

INFORMATION
**CORPORATE SOCIAL
RESPONSIBILITY**

REPORT 2018



GROUPE ADP

DES HORIZONS À PARTAGER

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EDITORIAL

Statement by Augustin de Romanet



D.R.

STATEMENT BY AUGUSTIN DE ROMANET Chairman & Chief Executive Officer Aéroports de Paris SA

In 2018, Groupe ADP achieved good extra-financial results once again. With the 86/100 score awarded by the Ethifinance rating agency, we have exceeded the group target of 83/100 set for 2020. This development reflects Groupe ADP's aim to place a premium on the issue of ethical and sustainable development that benefits all internal and external stakeholders and members of the airport community and civil society.

Behind this improvement is the commitment shown by all employees and company entities. It reflects the quality of the group's CSR strategy and action, including notable progress in its Hub One, ADP International and ADP Ingénierie subsidiaries.

This aligns with the ongoing improvement process we began several years ago. Since 2015, we have been at the top of the international rankings among the five major European airport operators. According to the Sustainalytics agency, in 2018, our company exceeded the SBF 120 company average by seven points. I am convinced that the CSR challenge creates value for both the group's international and Paris-

based activities and all stakeholders. In a natural development, the company went on to improve its strategic management, working methods and ethics and compliance culture in 2018.

We are all working to integrate the stakeholders into each major investment project. One example is the future terminal 4 we're looking to build at Paris-Charles Gaulle by 2037 to welcome the new passengers expected by this time. Over the next 15 years, this will be one of the most significant projects in the Île-de-France region in terms of job creation and connectivity. I'm convinced that development is not an option without a huge emphasis on controlling our impacts while maintaining our performance and boosting vitality in the region. As such, and given the environmental and territorial impacts of this project, I wanted to launch a voluntary public consultation free of any legal obligation to allow people to get informed, give their opinion and illuminate us as to possible project developments. Groupe ADP thus approached the National Public Hearings Commission in May 2018 with a view to assigning one or more guarantors.

Under the aegis of the four assigned guarantors, we have been collecting the views of elected representatives, local residents, associations and platform employees since February 2019. The process will conclude next 12 May. We have organised 50 public events across 480 municipalities.

PROFILE

PROFILE OF GROUPE ADP

Our business lines, our network

Groupe ADP runs the main business lines in the airport value chain – funding, design, infrastructure operations – across a network of 25 airports hosting almost 281 million passengers in 2018 in around 30 countries. It is one of the main global airport groups, especially with its strategic partnership initiated in 2012 with TAV Airports, operator of 14 airports located mainly in Europe and the Middle East.

✓ In April 2018, the group took over the Airport International Group (AIG) in Jordan. (See *infra*.)

OUR THREE PARIS PLATFORMS

Aéroports de Paris SA owns and operates the three main airports in the Paris region (Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget) and ten general aviation airports. It provides airlines, passengers, cargo operators and mail carriers with highly effective facilities, offering a range of adapted services.

Connect 2020: our strategic plan

For the 2016–2020 four-year period launched by our third economic regulation agreement, our '*Connect 2020*' strategic plan covers all group activities for which it sets the main objectives. It sets out **three** priorities translated into **nine** pledges to all our stakeholders.

Optimising

Guarantee operational performance.
Improve organisational performance.
Improve financial performance.

Attracting

Become our customers' preferred choice.
Encourage employee development.
Promote the Group brand.

