomings and give them options for the future.

We help create and steer innovative programmes to motivate these individuals of all ages to quickly rejoin the corporate world and strengthen social ties at the same time. We form partnerships with anyone who can contribute financially and/or donate their time and skills to head up the collective volunteering projects. Aéroports de Paris has rallied, for its part, the teams at the Environment and Sustainable Development Centres, its Human Resources department and its subsidiaries.

Since 1996, our community-based partnership has continued to grow and includes a comprehensive offer of services under the Planèt'AIRport brand. This led to the creation of the AERO Compétences skills consortium, a member of PlanètAIRport. The consortium offers job applicants the largest selection of free degree training for airport jobs. This course offering has been financed by the Ile-de-France region. Despite the economic recession, we recorded in 2013 a success rate of 45% of unemployed workers finding jobs.

#### contents

- 60 — 2013 in pictures
- 62 — Our assistance and economic and social cooperation strategy
- 62 — Monitoring centres to track employment
- 63 — We facilitate access to employment
- 64 — We help people enter the workforce
- 65 — Living at our airports
- 66 — Le Grand Roissy and Pole d'Orly
- 67 — We support SMEs
- 68 — Living in harmony with local residents
- 69 — Aid for soundproofing
- 70 — The Aéroports de Paris Foundation
- 70 — In-kind and skills sponsorship



## 2013 in pictures



### REGIONS ➤ for **sustainable airport sites**

Building a better future for the region and its residents was the theme of the annual international seminar devoted to sustainable airport sites organised by the Hubstart Paris Région® alliance. The third edition of the seminar took place in 2013 at our Service University at Paris-Charles de Gaulle. The participants exchanged ideas and feedback during workshops and conferences focused on new economic sectors, job creation, sustainable and urban planning, local presence and best practices in sustainable development. Asia was also a frequently discussed topic. A business tour of Grand Roissy topped off this seminar which brought together 250 participants and 50 lecturers, including 25 from abroad.

### CORPORATE SOCIAL RESPONSIBILITY STRATEGY

## a trophy for Planèt'AIRport

In April 2013, the Planèt'AIRport program was awarded the trophy for initial 2013 CSR targets in the «Dialogue with stakeholders» category. Thirty companies competed in this challenge launched by Nora communication, a consultancy firm specialised in corporate communications and corporate sponsorship. This trophy was awarded by the CSR committee of the French parliament under the auspices of the Minister of Labour and the Minister for Industrial Renewal. Straight after this event, we helped set up the club of socially responsible companies.



### EMPLOYMENT AND REGIONS ➤ establishing a **regional endowment fund**

Adife, formerly an urban social development public interest group, became a regional endowment fund in March 2013. The urban Val-de-France area and the town of Gonesse are included in the scope of its governance along with Aéroports de Paris. Established for a renewable five-year period, Adife remains under the Planèt'AIRport brand and stays committed to the same mission: «working to develop training initiatives and employment opportunities for the east Val-d'Oise region.» The endowment fund is used to co-finance regional projects for local initiatives related to the airport business. In 2013, Adife had a budget of €80,000 and we contributed up to €40,000.



DISABILITY  
> a forum for  
employment

As for each of the past four years during the Employment Opportunities for the Disabled Week, the southern delegation for the Environment and Sustainable Development organised its fourth Employment for People with Disabilities. Under the patronage of Miss Handi France, 350 local residents with disabilities met with 30 exhibitors - companies and employment agencies - and 200 job offers were showcased at the event. This forum is publicised by employment centres and local associations and on our site [www.entrevoisins.org](http://www.entrevoisins.org). A coffee-time exchange of achievements made addressed the topics of mobility in modes of transportation. The forum is teamed up with a Handisport event where attendees can take beginner courses on wheelchair football, dart blowing, the Japanese sport chanbara or wheelchair country line dancing.



EMPLOYMENT AND SMEs  
> the «Companies and  
neighbourhoods» charter

In June 2013, we signed the «Companies and neighbourhoods» charter of the Ministry of Urban Affairs alongside 39 other companies. We are committed to providing access to jobs and creating businesses as well as to the economic, social and cultural development in the priority neighbourhoods under the city's policy. Our initiatives will stem from existing programmes pursuant to our cooperative strategy with the regions. We will also be involved in a new inter-company network to support business creation and development, as requested under the government action plan related to this charter.

INTEGRATION

< toys for a good cause

As partner of the back-to-work association Rejoué, the Environment and Sustainable Development Centre at Paris-Charles de Gaulle collected toys from local children and airport employees. The refurbished toys are resold at a discount of 50% to 70% of the original price. Almost a tonne of toys was collected in 2013.



# listening, discussing, building together



**€2.2 million**  
allocated each year  
to our community-based  
initiatives.

Our business activities and those of the airport stakeholders as a whole directly shape the local economic development and living environment. Our airports generate more than 8% of the paid employment in the Ile-de-France region with more than 340,000 direct, indirect, induced and catalytic jobs (2011 data). More than 114,000 people work for nearly 1,000 companies located in the airport hubs. This is why we have built ties with these areas so that the local populations benefit from the economic advantages of our industry.

## Three challenges and a goal for 2015

As a land developer and major economic player in the Ile-de-France region, we have built our corporate social responsibility commitment around three major challenges:

- support of employment policies to provide opportunities to the local inhabitants of the regions in which our airports are located;
- economic development and promotion of Grand Roissy and Pôle d'Orly areas at a regional, national and international level; and
- a reciprocal relationship based on trust with local elected officials, not-for-profit organisations and inhabitants.

We invest approximately €2.2 million each year in our partnerships with local authorities, socio-economic players in the areas surrounding the airports, not-for-profit organisations, elected officials and state representatives.

We are working to become the European benchmark for the airport sector in terms of corporate social responsibility.

## Organisation at community-level

Spearheaded by the Environment and Sustainable Development Department, our economic and social cooperation policy is implemented by two delegation units - one at Paris-Orly and the other at Paris-Charles de Gaulle - which present it to regional authorities and socio-economic partners. Our Environment and Sustainable Development Centres are our principal means of informing and maintaining dialogue with local residents and not-for-profit organisations. The Aéroports de Paris Foundation backs our community-based projects in our main focus areas. These organisations receive the full support of all of our departments in their relevant areas of expertise.

## OUR AID AND ECONOMIC AND SOCIAL COOPERATION STRATEGY

### Partnerships to give local residents access to airport jobs

- Support employment opportunities
- Vocational training
- Integration through economic activity/ community and solidarity economy
- Mobility

### The appeal and promotion of territories

- Regional marketing, tourism
- Incubators, support for innovative projects and business creation
- Mentoring and coaching SMEs/SMLs

### Airport employees – quality of life

- Nurseries
- Transportation
- Housing

### Sponsorship and support for charitable projects

- Aéroports de Paris Foundation
- Disability and illness
- Job integration and training – preventing and combating school dropout
- Citizenship and the fight against exclusion
- Adife regional endowment fund
- In-kind and skills sponsorship

## Monitoring centres on employment

Trade, employment and training observatories improve visibility with respect to employment and changes in the nature of jobs in the Paris airports. They oversee and publish:

- a biannual comprehensive survey of businesses and public services at the three airports;
- forecasts on future job trends in major airport employment sectors.

They create partnerships with other business intelligence agencies such as the Ile-de-France regional observatory on employment and training (Orefi), and with key social and economic players in the surrounding areas such as with the Pole d'Orly and the Roissy CDG public interest group for Employment. In 2013, they published a study on European airport activities. They have been involved in the research and initiatives of the Grand Roissy Observatory on Employment, headed up by the Roissy CDG public interest group for employment. They have also participated in a workshop on the economy organised by the general council of Seine-Saint-Denis. They also came and spoke at our employment conferences sponsored by our two Environment and Sustainable Development Centres.





## social cooperation and employment

creating value for society

# we provide easier access to jobs

A major portion of our economic and social cooperation budget is dedicated to providing employment opportunities for local people. For the past twenty years, we have been investing in employment programmes tailored to the requirements of the airport industry. We also convey public policy by signing agreements recommended by the French government. After the Espoir Banlieues programme ended (2008-2011), we signed on, in 2012, to a three-year commitment providing employment opportunities in disadvantaged neighbourhoods. We further extended these commitments by signing in June 2013 the «Companies and neighbourhoods» charter of the Ministry of Urban Affairs and its 2014-2015 implementing agreement in December 2013.

### «Discovering airport jobs» Seminars

In 2013, we restructured our «Discovering airport jobs» seminars to better respond to the job seekers' needs; the seminars were shortened but offered more frequently. The workshops included more material and were refocused on subjects that had not been really addressed by employment agencies: English vocabulary specific to airport activities, image and behaviour. However, the core basics of this programme remain unchanged - information on airport jobs and one-to-one meetings at the end of the course with companies and partner training organisations that may help the candidate's job search. In 2013, 222 interns attended these seminars at Paris-Charles de Gaulle and Paris-Orly.

### Planèt'AIRport A ticket to an airport job

With a comprehensive range of services, the Planèt'AIRport programme has been helping 2,000 local residents find a job each year since the 1990s. This strategic programme offers tailored training, skills assessment, diagnostic reviews of labour matters, follow-up, advice and ongoing socio-professional assistance. Joining forces of six partnership structures that we head up, the programme includes measures related to integration, mobility assistance and housing. Teach'AIR® provides short-term training and extended its offer in 2013 to include e-learning courses. The public interest group Adife became an endowment fund in 2013. As part of the public policy for future sustainable jobs (emplois d'avenir), our Human Resources Department agreed to give first priority, starting in 2013, to interns who have taken one of these training courses. Planèt'AIRport also helps companies with recruitment, branding their image, and preparing employment-related paperwork. This programme was the top pick at the 2013 CSR Challenges (see page 60).

### Training at the regional level

With our partners in the regional consortium, AERO Compétences, we submitted a bid to Ile-de-France's call for tender for a regional «Skills» degree programme in 2014-2016, intended for job seekers. AERO Compétences offers free long-term degree training, as a paid internship, on fourteen airport trades. The consortium's training offer has significant resources in terms of classroom space and e-classroom tools. This course included in the Planèt'AIRport offering brings together the Human Resources department, the Environment and Sustainable Development Centres and our subsidiary Alyzia Sûreté.

### PHILANTHROPY

We co-authored the reference book *Regional Foundations for Local Philanthropic Work*, published by the French Centre of Funds and Foundations (*Centre français des fonds et fondations (CFFF)*) in 2013.