Expanding

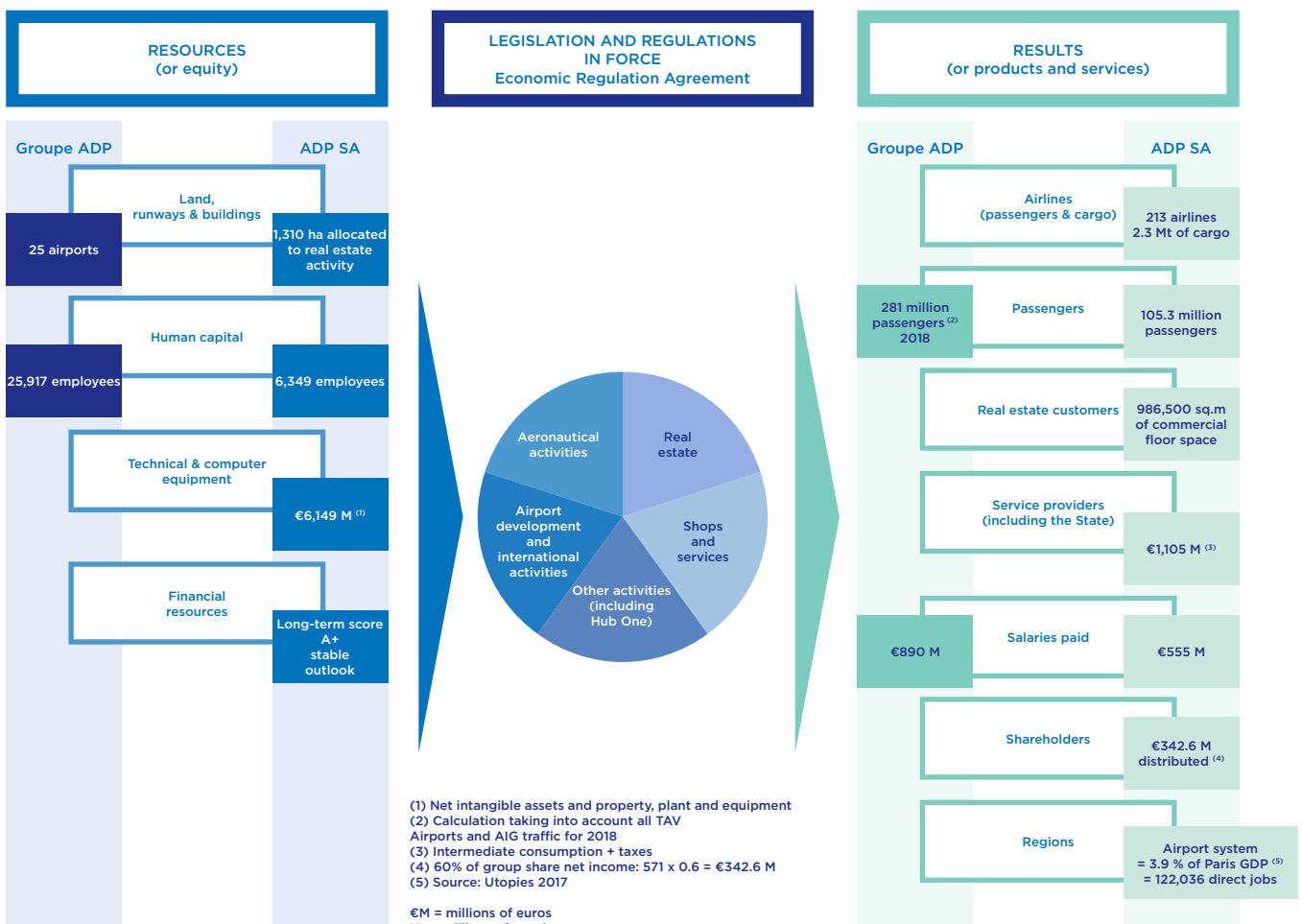
Be a solutions integrator.
Grow with the regions.
Conquer new markets.

✓ Connect 2020 is based on annual road maps listing a series of performance indicators.

Four values

1 - Trust: trust earned through the service we provide and the responsibility we demonstrate each day.

GROUPE ADP'S BUSINESS MODEL



PROFILE

2 – Commitment: shared commitment ensures robustness and competitiveness.

3 – Boldness: boldness and innovation make us our customers' preferred choice.

4 – Openness: openness to the wider world in order to boost and publicise our success.

Five lines of business

Groupe ADP operates in [five business sectors](#).

- Airport activities (activities carried out by Groupe ADP as operator of the three Paris airports).
- Shops and services.
- Non-terminal real estate (airport real estate and diversification real estate).
- International and airport developments (activities undertaken by Aéroports de Paris affiliates and subsidiaries).
- Other activities.

✓ Since 2006, some of Aéroports de Paris SA activities have been regulated under a five-year contract known as an '[economic regulation agreement](#)'.

Our wholly-owned key subsidiaries

ADP INTERNATIONAL

€13 M in revenue (excluding ADP Ingénierie and shareholdings in TAV Airports and AIG).

A wholly-owned subsidiary of Aéroports de Paris, it covers all business lines in the airport value chain (from design to airport operations). It is in charge of the whole Groupe ADP international scope, including shareholding monitoring in TAV Airports (see 'major shareholdings') and Schiphol Group.

✓ **ADP Ingénierie**

€58 M of revenue.

A wholly-owned subsidiary of ADP International since 2017. It ranks among the top five international airport engineering companies.

HUB ONE

€155 M of turnover.

A wholly-owned subsidiary of Aéroports de Paris SA. Business telecommunications and radiocommunications: mobility and traceability solutions.

Our principal shareholdings

TAV AIRPORTS – TURKEY

Contribution of €1,166 M to Groupe ADP revenue. Airport management. Groupe ADP's share in TAV Airports (held indirectly) rose to 46.12% in July 2017.

AIRPORT INTERNATIONAL GROUP (AIG) – JORDAN

Revenue of €175 M. Subsidiary with a 51% share of ADP International since April 2018. Concessionaire of Queen Alia International Airport – Amman (Jordan).

SCNP – CHILE

Santiago Airport (Chile). Groupe ADP holds a 45% stake in the concession company.

Cross-ownership

Royal Schiphol Group and Aéroports de Paris hold 8% of their respective capital *through* a cross-ownership system. Royal Schiphol Group mainly manages Amsterdam Airport (Netherlands). Aéroports de Paris and Schiphol Group entered into a four-year cooperation agreement in 2014 with Incheon International Airport Corporation. This Agreement was renewed for four years in July 2017. Its scope includes aviation activities, airport retail, cargo, human resources, innovation and digital systems.

The airport city players

Several parties contribute to our Paris airports' operations.

GROUPE ADP

- ✓ Airport development and operation.
- ✓ Shops and services.
- ✓ Real estate (leasing, construction).
- ✓ Airport services for airlines and business people (industrial services).
- ✓ Passenger reception and service.

AIRPORT-BASED BUSINESSES

- ✓ Airlines and ground handling operators.
- ✓ Security companies.
- ✓ Cleaning and maintenance companies.
- ✓ Air cargo and mail.
- ✓ Shops, bars, restaurants, hotels, banks, car rental, etc.

STATE SERVICES

- ✓ Air traffic management and safety: the French Civil Aviation Authority.
- ✓ Safety of persons: Border Police Directorate (DPAF) and Air Transport Police (GTA).
- ✓ Customs services.



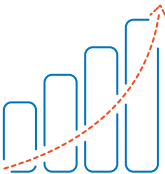


Full details are available on our website [Reference document and financial information](#)

OUR APPROACH TO CSR

Fulfilling our corporate social responsibility means committing our group to making a joint effort. Our approach is based on robust and transparent governance, a strict ethical code, and control of our risks and impact. It is driven by our objectives for continuous improvement and is evaluated every two years by an extra-financial rating agency.