### BREAKDOWN OF JOBS BY SITE

2013 data will be released in 2014.

#### NUMBER OF COMPANIES

2012 TOTAL: 989

	2011	2012
Paris-Charles de Gaulle	656	663
Paris-Orly	238	255
Paris-Le Bourget	75	71

#### TOTAL NUMBER OF EMPLOYEES

2012 TOTAL: 114,531

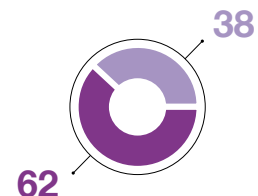
	2011	2012
Paris-Charles de Gaulle	87,200	85,000
Paris-Orly	27,200	26,200
Paris-Le Bourget	3,115	3,331

#### EMPLOYEE TYPOLOGY

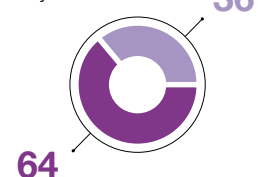
- 80% of employees work staggered hours at Paris-Charles de Gaulle, 69% at Paris-Orly and 56% at Paris-Le Bourget;
- 96% of staff have permanent contracts (excluding temporary employees).

#### GENDER BREAKDOWN (as a percentage)

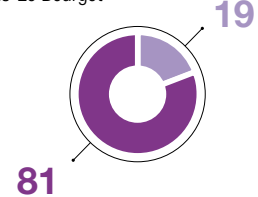
Paris-Charles de Gaulle



Paris-Orly



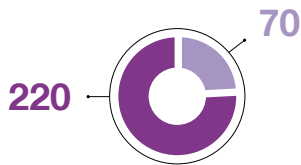
Paris-Le Bourget



- Women
- Men

## FINANCIAL MEMBERS SUPPORTING THE ROISSY CDG PUBLIC INTEREST GROUP FOR EMPLOYMENT

(in €K per year)



- The French government, Ile-de-France region and departments;
- Aéroports de Paris SA

## AERO COMPETENCES PARTNERS

AIR (sponsor and operator), Afpa, Camas Aéroformations, Greta BIP 93, Prom'hôte, the Seine-Saint-Denis Chamber of Trades and Crafts, Prom'hôte and Aéroports de Paris

### 2013 OVERVIEW

Budget : €2,215K

No. of places per year	665
Preparatory and degree courses (2011-2013)	1,493
Awarded a degree/certificate 2011-2013 (2 academic years)	851

## PLANET'AIRPORT AT A GLANCE SIX PARTNERSHIPS

- **AIR**, an Association for Regional Interest
- **AERO Compétences**, a skills consortium which is currently being renewed;
- **Adife**, which became a regional endowment fund in 2013;
- **Comité Habitat**, an association providing access to affordable housing.

### FINANCING

(in €K)



- The French government, the Ile-de-France region, CCI, the national employment agency (Pôle emploi);
- Aéroports de Paris companies

## Getting involved at the regional level the Roissy CDG public interest group for Employment

Since its creation, we have been partners with the Roissy CDG public interest group for Employment that works on behalf of the local populations in Grand Roissy. It launches and provides support for jointly-led initiatives to satisfy local needs for employment, job insertion, safeguarding career development and training. To improve its responsiveness and its assistance, it strengthened and streamlined its management to five financial members. It also created a strategy committee on employment and training (Cosef), which acts as an advisory board bringing together employment and training agencies in Grand Roissy. It continued to move ahead with the action plan defined before its reorganisation: a certificate course in airport English developed by the training organisations Greta, CCIV and Afpa; the professional development «Step» programme, a work-study program and the Grand Roissy employment and training observatory. It registered Grand Roissy Emploi Formation® as a trademark.

# we help people join the workforce

## Priority education

We give our support to the priority education Éclair network established for primary and secondary students in disadvantaged urban neighbourhoods. In the past five years, we have organised for more than 8,500 students on-site visits at Paris-Charles de Gaulle as well as educational and scientific workshops and conferences on airport-related issues and CSR. We welcome students in Year 10 during the Career Discovery Week. We have partnered with the French national education system for the following towns: Sarcelles, Villiers-le-Bel, Garges-lès-Gonesse and Goussainville (French department Val-d'Oise), Meaux and Mitry-Mory (French department Seine-et-Marne) and, since 2013, Pierrefitte-Villetaneuse (French department Seine-Saint-Denis).

## Schools for a second chance

In 2010, we signed a partnership agreement with the Val-de-Marne «school for a second chance». An initial site was set up in Orly in 2011 and a second in Créteil in 2012: 250 young people have joined or attended this school in 2013. We are a co-founder of «schools for a second chance» in La Courneuve, Cergy-Pontoise, Argenteuil and Sarcelles. The aim of these schools is the professional integration of young people who left the school system more than a year previously.

## Integration by economic activity

We have been working towards integration through professional experience for several years. First Stade, a government-approved job integration company, employs individuals living on the margins of society. This Planet'AIRport partnership hires them as local couriers serving the 26 member companies in 2013. First Stade has three vehicles. Since AIR established this program in 2009, 44 local residents have been hired. We began adding in 2012 social inclusion clauses into our tenders for work.

### 2013 OVERVIEW

Total number of beneficiaries: 5,793

Mobility	277
Reception, information, advice	4,284
Support towards employment	421
Vocational training	763
Housing	48

We also give our support to several initiatives, such as the back-to-work project La Recyclerie, sponsored by the neighbourhood association «Les portes de l'Essonne». We donate used office furniture and supplies to the workers so that they can refurbish and resell them.

## living at our airports

### Our Nurseries

We have set up two inter-company nurseries open to residents of the surrounding cities and towns: P'tits Loup'ings at Paris-Orly (60 places) and Globe-Trotteurs, a childcare centre, at Paris-Charles de Gaulle (100 places). Globe-Trotteurs has two facilities: l'Ombraïle, which is open during nights and weekends, and l'Envol, which is open during standard working hours. In 2013, Globe-Trotteurs accommodated an average of 212 children each month and P'tits Loup'ings 185 children. Priority is given to parents who work staggered timetables, live more than two hours from their place of work, or have no facility close to home. The nurseries are managed by the local authorities, the DGAC (French civil aviation authority), public services and companies on site and Aéroports de Paris.

### Our social housing offering

Comité Habitat, a partner of Planèt'AIRport, has created a social housing programme for employees working at our three airports as well as for local member-communities. On top of offering affordable rentals, it also provides legal and financial advice on how to become a home owner. A social residence containing 213 apartments was established on the Paris-Charles de Gaulle site in 2008 to house young workers. Another residence is expected to be built at Paris-Orly in 2015. In 2013, Comité Habitat found housing for 48 people, including 13 young recruits and has housed a total of 1,748 people since 1995.

### Our on-demand bus system

Filéo, established in 1998 by the STIF (Ile-de-France Transport Union), is an on-demand shared transit service for employees at Paris-Charles de Gaulle. In conjunction with the standard shared transit system, this network has eight bus routes running 24 hours a day, 7 days a week. We are the only private company who helps finance the running of these bus routes (€329,000 in 2013) and have renewed our financial commitment until 2016.

### A vehicle for employment

The European social fund granted Papa Charlie €30,000 in subsidies in 2013. Each year, this not-for-profit organisation assists 300 people who do not have a car or access to public transportation, by loaning them out a car for a short period at a low rental rate. In this way, job seekers or job candidates in the Ile-de-France region can easily get to the airport hubs or their future workplace. FedEx has been giving its support to this organisation for the past seven years and signed a partnership agreement with Papa Charlie in 2012 and 2013 to help employees experiencing economic hardship. Going beyond the Ile-de-France region, the employment office in Picardie-Pays de Valois also signed a partnership agreement to set up this service locally.

### TWO CORPORATE CONCIERGE PROJECTS

Under our agreement with the Seine-et-Marne General Council, we are developing a corporate concierge project. This service for employees at Paris-Charles de Gaulle will offer local services provided by employees on outreach programmes. We are currently reviewing rolling out the same project for the employees at the Paris-Orly airport.



### FILÉO AT A GLANCE

- Our partners: STIF, General Councils of Seine-et-Marne and Val-d'Oise, and the Terres de France urban area
- **500,000** reservations, **15%** of which were made on [www.fileo.com](http://www.fileo.com)
- **23,000** customers, **351,703** journeys
- overall satisfaction rate: **90.5%**

### PAPA CHARLIE AT A GLANCE

- Recognised as a best business practice under the UN Global Compact
- **160** vehicles of which **50%** will be replaced in 2014 by energy-efficient vehicles

### FACT

We are currently looking into building an Employment and Training Centre in partnership with the General Council of Ile-de-France and the, Roissy CDG public interest group for Employment.

**4,300**  
the number of hires  
that Papa Charlie has  
facilitated in fifteen years  
in Ile-de-France: 92% on a  
long-term basis.



regions



## Grand Roissy and Pole d'Orly

Our three main airports - Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget - have been identified as major economic sites (TEM) in the Ile-de-France regional plan (Sdrif). Activities from our airports generated over €30 billion in added value in 2011, representing nearly 5.8% of the region's GDP (according to a 2011 study). The Roissy and Orly hubs have been classified as strategic in the Grand Paris project. As a member of several governance bodies, we contribute to the sustainable economic development of these regions. We participate in joint projects to promote the region and encourage companies, particularly international ones, to set up in airport hubs or surrounding areas.

### The Grand Roissy

Buoyed by the growth from the two airports at Paris-Charles de Gaulle and Paris-Le Bourget, Grand Roissy is a fast-growing economic hub benefiting from national ground-breaking projects. We are actively involved in its governance bodies, drafting the regional development contracts, including the «*Cœur économique Roissy Terre de France*» (CERTF), as well as in other main regional projects. We lend our support to the research and working groups of the public development authority, EPA Plaine de France. We are actively helping to achieve a common goal: making Grand Roissy a world-class sustainable and profitable airport site for its inhabitants.