<p>1</p> <p>A GROUPE ADP PLEDGE P. 6</p>	<p>6</p> <p>RISK MANAGEMENT P. 15</p>
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 <p>7 CSR ISSUES GRADED VERY IMPORTANT BY OUR STAKEHOLDERS IN OUR 2017 MATERIALITY STUDY.</p>	<p>2018 FORMATION OF OUR ETHICS AND COMPLIANCE DIVISION AND LAUNCH OF A SECURE WHISTLE-BLOWING SYSTEM FOR ETHICAL MATTERS.</p> 	<p>VOLUNTARY EXTRA-FINANCIAL RATING 2018 (Scope: Groupe ADP*)</p> <table border="1"> <thead> <tr> <th>2014</th> <th>2016</th> <th>2018</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">78/100</td> <td style="text-align: center;">82/100</td> <td style="text-align: center;">86/100 +4 points</td> </tr> </tbody> </table>	2014	2016	2018	78/100	82/100	86/100 +4 points
2014	2016	2018						
78/100	82/100	86/100 +4 points						
 <p>11/17 We have incorporated 11 of the UN's 17 sustainable development goals in our CSR strategy.</p>	<p>86 VS 83 IN 2018, WE INCREASED THE SCORE THAT WE WANT TO MAINTAIN FOR OUR 2020 CSR PERFORMANCE FROM 83/100 TO 86/100.</p>							

* By "Scope: Groupe ADP", the extra-financial rating agency Ethifinance means Aéroports de Paris SA and its wholly-owned subsidiaries.



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AMÉLIE LUMMAUX Director, Environment, CSR and Regions

2018 was a remarkable year in our 2016-2020 roadmap. Groupe ADP made great progress in all aspects of CSR. Our overall extra-financial score remains at the “excellent” level and has continued to increase over 2016. It is testimony to the efforts made by all the group’s employees and entities and, even more importantly, to their effectiveness.

Take, for example, our good environmental performance, where we have exceeded most of our 2020 targets: 15.8% of renewable energy in our total consumption against a target of 15%; 5.9% energy efficiency gains compared with 2.8% in 2017 against a target of 7%; a fleet of clean vehicles that has already met the target; or the 69% reduction in our CO₂ emissions per passenger against a target of -65%. Today, we are taking a further step and approving our roadmap towards carbon neutrality in 2030 for the internal emissions of our Paris airports.

Moreover, we need to remember that Groupe ADP is acting as effectively in all aspects of corporate responsibility. Our sole objective is that all our stakeholders – notably our employees, regions and passenger customers – are associated with the strategy. It is with this in mind that the Environment and Sustainability Division, which is responsible for

coordinating this approach, has been renamed the Environment, CSR and Regions Division to make our aim clearer, within the group and outside it.

In 2018 Groupe ADP invited all its employees to take part in the company’s profound transformation through collective intelligence and by speaking out. For example, the formation of a “millennials” think tank illustrates the call to employees to be creative. Participatory approaches have been carried out alongside changes in organisational structures. Significant effort has also been made to improve quality of life and safety in the workplace.

Externally, we are working with our stakeholders on a number of aspects. In the regions, the most visible action is the start of the voluntary consultation on the planned Terminal 4 and development of Paris-Charles de Gaulle. We are expecting a lot from this dialogue with those living in the regions, elected representatives, economic and institutional players, travellers and airport employees. They will be able to share their questions, reservations and ideas to help us to succeed in a project that incorporates everyone’s needs.

To encourage or support its employees’ commitment to social causes and encourage solidarity with its local environment, Groupe ADP has set up a Citizen Engagement Division that is closely linked to our company foundation.

Other actions have also been launched with this same desire for consultation. For instance, the second edition of our “Play Your Airport” competition brings together candidates from various backgrounds (employees, start-ups, customers, students) around the airport city of the future. We also invited our passenger customers to form the “Paris Airport and You” community to let us know their expectations and observations, and even suggest improvements.

All these initiatives have the same purpose: to build a common CSR strategic vision for the company and its ecosystem so that we can develop our activities in a balanced way.

OUR APPROACH TO CSR

Pledge

1

A GROUP PLEDGE

We want to be the global gold standard, in the vanguard of CSR practices. Our company plan seeks to balance economic growth and all extra-financial areas. The culture of corporate social responsibility is in harmony with our underpinning public service values that constitute our DNA.

We have set the gold standard for corporate social responsibility among the five leading European airport management companies (London-Heathrow, Fraport, Aena, Schiphol Group and Groupe ADP – according to the 2015 Sustainalytics ratings) and also over-perform compared with the average of SBF120 companies. In 2018, Sustainalytics gave Aéroports de Paris SA a score of 75.7/100 for its overall ESG (Environment, Social, Governance) performance, seven points above the average for the index.

A Group policy

The scope of our responsibility policy covers the parent company Aéroports de Paris SA and its directly and indirectly wholly-owned subsidiaries, ADP International, ADP Ingénierie and Hub One. We are continuing to implement it in TAV Airports, a Turkish company in which we have a 46.12% holding, and in Airport International Group (AIG), a Jordanian company 51% of whose capital we hold.

The Group's ethical and good conduct codes and the principles and objectives of our responsible procurement policy (see page 24) have all been incorporated by our wholly-owned subsidiaries into their internal regulations. They have been signatories of our Group CSR Charter since 2015 (see on right) and of the institutional charters of which we are signatories. Through all this, we aim to establish a shared CSR culture.

20 pledges for a responsible brand

In 2016 we officially launched our new identity under the name "Groupe ADP", our Connect 2020 Strategic Plan for the years 2016-2020 and our traveller brand "Paris Aéroport" with its associated slogan "Paris vous aime". "Paris vous aime", the principle that drives our relationships with our stakeholders, links our corporate strategy with the way we exercise our social responsibility. It is expressed by 20 pledges to our stakeholders, broken down into four groups.

- 1 – Passengers:** a commitment to passengers, because we owe them airports worthy of the world's most beautiful city.
- 2 – Airlines:** a commitment to airlines, because their competitiveness depends on our robustness.
- 3 – Regions:** a commitment to our local regions, because we contribute to their attractiveness and dynamic development.
- 4 – Our employees:** a commitment to our employees, because our attractiveness and efficiency depend on their well-being and skills.

A structured approach

To give structure to our approach and to take account in relevant ways of our stakeholders' expectations, we have chosen as a benchmark the ISO 26000 guidelines covering corporate social responsibility. Our CSR action plan is implemented in ways that are consistent both with this standard and with the strategic focus of the Connect 2020 plan. It gains impetus from the results of the extra-financial rating we voluntarily request every two years. ✓ In applying our Connect 2020 Strategic Plan we have defined several indicators contributing to CSR performance.

- Human resources: the Great Place to Work pledge, employee motivation and safety.
- Customers: customer satisfaction.
- Environment: energy efficiency.

- Community and all domains: results of the voluntary extra-financial rating.

The 6 pledges of the Group CSR Charter

Our Group CSR Charter, developed in 2014, sets out the key strands of our social responsibility strategy. It is circulated to all our stakeholders, both internal and external, to give our CSR endeavours greater exposure. It sets out six pledges.

- 1 – To ensure exemplary governance.
- 2 – To put people at the heart of our strategy.
- 3 – To satisfy all our customers.
- 4 – To control and minimise our impact on the environment.
- 5 – To apply an ethical and responsible procurement policy.
- 6 – To foster engagement with the local community.

2

OUR CSR PRIORITIES

Materiality study

In accordance with CSR best practices, in 2017 we completed our second "materiality" study. The main relevant issues identified by the materiality matrix inform our CSR strategy and help us improve how we communicate our actions and results.

SURVEY

The materiality study, carried out with a leading French firm with expertise in CSR, involved asking all our internal and external stakeholders to list 23 issues in order of importance and indicate how they perceive Groupe ADP's performance on each of them. (See pages 7 to 9 for a list of our stakeholders.)

The survey identified **seven very important CSR issues**: public and airport safety and security; quality of our welcome and customer service

OUR APPROACH TO CSR

CSR priorities

to passengers; airport accessibility; preservation of natural habitats and air quality; good governance and business ethics; occupational health and safety; and sustainable construction projects and the fight against climate change. Identifying the extent of the gap between importance and performance was also very informative.