### Hubstart Paris Région® promotes Grand Roissy on an international scale

We have been actively lending our support to Hubstart Paris®, since its creation in 2009. It was transformed into the Hubstart Paris Région® alliance in July 2013. Rallying together more than thirty institutional partners from both the non-profit and private sectors, this alliance works to boost Grand Roissy's international appeal and its global competitiveness. With its offering of shared infrastructure and services, it attracts international companies to set up operations in the area. The alliance spearheads thirty initiatives per year, including its annual international seminar focused on sustainable airport areas, promoting and prospecting opportunities at international trade shows and conferences and setting up business tours at Grand Roissy. Hubstart Paris Région® collaborates on joint projects with the Atlanta (United States) and Shanghai Pudong (China) airports. It has designed numerous promotional materials such as its interactive model of the Grand Roissy, available on tablets and smartphones since 2013.

### The Orly Paris® agreement

Since 2009, we have been involved in the governance of Pôle Orly's regional agreement for employment, training and economic growth. The Orly Paris® agreement has been extended to 2015. As a signatory to its sustainable development charter, we have committed to working together to achieve ambitious measures. In 2013, Orly International, the coordinator of the agreement, kicked off a series of initiatives to boost the region's appeal and facilitate access to jobs. Prior to the second edition of its job fair «*Rendez-vous pour l'Emploi*» on 14 November 2013, career advisers were given training on airport jobs. Meetings to promote the professional real estate included in the agreement were first held in June 2013. Orly Paris® also participated in the Simi professional real estate conference in December 2013.

€886k

the 2013 budget for Hubstart Paris Région®. Aéroports de Paris contributes €140K and donates office space.

### GRAND ROISSY ÉCONOMIQUE NETWORK

- More than **200,000** private and public jobs;
- More than **6** billion to be invested by 2025 by the private sector to create **100,000** new jobs.

### FACT

Hubstart Paris Région® joins forces with the local and regional authorities, the French government, development agencies, chambers of commerce and industry (CCI), public planning agencies, companies and associations. Under the regional chairmanship, it is managed by the Ile-de-France Regional Development Agency.

for more information:  
[www.hubstart-paris.com](http://www.hubstart-paris.com)

### AEROPOLE AND DATAGORA JOIN FORCES UNDER THE HUBSTART PARIS REGION®

To achieve its ambitious agenda, the Hubstart Paris Région® alliance has been relying on the support of the not-for-profit organisation bearing the same name since July 2013. This alliance was formed by joining the forces of two partners: Datagora, a Grand Roissy resource centre (established in 2000) and AéroPôle, a business incubator (founded in 2000). The organisation oversees the management of the incubator, Hubstart Paris Region Centre (located at Paris-Charles de Gaulle airport) and provides backing to partner initiatives.

## we support **SMEs**

### We deploy urban policies

In connection with the Ministry of Urban Affairs' Business and Local Neighbourhood Charter, we have become involved in the government action through measures helping create an inter-company support network to promote the establishment and growth of SMEs in the city's disadvantaged neighbourhood (see page 61).

### Our buyers meet with SMEs

We organised the fourth edition of the Grand Roissy business meeting on 11 June 2013 in cooperation with the Regional CCI (Seine-et-Marne, Seine-Saint-Denis and Val-d'Oise). More than 150 SME and SMLs met with the purchasing representatives from nine large companies and, for the first time ever, from four urban areas surrounding the greater Grand Roissy metropolitan area. At Paris-Orly, we held an evening information session on the airport's «New Departure» development project for a hundred SME and SMLs during which we laid out the market opportunities and introduced them to our buyers.

### Young innovative companies in Val-de-Marne

We are members of the Val-de-Marne's «Entreprendre» network fostering the start up of businesses. We have renewed our support to Fidep 94 which helps entrepreneurs to create an SME or take over an existing one. We grant €15,000 annually in subsidies over a three-year period. On top of this, we have participated in the Cap'Jeunes programme of the Val-de-Marne organisation supporting business initiative (VMAPI), which provides mentoring and a start-up grant to companies founded by entrepreneurs under 26 years old. We are looking into launching an incubator for businesses devoted to social issues at the Paris-Orly airport. We are also a founding member of a tourism incubator.

### Plato networks

We are members of the Plato networks where large companies share their experiences and insight with SME and SMLs. The Plato Grand Roissy Économique network for the 2013-2015 period was launched in June 2013. This network brings together the Chambers of Commerce and Industry (CCI) of the Val-d'Oise, Seine-Saint-Denis and Seine-et-Marne areas, which have been grouped into a single regional CCI. From September 2011 to December 2013, we took part in the Plato eco-jobs network, sponsored by the Ile-de-France's CCI.

### CSR WITHIN THE SME'S REACH

We are partners in the first regional support programme known as «Socially Responsible Companies in Ile-de-France», alongside the CCI and ARD (regional development agency) of Paris-Ile-de-France. With the backing of the Ademe, this two-year programme will offer assistance to SMEs, located in the airport areas, to incorporate on a voluntary basis a CSR approach in their business model. The programme consists of an audit and guidance on how to incorporate the CSR recommendations of ISO 26000. Two information sessions were held in December 2013 at the Environment and Sustainable Development Centres at Paris-Charles de Gaulle and Paris-Orly.



### THE ORLY PARIS II AGREEMENT

Signed in December 2012, the regional Orly Paris II agreement for 2013-2016 brings together the Ile-de-France region, the General Councils of Essonne and Val-de-Marne, the French government, consular offices, ADOR and the Pôle emploi regional division.

### CORPORATE SPONSORS OF CAP'JEUNES

Acofi, Air France, Cofin'Audit, Memup, Société Générale and Aéroports de Paris.

### BUYERS AT THE GRAND ROISSY BUSINESS MEETING

Air France, FedEx, Groupe 3S, Groupe Accor, Le Bourget, Léon Grosse, Roissy Porte de France, Servair, Terres de France, Val de France, Volkswagen, WFS, Aéroports de Paris.



### «DISCOVERING AIRPORT JOBS» SEMINARS

- 4 per year
- 222 participants in 2013

### PARTNERSHIP AGREEMENTS

- Paris-Charles de Gaulle : 39
- Paris-Orly : 18

### 2013 FORUMS AND EXHIBITS

#### PARIS-CHARLES DE GAULLE

- 1 job fair
- 1 seasonal and summer jobs fair
- 1 information day for job seekers with disabilities in partnership with the Pôle Emploi agency in Roissy and the Cap Emploi (network of agencies that help disabled people find work) in Aulnay-sous-Bois.
- Permanent exhibit on Aéroports de Paris' corporate social responsibility

#### PARIS-ORLY

- 5<sup>th</sup> work-study and summer jobs forum
- 4<sup>th</sup> Disabilities forum
- 2 Children Municipal Councils (CME)
- 12 environmental and sustainable development conferences
- 12 environmental workshops

### [www.entrevoisins.org](http://www.entrevoisins.org)

The website [www.entrevoisins.org](http://www.entrevoisins.org) is intended for local residents, elected officials, companies and the public at large. It publishes the findings from our laboratory on air quality and noise. It has tab headings on the aviation section, current events at the three airports and our programmes focused on economic and social cooperation.

A tab dedicated to young people («Entre Jeunes») profiles various airport jobs along with testimonial videos.

## living in harmony with local residents

Consulting with local residents close to our airports is registered in our set of operating duties. We have chosen to build a trusting relationship with the local authorities, associations and residents. The Environment and Sustainable Development Centres, which are located on-site at Paris-Charles de Gaulle and Paris-Orly, are the principal means of conducting dialogue with local communities. Each year about 30,000 local residents visit them.

### Joining forces together for challenges facing society

The Centres organise or hold on-site educational seminars, employment forums and conferences and career opportunities at the airports. Each year several job fairs and information sessions are held. Their permanent and temporary exhibits and events invite local residents of all ages to learn more about environmental, social and civic issues. These events provide them the opportunity to discuss with us our sustainable development practices as well as what they expect from us. In 2013, the Centres set up several exhibits: «*The ecosystems in Paris and its surroundings*»; «*Renewable energies*»; «*What energy!?*», co-produced by Arene (Regional Agency for the Environment and New Energies) and featuring a conference; «*The Earth and Nature at our Feet*», with Natureparif, exposition on natural heritage; two exhibits on women's issues. Local residents were invited to attend a conference on tramway line T7 six months prior to its commissioning in November 2013.

### Consulting and working with elected officials

The Environment and Sustainable Development Centres get involved in local and regional measures related to environmental and employment issues that directly involve our airports. They frequently hold consultations with local elected officials. More than 60 meetings were held with elected officials from Val-de-Marne and Essone for the «New Departure» development project at Paris-Orly. The Environment and Sustainable Development Centres regularly invite the elected officials to visit the airports. They were therefore able to meet in 2013 the strategic companies located at our airports and learn about the economic side of the airport business. Since 2008, we have entered into partnership agreements with towns and cities that have expressed a desire to establish with our airports an ongoing exchange of information and as well as take joint action on environmental, social and economic issues. Nearly 60 municipalities have signed these partnerships sponsored by the Centres in the past six years.

### Tourism and Disability Award

As a partner of the national institute for young deaf people, we devote special attention to disabilities. In November 2013, the Environment and Sustainable Development Centre at Paris-Orly received the Tourism and Disabilities award for its efforts on behalf of four types of disabilities (hearing, visual, motor and cognitive). The Paris-Charles de Gaulle Environment and Sustainable Development Centre works with staff from «*Vivre Autrement*», a training centre for the disabled, to landscape its flower beds and vegetable gardens covering 1,650 m<sup>2</sup>.

### Environmental advisory committees

In 2013, 12 environmental advisory committee meetings (CCE) were held: two at Paris-Charles de Gaulle, one at Paris-Orly, two at Paris-Le Bourget and eight at the civil airfields. These local consultation bodies convened by the Prefect give opinions on issues concerning the impact of development or operations at the airport on the environment. The secretariat is provided by Aéroports de Paris.

## aid for soundproofing

In France, the management and control of airborne noise falls within the remit of the French aviation authority (DGAC), i.e., the French government. As an airport operator, we are responsible for running the scheme to soundproof the surrounding neighbourhoods of our airports in Ile-de-France. A special unit in our group implements and coordinates this scheme. Our laboratory provides the authorities with measurements and noise analysis that they need in their decision-making process.

### Financing

The tax on aircraft noise (TNSA) paid by airline companies for each take-off is used to finance the noise analyses and soundproofing of homes and commercial buildings located within the noise pollution map (PGS). In 2013, TNSA revenues totalled more than €37.82 million. The noise pollution map for Paris-Le Bourget was drafted in 2012. The ones for Paris-Charles de Gaulle and Paris-Orly were expanded at the end of 2013 and are applicable starting in 2014. This represents an additional 31,150 residential homes that may be eligible (+4,230 for Paris-Orly and +25,920 for Paris-Charles de Gaulle).