The results were presented to the Executive Committee in March 2018 and to the Board of Directors in June 2018. They were published the same year on our website (parisaeroport.fr/groupe/rse/materialite-des-enjeux-rse).

Regulatory context and methodology

WHAT IS MATERIALITY?

Materiality means “relevance” in the CSR context. It defines what can have a significant impact on a company, its activities and its

ability to create financial and extra-financial value for itself and its internal and external stakeholders.

THE REGULATORY AND STANDARDS FRAMEWORK

The concept of materiality is at the heart of changes to international laws, standards and guidelines.

- ✓ CSR reporting must take account of material issues within the scope of the ISO 14001 Environmental Management Standard (2015 version), integrated reporting as defined by the International Integrated Reporting Council (IIRC), and the guidelines of the Global Reporting Initiative (GRI G4).
- ✓ The transposition of the European Directive on CSR reporting into French law in August 2017 introduced an extra-financial performance declaration that provides relevant information regarding key risks and the policies being applied.
- ✓ In accordance with the AFEP-

MEDEF Corporate Governance Code of October 2016, updated in 2019 with the approval of the Haut Comité du Gouvernement d'Entreprise (High Committee of Corporate Governance), boards of directors must be made aware of changes to the main CSR issues and ensure that their shareholders and investors receive information on how extra-financial issues that are significant for their companies are taken into account.

✓ Lastly, financial analysts now regard materiality as a prerequisite for inclusion in Socially Responsible Investing (SRI) evaluation criteria.

METHODOLOGY

The project involved all the relevant entities within our group in a steering committee, which selected 23 issues divided into four themes. The survey took a mixed approach:

- ✓ **Qualitative survey** in the form of interviews with five Executive Committee members and four qualified persons from outside the company.
- ✓ **Quantitative survey** in the form of an online questionnaire for the 6,500 Aéroports de Paris SA employees and 2,000 external stakeholders.

4 THEMES AND 23 ISSUES

- ◆ Exemplary airport operator
- ◆ Well-being of our staff and partners
- ◆ Preservation of the environment
- ◆ Dialogue with the region

Issue	
◆	1 Good governance and business ethics
◆	2 Encouraging and supporting innovation
◆	3 Public and airport safety and security
◆	4 Robustness of our operations
◆	5 Encouraging airline growth and development
◆	6 Improving our economic performance and competitiveness
◆	7 Quality of our welcome and customer service to passengers
◆	8 Welcome and support services for disabled people and those with reduced mobility
◆	9 Accessibility of airport areas
◆	10 Quality of service for real-estate customers
◆	11 Promoting sustainable procurement and improving health and safety for our service providers
◆	12 Occupational health and safety for Groupe ADP employees
◆	13 Quality of life of our employees and partner organisations
◆	14 Attractiveness as an employer and career progression
◆	15 More two-way communication and improved relations between Groupe ADP and its employees
◆	16 Gender equality and diversity
◆	17 Sustainable construction projects and the fight against climate change
◆	18 Preservation of natural habitats and air quality
◆	19 Waste management and the circular economy
◆	20 Dialogue with stakeholders in the regions where our airports are located
◆	21 Dialogue with the State and its departments
◆	22 Value creation shared with our regions
◆	23 Measurement of and information about noise pollution

For each theme, they were asked to rate the importance of the issue on a scale of 1 to 4, and then to evaluate the company’s performance on each issue according to three criteria (weak, strong, neither weak nor strong). The scores for both importance and performance were then converted into a score out of 10.

OUR APPROACH TO CSR

CSR priorities

MATRIX OF OVERALL IMPORTANCE TO INTERNAL AND EXTERNAL STAKEHOLDERS



Responders
 We had a 12% response rate to the online questionnaire: 6% for airlines and real estate; 12% for employees; 32% for regional development organisations; and 30 responses from passengers (through the Groupe ADP loyalty card newsletter).