### Coverage of costs

A coverage rate of 100% applies to diagnosis and work which meet certain conditions. Since 2010 funding may be payable in advance. Detailed information is available on [www.entrevoisins.org](http://www.entrevoisins.org).

### Assistance with the contracting process and quality

After completing an acoustic diagnosis, this aid is granted on the basis of a favourable opinion of the Advisory Commission on Aid to Residents (CCAR). Our free helpline guarantees local residents that the contractors will perform the adapted work in a satisfactory manner and cost-effectively. Under a partnership with several professional organisations, we developed in 2012 a «company quality» charter to harmonise these services. In 2013 we included under this scheme a training programme for the contractors, co-designed by Val-de-Marne Chambers of Trade and Crafts. The number of diagnostics almost doubled in three years: 2,700 in 2011, 4,900 in 2012 and 4,300 in 2013.

### Our laboratory

Our laboratory takes acoustic measurements on behalf of the French government using a network of 50 permanent or temporary stations. Such work is carried out under the supervision of the ACNUSA (Airport noise nuisance control authority). This data assists us in drafting the aircraft noise mapping. By using this mapping, authorities can establish noise pollution maps (PGS) and noise exposure maps (PEB) for urban planning purposes in the areas where the airports are located.

#### INFORMATION ABOUT NOISE

Our website [www.entrevoisins.org](http://www.entrevoisins.org) provides local residents living near our airports detailed information on noise updated continuously in real time; At Environment and Sustainable Development Centres, the French Civil Aviation Authority provides information for local residents about the noise conditions around the airports using visualisation software displaying traffic and noise levels. One of these software tools - Vitrail - was updated in 2013, and displays aircraft trajectories within 30 minutes of take-off. Vitrail has also been set up in 24 town halls in France. The self-service software Visiobruit also provides local residents living near Paris-Charles de Gaulle information on noise levels. Each year we kick off an information campaign on soundproofing assistance in conjunction with the French Civil Aviation Authority.



#### FACTS

Members of the Advisory Commission on Aid to Residents (CCAR) include the regional prefect, the French Civil Aviation Authority (DGAC), local authorities, associations and the boards of professional aviation organisations.

#### ASSISTED HOUSING AND BUILDING UNITS

	2013	since 2004
Paris-Charles de Gaulle	2,835	24,488
Paris-Orly	2,187	13,464
Paris-Le Bourget	425	455

#### GLOBAL AMOUNT OF CONSTRUCTION FROM 2004-2013 (FIGURES ROUNDED)

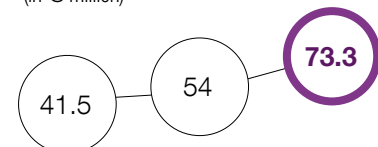
- €403 million for 38,347 housing units and 60 commercial buildings including:
- €248 million for Charles de Gaulle
- €148 million for Paris-Orly
- €6 million for Paris-Le-Bourget

#### TNSA (in € million)



2011      2012      2013

#### CONSTRUCTION BUDGET (in € million)



2011      2012      2013



## solidarity



The Aéroports de Paris granted a scholarship to Marie Bochet, four-time gold medallist in alpine skiing at the 2014 Paralympic Winter Games in Sochi.

### COMBATING POVERTY REACHING OUT TO YOUNG CHILDREN

The foundation supports the Intermèdes Robinson association, which offers outreach to impoverished families – communities living in slums or to travellers in four towns of the Essonne department. It sets up early childhood intervention workshops for children under six conducted in a safe and protected environment located close to where the children live. This project was awarded honourable mention by the national advisory commission on human rights at the 2012 French Republic's Liberté – Égalité – Fraternité Human Rights Awards.

### for more information:

[www.aeroportsdeparis.fr](http://www.aeroportsdeparis.fr),  
under the «Sustainable Development» tab

## Foundation Aéroports de Paris

We have built up sponsorship through the creation of the Aéroports de Paris foundation, which celebrated its tenth anniversary in 2013. The Foundation co-finances local initiatives in favour of the most vulnerable populations near the airport sites. Under the aegis of the Fondation de France, it is financially involved in local solidarity projects. Its Executive Committee, chaired by the Chairman and CEO of Aéroports de Paris, has identified three priority areas: integration and training, citizenship and anti-exclusion efforts, and disability and illness. In 2013, we thus lent our support to:

- France Active's Cap'Jeunes programme that assists young job seekers in the Ile-de-France region start up their own company.
  - a mobile discovery workshop for young children living in disadvantaged areas, developed by the Intermèdes Robinson association,
  - outreach initiatives for autistic children who are transitioning into or waiting for an opening in a suitable programme, created by the REPIES network in Val-d'Oise.
- Each of these projects received an average aid of €10,000 from the Aéroports de Paris Foundation.

### Combating school dropout

We also continued to support in 2013 initiatives combating school drop out at the local secondary schools near our airports. As part of this support, €150,000 has been allocated to 12 new projects implemented in favour of secondary schools in the Val-de-France area and the towns of Gonesse and Goussainville.

### Cultural access and enrichment

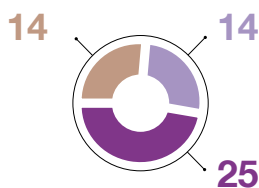
In order to give young disadvantaged people access to culture, the Foundation also enters into partnerships with well-known patrons or with the organisers of renowned festivals such as the Royaumont Foundation and the theatre festivals at Val-d'Oise and Auvers-sur-Oise.

## in-kind and skills sponsorship

The partnership management unit of the Environment and Sustainable Development division is responsible for skills sponsorship and voluntary work, as well as sponsorship in-kind. We have a pool of 150 Group employees ready to volunteer on projects proposed by community and general interest groups that we support. Our employees are actively involved in the Plato network, which advises and assists SMEs or are members of not-for-profit organisations such as Aviation Without Borders. They also frequently volunteer their skills to think tanks (see page 67). All permanent employees within Planèt'AIRport structures are also actively involved in skills sponsorship, in particular by providing socio-professional assistance to persons with significant problems re-entering the workplace. For the past two years, our in-kind sponsorship has been put into action by collecting and distributing equipment and materials from Aéroport de Paris to associations working to prevent social exclusion. We donate furniture, computers, agricultural equipment and fire vehicles either in their original state or after repair.

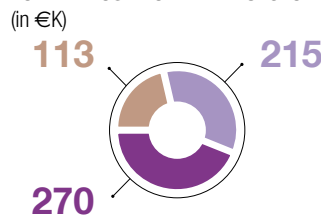
### OVERVIEW OF THE 2013 INITIATIVES OF THE AÉROPORTS DE PARIS

#### NUMBER OF SPONSORED PROJECT BY SECTOR



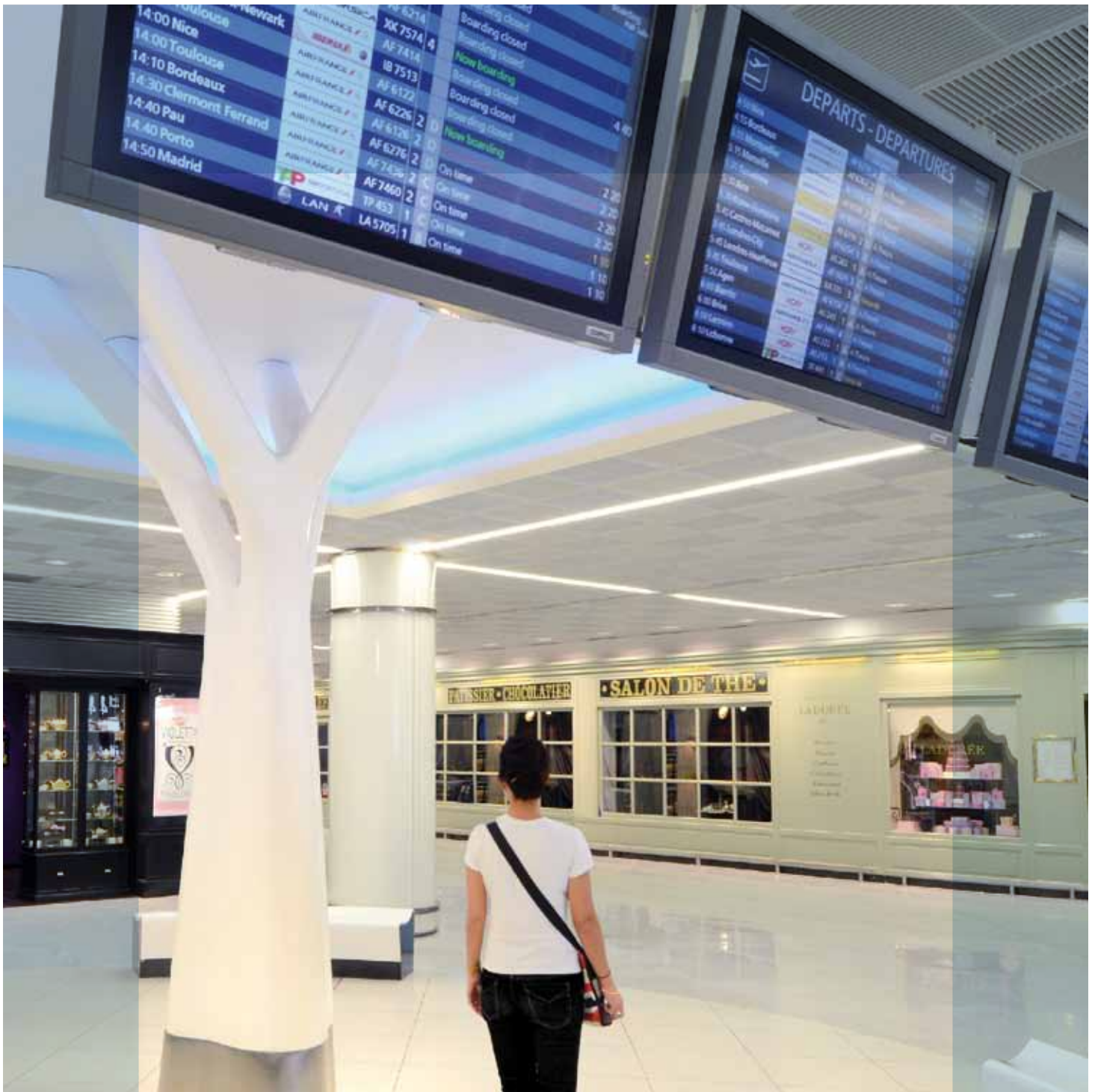
- Illness / disability
- Integration / Training
- Citizenship and the fight against exclusion

#### TOTAL AMOUNT OF AID BY SECTOR (in €K)



- Illness / disability
- Integration / Training
- Citizenship and the fight against exclusion





## contents

72 — Our subsidiaries, a proactive CSR approach  
 73 — Governance indicators  
 74 — International agreements  
 74 — A responsible label  
 75 — Socially responsible indices and rankings

76 — Opinions from the stakeholders' panel  
 77 — Method for reporting indicators  
 78 — Table of indicators

80 — GRI summary  
 81 — Honours and Awards  
 81 — Glossary, abbreviations and acronyms

# our subsidiaries

## a proactive CSR approach

Hub One, Aéroports de Paris Management and ADP Ingénierie, all wholly owned by Aéroports de Paris, have adopted CSR approaches, at different levels of advancement, under the partnership with Transparency International France. This partnership was renewed in 2013 with Aéroports de Paris Management and ADP Ingénierie. In line with the Group's undertakings, the subsidiaries have been disclosing their specific commitments to the fight against corruption in their own communication materials since 2013.

### Hub One

Hub One brings together under a single commercial brand the offerings of Hub Télécom, telecommunications and electronic communications expert specialising in highly-frequented complex sites such as airports, and that of Nomadvance, the leader in hardware and software traceability solutions and an expert in professional mobility, which was acquired in 2012. Since 2008, the company has been rated on a non-financial basis showing significant improvement made in 2012 with respect to all criteria assessed. As a signatory to the Telecom sector's voluntary commitment charter on sustainable development since 2010, Hub One has formalised its CSR policy with the assistance of a 22-person internal network. It has adopted a code of ethics, drafted with the assistance of the NGO Transparency International France, as well as implemented internal control procedures. The company has a tool for evaluating its suppliers in terms of CSR. In 2012, it signed its first agreement on gender equality and an agreement on teleworking with a two-fold social and environment objective. It has also implemented a car share facility. It encourages its employees to take paid leave to go on corporate volunteering assignments with Planète Urgence, an international aid organisation.

### ADP Ingénierie

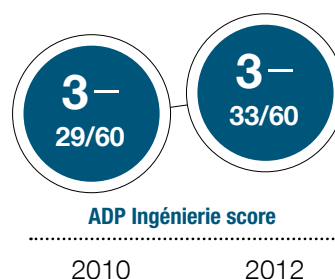
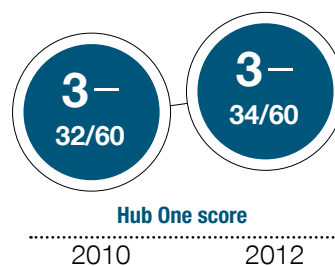
ADP Ingénierie is an architecture and engineering company specialised in the airport sector: project design and development, project management and assistant project management. With revenue of €54.6 million in 2013, it has 141 on-going projects worldwide. Its CSR commitments have been formalised with its governance and human resources which are the most advanced areas. ADP Ingénierie has been gradually rolling in its sites abroad into its CSR policy. It systematically attaches as appendices to its contracts an environmental study and related action plan. It promotes sustainable development measures for the construction industry abroad.

### Aéroports de Paris Management

Aéroports de Paris Management is directly or indirectly responsible for the operation, management and development of 23 airports with traffic of over 43.3 million passengers. The Airports Council International (ACI) awarded the 2013 Airport Service Quality Award to three airports managed by ADPM and its partners in recognition of their customer service. Its 2012 non-financial rating points to a considerable improvement in its overall performance, up 4.5 points on 2010, demonstrating the progress made in corporate governance and market behaviour due to the new control and audit schemes and a strong anti-corruption policy. The company has also set up ISO 9001 and ISO 14001 certifications for its customers. Several airports under concession have been OHSAS-certified. It also heads up economic and social cooperation initiatives.

### non-financial rating requested, produced by Vigeo Enterprise (scale from 1 to 4)

Since 2010 the subsidiaries have been rated on a non-financial basis which highlighted for each one of them in 2012 a consolidated level of commitment of 3- on a scale of 1 to 4.



### COOPERATION THROUGHOUT THE GROUP

Aéroports de Paris SA held several meetings in 2013 with its subsidiaries to discuss corporate social responsibility issues. At the beginning of the year, the parent company met with each of the CSR correspondents at the subsidiaries in order to draw up actions plans based on the recommendations of the non-financial rating agencies. All of the subsidiaries came together at a plenary session in July 2013 to identify the main focus areas that we share in common. Breakout sessions then focused on sustainable purchasing, coordinated by the Purchasing and Human Resources Departments, and on risk management and internal control, led by the Airport Security, Risk Management and the Compliance Department. Our new International Business and Shareholdings executive management team also helps roll out the CSR policy at the Group level.

### stakeholders

#### Members of the Board

Term of Office	5 years
18 members	Status: <b>6</b> Appointed by the Shareholders: <b>6</b> Elected by the employees: <b>6</b>
Jurisdiction	Registration of directors with the IFA <sup>(1)</sup>
Independence	Report of the Chairman of the Board of Directors

#### Auditors

The auditors cannot provide consulting services except for ancillary audit services.	Yes
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#### Shareholders

One share equals one vote.	Yes
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### involvement in decisions

#### Board of Directors

Number of meetings and average attendance rate	10 meetings 79%		
Internal Regulations and Code of Ethics	Yes		
Audit and Risk	Committees	Strategy and investments	Remuneration, appointments and governance
• Number of members	4	6	4
• Number of meetings	9	3	5
• Attendance rate	93%	94%	100%
Annual assessment of Board, result of the 2012 annual assessment presented in 2013	External assessment led by an independent director (confidential questionnaire and interview) High level of and constantly growing satisfaction		

#### General Assembly

Turnout at the last General Assembly	88% of voting rights
Percentage of votes cast at the General Assembly (16 May 2013) by shareholders	Resolutions adopted by over <b>80%</b>

### financial and non-financial information

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

(1) French Institute of Directors.

The publication of information concerning the Company's capital structure and any information liable to have an impact in the event of a public offering is set out in the 2013 management report.

- The Chairman of the Board of Directors fulfils the role of Chief Executive Officer.
- Three directors are deemed independent under the criteria specified by the AFEP-MEDEF code of corporate governance. The independent directors account for half of the directors appointed by the General Assembly and less than one-third of all Board members.
- Board membership is balanced in terms of composition, to guarantee shareholders and the market that its tasks will be carried out with independence and objectivity.
- In addition to independence with respect to the criteria in the AFEP-MEDEF code, it should be noted that each director and each observer has agreed, in the directors' charter set out in the appendix to the internal regulations of the Board of Directors, to retain his or her independence in terms of analysis, judgement, decision-making and action (Article 6 of the charter). The annual evaluation questionnaire relating to the operation of the Board of Directors satisfies Aéroports de Paris as to the independence of directors.
- Introduction in 2010 of a first non-financial criterion in determining the variable portion of corporate officer compensation.
- The scheme for executive compensation tied to performance, the management of conflicts of interest and the directors' qualifications are described in the Report of the Chairman of the Board of Directors, appendix 2 of the Aéroports de Paris Registration Document.

### for more information:

in our 2013 Registration Document, available and downloadable on our website, [www.aeroportsdeparis.fr](http://www.aeroportsdeparis.fr), («Group» tab).

# international agreements

## We comply with UN and ILO principles

Aéroports de Paris develops its business in accordance with the principles of the UN's Global Compact, of which it has been a signatory since 2003. The Group confirms its adherence with the fundamental conventions of the International Labour Organisation. Each year, we provide proof of our compliance with these commitments by publishing our best practices recognised by the UN. These best practices correspond to one of the ten principles of the Global Compact and can be accessed on our website [www.aeroportsdeparis.fr](http://www.aeroportsdeparis.fr) («Group» tab, «Sustainable Development» section).



Principles of the Global Compact and the ILO	Actions undertaken
<b>HUMAN RIGHTS</b>	
1. Support and respect the protection of international law on human rights within the sphere of influence of the Group.	• Aéroports de Paris SA's codes of ethics and the codes of ethics of its four wholly-owned subsidiaries (ADPI, ADPM, Alyzia Sécurité and Hub One).
2. Ensure that the Group's companies are not complicit in violations of human rights.	• Aéroports de Paris SA's codes of ethics and the codes of ethics of its four wholly-owned subsidiaries (ADPI, ADPM, Alyzia Sécurité and Hub One).
<b>LABOUR STANDARD / ILO PRINCIPLES</b>	
3. Uphold freedom of association and the effective recognition of the right to collective bargaining.	• Individual right to union training. • Agreements on trade union rights.
4. Eliminate all forms of forced and compulsory labour.	• Ethical criteria in our specifications applicable to our suppliers and service providers.
5. Ensure the effective abolition of child labour.	• Purchasing code of ethics to reduce the risk of child labour.
6. Eliminate discrimination in the workplace and profession.	• Frequently renewed agreements on gender equality, the integration of disabled persons, and the employment and retention of seniors.
<b>RESPECT FOR THE ENVIRONMENT</b>	
7. Support a preventative approach to environmental challenges.	• Aéroports de Paris environmental policy.
8. Undertake initiatives to promote greater environmental responsibility.	• Training and environmental awareness raising for all ADP employees.
9. Encourage the development and diffusion of environmentally friendly technologies.	• Technological monitoring and innovation.
<b>FIGHT AGAINST CORRUPTION</b>	
10. Work against corruption in all its forms, including extortion and bribery.	• 2011-2012 partnership agreement between Aéroports de Paris Group and the NGO Transparency International France on combating corruption. • Second three-year programme to prevent fraud (2012-2014) for Aéroports de Paris SA

## a responsible label

Aéroports de Paris was awarded the «Responsible Suppliers Relations Label» in 2014. Since 2010, it has been a signatory to the Responsible Suppliers Relations Charter of the Minister for Economic Regeneration. This label, created on 20 December 2012, is awarded for a three-year period. Its framework is based on the ten charter commitments and on the list of 36 unfair market practices published in the Volot report in July 2010.

Companies voluntarily enter the selection process to be awarded the label. The company requests that the company Vigeo conduct an evaluation and it draws up a convergence plan incorporating the evaluator's recommendations. A joint awards committee decides which company will be awarded the label. Follow-up audits are conducted yearly to ensure that the best practices have been permanently incorporated by the certified company.



# socially responsible indices and rankings

We are listed on several national and international socially responsible indices and we were included in the Global 100 Index in 2012.

## Ethibel Sustainability Index (ESI)

The Ethibel Sustainability Index (ESI) Europe includes 200 companies considered leaders in CSR. It is based on ethical and sustainable criteria and provides a comprehensive perspective on the financial performance of the world's leading companies in terms of sustainability for institutional investors. Aéroports de Paris has been on the ESI index since 2009 and was included in the Ethibel Sustainability Pioneer and Excellence Investment Register in 2013.



## Euronext Vigeo Europe 120 et Euronext Vigeo France 20

Aéroports de Paris has been on the Euronext Vigeo Europe 120 and Euronext Vigeo Eurozone 120 indices since 2012, and joined the Euronext Vigeo France 20 index in 2013.

Vigeo Rating launched in November 2012 a new range of indices recognising listed companies that have given best performances in corporate responsibility: Euronext Vigeo World 120, Euronext Vigeo Europe 120, Euronext Eurozone 120, Euronext Vigeo France 120 and Euronext Vigeo United Kingdom 120. These indices have been established on the basis of a universe of companies belonging to the Stoxx 1800 index.

Companies obtaining the highest aggregate score in their benchmark universe are eligible for inclusion in a Vigeo index. The Euronext Vigeo France 20 Index regroups the 20 most advanced French companies in corporate responsibility and the Euronext Vigeo Europe 120 Index regroups the 120 most advanced European companies in this area. The Euronext Eurozone 120 regroups the 120 most advanced European companies in the Euro zone in this area.



## MSCI World ESG et MSCI World SRI

Aéroports de Paris has been featured on the MSCI World ESG (Environmental, Social and Governance) Index since 3 June 2013 and on the MSCI World SRI (Socially Responsible Investing) Index since 1st June 2012. Our ranking went from AA to AAA in December 2013 and we are one of the top 3 in the «Transportation Infrastructure» grouping.



## Global 100

The Global 100 groups together the 100 most sustainable companies in the world. Companies are ranked with respect to twelve key indicators such as energy production, emissions, and investments in innovation. Aéroports de Paris joined the Global 2012 ranking in 2012, in 39<sup>th</sup> place, and rose to 14<sup>th</sup> place in 2013.



# opinions from stakeholders' panel

Since 2006, we have asked a panel of stakeholders to assess the quality of our Corporate Social Responsibility Report and our means of communicating our CSR strategy. The follow-up of suggestions and comments from stakeholders from one year to the next illustrates our systematic determination to continuously improve. Three women were asked to form the stakeholders' panel in 2013. They deem that the report is comprehensive and contains accurate and reliable information. Most of them believe that they have been represented in this report and that their opinions have been expressed transparently and accurately. However, one of the panel members who was a little more critical found that the report was overly abstract on the company's employment policy without sufficiently giving concrete examples. They all believe that the 2013 report shows the continued efforts made over each year by the Company and marks an important milestone in the intensification of the Group's Corporate Social Responsibility Policy.

## The report's strong points

The readers found that the information was clear and pertinent and that presentation of topics was balanced, to the point and comprehensive. The report is easy to understand and well-presented and enables comparisons to be made with previous years. Among strong points in 2013, the stakeholders found that the document is enjoyable to read on the whole despite the density of the information. They like the straightforward format, the text flow, the relevant illustrations and a clean and simple layout. One reader finds that the 2013 report is a real educational tool making it easy to understand Aéroports de Paris' CSR approach as well as the concept of a corporate social responsibility to those unfamiliar with this complex topic. She pointed out the relevance of the tables and graphics on the first few pages that provide an overall image of the company's approach in connection with its stakeholders, its major challenges, its medium-term objectives and its 2013 review. The general consensus was that the reader could easily grasp the essentials and draw a conclusion from the items of interest to him or her as well as gain an overall understanding of the Group's global approach.

## Areas for improvement

This year, the three stakeholder representatives suggested three areas for improvement.

- Provide more information on the labour-management discussions by reflecting the views of the employees or their delegates and explain wherever possible the reasons why decisions are made unilaterally when negotiations with the staff delegates and trade unions break down before reaching an agreement. It is also recommended that greater emphasis be placed on the commitment of the people leading the community initiatives.
- Organise formal events to present the report to local authorities and also rely on the report to respond to any potential criticism that the Group, as is the case for all large companies.
- Develop one or several plain-language versions broken out by topic.

## Factoring in the comments in the next report

We will carefully review the comments that we canvassed and will factor them in as much as possible in our 2014 corporate social responsibility report.

## FACTORING IN THE 2012 COMMENTS

In 2012, the stakeholders' panel requested that we provide clearer differentiation between the various priority actions to make them easier to identify. We took this suggestion into consideration when drafting this report. Pages 2 to 25 have been laid out with numerous outlines, tables, graphics so that the following subjects could be easily understood:

- the 20 focus areas to roll our corporate social responsibility policy;
- our roadmaps and review;
- the communication and dialogue tools that we have developed for our various stakeholders;
- the inclusion of our stakeholders' interest in our projects;
- the ongoing improvement of our governance.

## METHOD

The report complies with the Global Reporting Initiative's (GRI) authoritative third generation management and reporting guidelines.

### Collecting stakeholder opinions

Opinions were canvassed on four chosen areas, which are used as an analytical framework for the stakeholders consulted:

- the relevance of the policies and actions described;
- stakeholder involvement, their identification and the attention paid to their expectations in the treatment of the topics;
- factoring in performance in a long-term global view;
- ensuring completeness to provide a balanced performance assessment (strengths and weaknesses).

### Five quality principles underlying the report

- 1 – **Balance:** the various types of information must be able to be compared objectively.
- 2 – **Comparison** year on year.
- 3 – **Accuracy:** the information must be specific and detailed.
- 4 – **Clarity:** the information must be available, easy to understand and use by the stakeholder parties.
- 5 – **Reliability:** based on how it is compiled.

### MEMBERS OF THE 2013 PANEL

- Delphine DESPREZ, a sustainable development leader at Cofely GDF-SUEZ
- Christelle MARTIN, a sales agent at Aéroports de Paris and secretary of the «Force Ouvrière» trade union
- Véronique SCHOENTJES-OLLIVIER, a regional development manager in charge of the CSR policy, La Poste Île-de-France.

# indicators reporting methodology

This report covers Aéroports de Paris' activities from 1 January to 31 December 2013. It has been based on the Global Reporting Initiative's (GRI) third generation management and reporting guidelines. This is co-led by the United Nations Environment Programme (UNEP) to harmonise the consolidation of data on sustainable development. These guidelines provide principles that help organisations deliver a balanced and reasonable presentation of their economic, environmental and social performance (see page 80).

## Control and consolidation

The Environment and Sustainable Development Division consolidates the sustainable development indicators on the basis of data submitted by the departments in question. In light of the different collection methods and operating systems in the various airports, the scope of the reporting may vary for certain indicators.

## Social indicators

- For indicators of the number of employees at airports, the census has been carried out by the Trade, Employment and Training Observatories.
- Social indicators use a social reporting protocol that defines the applicable scope and methods. The Human Resources Department sends them to the Environment and Sustainable Development Department.

## Environmental indicators

- For the environmental indicators, Aéroports de Paris uses a specific reporting protocol to define the indicator and the scope and method of the calculation. For 2013, the frequency of certain environmental indicators has been adjusted year to year from October n-1 to September n and they are identified by an asterisk.
- For air and emission quality indicators, the data is provided by the Aéroports de Paris laboratory, Cofrac-accredited and certified to ISO 9001, using methodological guides that include the instructions used. They are then sent to the Environment and Sustainable Development Department.
- For aircraft emissions, the calculations have been made on the basis of a methodology established by the International Civil Aviation Organization (ICAO) for calculating the Landing and Take-Off (LTO) Cycle.
- The transportation data is compiled from the surveys of arriving and departing passengers conducted by the Passenger Observatory.

## Community-based indicators

- Night traffic data are collected by Aéroports de Paris. The «curfew exemption» data for Paris-Orly is collected from the French civil aviation authority (DGAC).
- The indicator on «beneficiaries of employment assistance» (training, support, mobility assistance) is provided by AERO Compétences (see page 63).
- For soundproofing aid indicators, the data comes from the review published in December 2013.

## VERIFICATION OF THE MANAGEMENT REPORT

Pursuant to the French decree dated 24 April 2012 regarding the transparency requirements of publicly traded companies, the social, environmental and social responsibility information published in our management report have been verified by KPMG, appointed in November 2013 as the independent organisation in charge of verifying the data contained in Aéroports de Paris' management report. KPMG reviewed the quantitative and qualitative data published in section 4 «Social, environmental and social responsibility data» of Aéroports de Paris' 2013 management report, with a moderate level of assurance as set out in the report appearing in appendix 3 therein.

## CHANGES IN SCOPE

For the presentation of financial statements, Aéroports de Paris Group has adopted a new presentation of its consolidated accounts with effect from financial year ended 31 December 2013. Pro-forma accounts for 2011 and 2012 have been drawn up in accordance with these changes.

# table of indicators

## Aéroports de Paris in figures

Indicators		2011 pro forma <sup>(a)</sup>		2012 pro forma <sup>(a)</sup>		2013		GRI REF.
		AÉROPORTS DE PARIS GROUP	AÉROPORTS DE PARIS SA	AÉROPORTS DE PARIS GROUP	AÉROPORTS DE PARIS SA	AÉROPORTS DE PARIS GROUP	AÉROPORTS DE PARIS SA	
Revenue	€ millions	2,502	2,473	2,640	2,607	<b>2,754</b>	<b>2,733</b>	EC1
EBITDA	€ millions	981	na	1,036	na	<b>1,075</b>	<b>na</b>	EC1
Net income: Group share/annual profit	€ millions	345	312	339	272	<b>305</b>	<b>312</b>	EC1
Investments*	€ millions	687	656	647	616	<b>444</b>	<b>431</b>	EC1

## economic data

Indicators		2011				2012				2013				GRI REF.
		CDG	ORLY	LBG	TOTAL	CDG	ORLY	LBG	TOTAL	CDG	ORLY	LBG	TOTAL	
Number of companies in the airports	number	656	238	75	969	663	255	71	989	nd	nd	nd	<b>nd</b>	EC9
Jobs at airports (excluding temporary)	number	87,200	27,200	3,115	117,515	85,000	26,200	3,331	114,531	nd	nd	nd	<b>nd</b>	EC9
Compensation fund for airport noise (FCNA)	€ millions	2.80	1.77	nd	4.57	nd	nd	nd	4.57	nd	nd	nd	<b>4.57</b>	EC9
Aéroports de Paris Foundation: amount granted by the foundation	€	na	na	na	573,700	na	na	na	623,650	na	na	na	<b>597,230</b>	EC8
<b>MARKET PRESENCE</b>														
Passenger air traffic	millions	61.0	27.1	nd	88.1	61.6	27.2	nd	88.8	62.0	28.3	nd	<b>90.3</b>	EC6
Number of aircraft movements	thousands	506.9	228.5	nd	735.4	491.3	230.6	nd	721.9	472.2	229.6	55.5	<b>757.3</b>	EC6

## employee-related data

Indicators		2011		2012		2013		GRI REF.
<b>EFFECTIF TOTAL MOYEN</b>								
Aéroports de Paris	number	6,879		6,851		<b>6,836</b>		LA1
Subsidiaries	number	2,213		2,184		<b>2,190</b>		LA1
Aéroports de Paris Group	number	9,092		9,035		<b>9,026</b>		LA1
Disabled workers <sup>(2)</sup>	number	335		345		<b>363</b>		LA13
Average age <sup>(2)</sup>	year	45.3		45.8		<b>46.4</b>		LA13
Proportion of women <sup>(2)</sup>	%	38.3		38.2		<b>38.1</b>		LA13
<b>HIRES AND DEPARTURES</b>								
Permanent contract hires <sup>(1)</sup>	number	263		320		<b>188</b>		LA2
Hires of under 25 years old <sup>(2)</sup>	number	35		29		<b>17</b>		LA2
Departures all reasons <sup>(1)</sup>	number	613		478		<b>686</b>		LA2
Promotion rate <sup>(2)</sup>	%	5.9		5.2		<b>4.8</b>		LA2
Replacement rate for permanent jobs <sup>(2)</sup>	%	2.3		2.0		<b>2.2</b>		LA2
<b>TRAINING</b>								
Percentage of payroll spent on ongoing training <sup>(2)</sup>	%	6.6		6.01		<b>5.99</b>		LA10
<b>ABSENTEEISM</b>								
Absenteeism for all causes <sup>(2)</sup>	%	6.6		6.6		<b>6.4</b>		LA7
Absenteeism <sup>(2)</sup>	hours	715,671		713,555		<b>691,926</b>		LA7
<b>HEALTH, SAFETY AND WORKING CONDITIONS</b>								
Accidents at work <sup>(2)</sup>	number	114		141		<b>137</b>		LA7
Deaths <sup>(2)</sup>	number	0		0		<b>0</b>		LA7
Accidents at work frequency rate <sup>(2)</sup>	%	11.1		13.6		<b>13.7</b>		LA7
Accidents at work severity rate <sup>(2)</sup>	%	0.6		0.75		<b>0.8</b>		LA7

## societal data

Indicators		2011		2012		2013		GRI REF.
Participants in «Airport jobs» seminars	number	268		305		<b>222</b>		S01
Beneficiaries of employment assistance (training, support, mobility assistance)	number	2,002		2,972		<b>5,793</b>		S01

\*Investments in tangible and intangible assets excluding acquisition of subsidiaries (668 million in 2012 for the acquisition of TAV Airports). (a) The Aéroports de Paris Group adopted a new presentation of its consolidated financial statements with effect from financial year ended 31 December 2013. Pro forma accounts for 2011 and 2012 have been drawn up in accordance with these changes. (1) for Aéroports de Paris Group. (2) for Aéroports de Paris SA. For further information see the notes to the consolidated financial statements available at [www.aeroportsdeparis.fr](http://www.aeroportsdeparis.fr).



environmental data

Indicators	2011				2012				2013				GRI REF.	
	CDG	ORLY	LBG	TOTAL	CDG	ORLY	LBG	TOTAL	CDG	ORLY	LBG	TOTAL		
<b>CURFEW EXEMPTIONS (PARIS-ORLY)</b>														
Number of exemptions	number	na	69	na	na	na	24	na	na	na	103	na	na	S01
between 11.30 pm and 11.45 pm	number	na	45	na	na	na	15	na	na	na	32	na	na	S01
<b>NIGHT TRAFFIC BY TIME SLOT (PARIS-CHARLES DE GAULLE)</b>														
10 pm - midnight local time	number	27,922	na	na	na	27,126	na	na	na	27,930	na	na	na	S01
midnight - 5 am local time	number	21,062	na	na	na	20,371	na	na	na	21,066	na	na	na	S01
5 am - 6 am local time	number	10,226	na	na	na	9,847	na	na	na	9,651	na	na	na	S01
Total	number	59,210	na	na	na	57,344	na	na	na	58,647	na	na	na	S01
<b>NOISE</b>														
Cases handled	number	1,578	1,272	na	2,850	1,445	1,204	30	2,679	2,313	2,003	290	4,606	S01
Soundproofed homes and premises	number	1,762	1,292	na	3,054	3,131	1,820	30	4,981	2,835	2,187	425	5,447	S01
Aid granted <sup>(1)</sup>	€ millions	21.2	19.0	na	40.2	32.7	20.8	0.45	54.01	38.7	28.8	5.8	73.3	S01
<b>AIR QUALITY, EMISSIONS AND WASTE</b>														
<b>Air quality at the airports</b>														
Nitrogen dioxide rate (NO <sub>2</sub> )	µg/m <sup>3</sup>	28	29	nd	na	28	28	nd	na	26.8	25.8	nd	na	/
Particle rate (PM 2.5)	µg/m <sup>3</sup>	19	19	nd	na	14	16	nd	na	15.4	16.9	nd	na	/
Ozone rate (O <sub>3</sub> )	µg/m <sup>3</sup>	41	43	nd	na	40	44	nd	na	37.9	39.5	nd	na	/
Nitrogen monoxide rate (NO)	µg/m <sup>3</sup>	11	12	nd	na	11	13	nd	na	11.4	12.0	nd	na	/
<b>Aircraft emissions</b>														
CO <sub>2</sub> emissions	tonne	894,600	301,700	nd	1,196,300	878,071	298,838	nd	1,176,909	871,300	302,700	nd	1,174,000	EN17
NO <sub>x</sub> emissions	tonne	4,225	1,241	nd	5,466	4,225	1,217	nd	5,442	4,237	1,235	nd	5,472	EN20
<b>Plant emissions</b>														
CO <sub>2</sub> emissions <sup>(2) (a)</sup>	tonne	93,318	10,708	3,849	107,875	107,913	11,743	4,162	123,818	76,088	10,637	4,216	90,941	EN16
NO <sub>x</sub> emissions <sup>(a)</sup>	tonne	67,272	6,774	2,427	76,473	88	7	2	98	203	6	2	2,011	EN16
<b>Vehicle Emissions</b>														
CO <sub>2</sub> emissions <sup>(b)</sup>	tonne	1,458	1,177	263	2,898	1,766	1,067	251	3,084	2,390	1,211	265	4,072	EN16
<b>ENERGY</b>														
Share of renewable energy in our final internal energy consumption <sup>(3)</sup>	%	-	-	-	3.86	-	-	-	8.05	-	-	-	14.0	EN6
Thermal generation <sup>(2) (a)</sup>	MWh	259,168	102,531	13,251	374,950	287,968	113,473	18,664	420,105	299,126	110,234	23,041	432,401	EN4
Refrigeration <sup>(2) (a)</sup>	MWh	118,135	20,162	na	138,297	118,541	19,277	855	138,673	117,670	19,607	544	137,821	EN4
Portion of cogeneration in energy consumption designed to produce heat at Paris-Charles de Gaulle <sup>(a)</sup>	%	42.6	na	na	na	50.0	na	na	na	30.0	na	na	na	EN4
Total electrical power purchased per platform (internal + external) <sup>(2) (a)</sup>	GWh	329	100	29	458	338	111	28	478	349	112	26	488	EN4
Internal energy consumption Aéroports de Paris (hot, cold, electricity) <sup>(b)</sup>	GW <sub>primary</sub> energy	961	290	9	1,260	1,055	306	8	1,370	1,077	334.6	8.8	1,420.4	EN3
Percentage of green electricity in our electricity purchases <sup>(a)</sup>	%	na	na	na	0	na	na	na	0	na	na	na	30	EN3
<b>WATER</b>														
Water consumption <sup>(2) (a)</sup>	thousands of m <sup>3</sup>	2,406	492	84	2,982	2,359	519	96	2,974	1,919	580	74	2,573	EN8
Aéroports de Paris portion <sup>(2) (b)</sup>	thousands of m <sup>3</sup>	1,252	309	13	1,574	1,238	322	14	1,574	1,075	381	14	1,470	EN8
<b>WASTE</b>														
HIW volume collected <sup>(2) (a)</sup>	tonne	35,386	10,548	1,362	47,296	34,465	7,036	1,485	42,986	34,768	7,129	1,426	43,323	EN22
Aéroports de Paris' internal NHW volume <sup>(2) (a) (b)</sup>	tonne	9,440	6,051	nd	15,491	9,169	5,720	nd	14,889	9,242	6,029	456	15,271	EN22
Landfill <sup>(2) (a) (b)</sup>	%	1	6	49	3.6	1	4	nd	6.2	9.5	9.7	9.4	9.5	EN22
Recyclable <sup>(2) (a) (b)</sup>	%	22	20	23	21.7	23	22	nd	24.8	24.2	21.2	38.1	23.0	EN22
Incinerated <sup>(2) (a) (b)</sup>	%	76	75	28	74.7	76	75	nd	68.9	66.3	69.0	52.4	67.3	EN22
HIW volume collected <sup>(2) (4)</sup>	tonne	2,208	124	70	2,402	2,484	89	21	2,594	2,364	75	27	2,466	EN24
<b>TRANSPORTATION</b>														
Share of public transport for passenger access to airports	%	45.3	36.6	na	42.1	45.4	36.5	na	42.3	48.0	39.0	na	45.0	EN29

na = not applicable; nd = not available. (a) Aéroports de Paris SA and some external. (b) Aéroports de Paris SA. (1) Amounts at 31 December 2013 do not include the potential increase in coverage rate for certain files. (2) For 2012 and 2013, data calculated from October n-1 to September n (refer to the methodological note on page 77). 2011 data have been calculate over a calendar year. (3) Volume verified by a third party. (4) Paris-Charles de Gaulle data over calendar year. (5) LBG data represents a volume of less than 1% of ADP SA's volume.

# GRI summary

<b>1. Strategy and analysis</b>		
1.1	Statement from decision-maker	p. 1
1.2	Description of impacts, risks and opportunities	p. 4-5, 8-13, 18-25, 31, 33-34, 36-47, 52, 55-57, 72, 73
<b>2. Organisational profile</b>		
2.1	Name of organisation	Cover
2.2	Products and services	p. 4-5, 48-57, 72
2.3	Operational structure	p. 2, 4, 8-9, 14-19, 73
2.4	Headquarters	Outside Back Cover
2.5	Countries of operation	p. 2 and outside Back Cover
2.6	Nature of ownership and legal form	Outside Back Cover, p.18
2.7	Markets	p. 2-3, 4
2.8	Size	p. 2, 4
2.9	Major changes	p. 4-5, 14, 18-19, 72, 77
2.10	Awards received	p. 2, 7, 28, 38, 39, 40, 50, 52, 55, 60, 75
<b>3. Report parameters</b>		
<b>PROFILE OF REPORT</b>		
3.1	Period	2013
3.2	Latest report	2012
3.3	Reporting cycle	Annual
3.4	Contact person	Mr Didier Hamon, Group Secretary General
<b>SCOPE OF REPORT</b>		
3.5	Process of deciding on content	p. 76, 77
3.6	Scope of report	p. 2-6, 76
3.7	Limits of scope	p. 2-6, 77-79
3.8	Principles of communicating data	p. 77
3.9	Measurement methods	p. 77
3.10	Reformulations and consequences	p. 18-19, 77
3.11	Major changes	p. 1, 14, 18-19, 77-79
<b>GRI CONTENT INDEX</b>		
3.12	Table of information location	p. 80
<b>VALIDATION BY THIRD PARTIES</b>		
3.13	Validation policy and practice	p. 9, 77, 80
<b>4. Governance, commitments and dialogue</b>		
<b>GOVERNANCE</b>		
4.1	Governance structure	p. 14, 18, 73
4.2	Chairman of the Board of Directors	p. 73
4.3	Independence of the Board of Directors	p. 18, 73
4.4	Supervisory procedures	p. 18, 19
4.5	Scheme for executive compensation tied to performance	p. 73
4.6	Managing conflicts of interest	p. 18-19
4.7	Qualifications of directors	p. 18, 73
4.8	Values, codes of conduct	p. 8-9, 18-19, 57, 73, 74
4.9	How to manage opportunities and risks	p. 18-19
4.10	Performance evaluation by the Board of Directors	p. 18, 73
<b>EXTERNAL COMMITMENTS</b>		
4.11	Precautionary principle	p. 8-9, 16, 18-19, 33-34, 40-41
4.12	Charters, principles and other initiatives	p. 8-9, 18-19, 30, 32-35, 40-41, 44-45, 47, 52-53, 55, 57, 61, 63, 66-67, 68, 70, 73
4.13	Membership of associations	p. 1, 19, 34, 44, 63, 66
<b>DISCUSSIONS WITH STAKEHOLDERS</b>		
4.14	List of stakeholder groups	p. 20-23
4.15	Selection of stakeholders for dialogue	p. 76
4.16	Dialogue (frequency, type, etc.)	p. 20-23
4.17	Key topics and concerns raised through stakeholder engagement	p. 10-13, 20-23, 24-25
<b>5. Performance indicators</b>		
<b>INFORMATION ON MANAGERIAL APPROACH</b>		
-	Economic performance	p. 2, 4-5, 78
-	Environmental performance	p. 9, 11, 36-47, 78
-	Employment, social relations and decent work	p. 9, 10, 26-35, 78
-	Human rights	p. 8-9, 18-19, 26-35, 57, 62, 65, 70, 72, 74
-	Society	p. 9, 13, 58-70
-	Product liability	p. 9, 12, 48-57

## FACTS

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



## Levels of the implementation of the report

MANDATORY	OPTIONAL		
Self-reported	Checked by a third party	Checked by the GRI	

## 2006 Guidelines

			<b>C</b>
<b>REPORT CHECKED BY A THIRD PARTY</b>			<b>C+</b>
	✓		<b>B</b>
<b>REPORT CHECKED BY A THIRD PARTY</b>			<b>B+</b>
			<b>A</b>
<b>REPORT CHECKED BY A THIRD PARTY</b>			<b>A+</b>

# honours and awards in 2013

appendices

## February

**Award for the best sustainable development and corporate social responsibility report**

- Winner: **Aéroports de Paris 2011 Corporate Social Responsibility Report.**
- Category: «companies not listed on the CAC 40 of the French stock exchange».
- Organiser: French National Association of Chartered Accountants.

## April

**2013 CSR Challenges Award**

- Winner: **Planèt'AIRport Programme**
- Category: Stakeholder dialogue.
- Organiser: Nora communications.

## April

**2013 Deauville Green Awards**

- Winner: **Aéroports de Paris video on sorting waste in the passenger terminals broadcasted over the Internet and the airport.**
- Category: best corporate film for ecology and sustainable development.
- Organiser: 2013 International Film Festival at Deauville.

## September

**Dauphin d'argent at the Cannes Film Festival**

- Winner: **Aéroports de Paris video on sorting waste in the passenger terminals broadcasted over the Internet and the airport.**
- Category: corporate films.
- Organiser: 2013 Cannes Film Festival.

## September

**The Grand Prix Stratégies/ Amaury Médias du Luxe Awards**

- Winner: **Paris-Charles de Gaulle's digital advertising via Chinese social media**
- Category: social media device.
- Organiser: Stratégies/ Amaury Médias.

## October

**Silver trophy for living environment**

- Winner: **Satellite 7 in Terminal 1.**
- Organiser: Fimbacte festival.

## November

**The Marianne d'Or in Sustainable development**

- Winner: **Aéroports de Paris' Sustainable Development Policy.**
- Category: «state-owned firms, public corporation and public services».
- Organiser: Mariannes d'Or de la République française.

## December

**Best customer service of the year 2014**

- Winner: **Aéroports de Paris customer helpline, internet and email services.**
- Category: airports.
- Organiser: Viséo Conseil.

# Glossary, abbreviations and acronyms

**ACA:** Airport Carbon Accreditation

**ACI:** Airports Council International

**Adapt:** *Association pour l'insertion sociale et développement des personnes handicapées* (association for the social and professional integration of the disabled)

**Adife:** *Actions et développement d'initiatives en faveur de l'emploi* (actions and development of initiatives in favour of employment)

**Ador:** *Association pour le développement économique du pôle Orly-Rungis* (association for the economic development of Orly-Rungis)

**Afnor:** *Association française de normalisation* (French standards association)

**Afpa:** *Association nationale pour la formation professionnelle des adultes* (national association for adult vocational training)

**AIR:** an Association for Regional Interest

**Anact:** *Agence nationale pour l'amélioration des conditions de travail* (national agency for the improvement of working conditions)

**ARD:** *Agence régionale de développement* (regional development agency)

**BIPE:** *Bureau d'information et de prévisions économiques* (bureau

for economic information and forecasts)

**CCI:** Chamber of Commerce and Industry

**CCIP:** Paris Chamber of Commerce and Industry

**CDG:** Airport Paris-Charles de Gaulle

**CDM:** Collaborative Decision Making

**Ceevo:** *Comité d'expansion économique du Val-d'Oise* (committee for economic expansion in the Val-d'Oise region)

**CHSCT:** *Comité d'hygiène, de sécurité et des conditions de travail* (committee for health, safety and working conditions)

**CIES:** *Comité intersyndical de l'épargne salariale* (joint union employee savings committee)

**CO<sub>2</sub>:** carbon dioxide

**Cofrac:** *Comité français d'accréditation* (French accreditation committee)

**CRE:** *contrat de régulation économique* (economic regulation contract)

**DGAC:** *Direction générale de l'aviation civile* (French civil aviation authority)

**EA:** *entreprise adaptée* (company employing protected workers)

**Éclair (programme):** *écoles, collèges et lycées pour l'ambition, Innovation et la*

*réussite* (program for primary and secondary student fostering ambition, innovation and achievement)

**Esat:** *Établissement et service d'aide par le travail* (establishment in the protected worker sector)

**ETI:** *entreprises de taille intermédiaire* (medium-sized companies)

**FCPE:** *fonds commun de placement d'entreprise* (corporate mutual fund)

**GIP:** *groupement d'intérêt public* (public interest consortium)

**Greta:** *Groupement d'établissements locaux publics d'enseignement* (local educational organisation)

**Hub:** interchange platform

**ISO:** International Organisations for Standardization

**LBG:** Paris-Le Bourget Airport

**NOx:** nitrous oxides

**OHSAS:** Occupational Health and Safety Assessment Series

**Oref:** *Observatoire régional de l'emploi et de la formation* (regional observatory on employment and training)

**Parafe:** *Passage rapide des frontières extérieures* (fast border screening facility)

**PDIE:** *plan de déplacements interentreprises* (inter-company travel plan)

**PEB:** *plan d'exposition au bruit* (noise exposure map)

**PGS:** *plan de gêne sonore* (noise pollution map)

**PHMR:** *personne handicapée ou à mobilité réduite* (people who are disabled or who have reduced mobility)

**RAR:** *réseau ambition réussite* (a priority education network)

**RRS:** *réseau de réussite scolaire* (a priority education network)

**Sesar:** Single European Sky ATM Research

**Siepor:** *Syndicat intercommunal d'études du pôle Orly-Rungis* (joint municipal research consortium for Orly-Rungis)

**SME:** *système de management environnemental* (environmental management system)

**SME:** *système de management de l'énergie* (energy management system)

**SMI:** *système de management intégré* (integrated management system)

**SO<sub>2</sub>:** sulfur dioxide

**Survol:** Health and environmental monitoring at the Roissy, Orly and Le Bourget platforms

**tep:** tonnes oil equivalent

**VAE:** *valorisation des acquis de l'expérience* (validation of learning through work experience)

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