ISSUES RANKED IN ORDER OF OVERALL IMPORTANCE

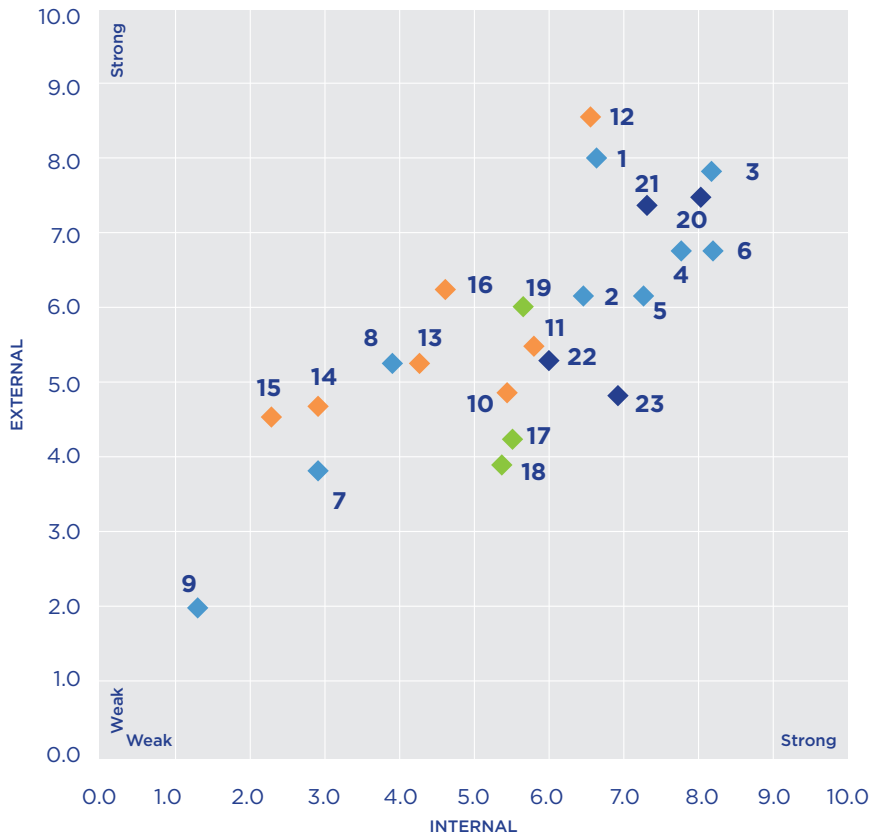
- ◆ Exemplary airport operator
- ◆ Well-being of our staff and partners
- ◆ Preservation of the environment
- ◆ Dialogue with the region

Importance Level	Rank	Issue	Overall Score
VERY IMPORTANT	3.	Public and airport safety and security	8.9
	7.	Quality of our welcome and customer service to passengers	8.6
	9.	Accessibility of airport areas	8.2
	18.	Preservation of natural habitats and air quality	8.1
	1.	Good governance and business ethics	8.1
	12.	Occupational health and safety for Groupe ADP employees	8.1
	17.	Sustainable construction projects and the fight against climate change	8.0
IMPORTANT	19.	Waste management and the circular economy	7.8
	13.	Quality of life of our employees and partner organisations	7.8
	22.	Value creation shared with our regions	7.8
	8.	Welcome and support services for disabled people and those with reduced mobility	7.8
	20.	Dialogue with stakeholders in the regions where our airports are located	7.8
	14.	Attractiveness as an employer and career progression	7.5
	16.	Gender equality and diversity	7.5
	4.	Robustness of our operations	7.4
	2.	Encouraging and supporting innovation	7.4
	11.	Promoting sustainable procurement and improving health and safety for our service providers	7.2
23.	Measurement of and information about noise pollution	7.1	
LESS IMPORTANT	15.	More two-way communication and improved relations between Groupe ADP and its employees	7.0
	21.	Dialogue with the State and its departments	6.7
	6.	Improving our economic performance and competitiveness	6.6
	5.	Encouraging airline growth and development	6.4
	10.	Quality of service for real-estate customers	5.9

OUR APPROACH TO CSR

CSR priorities

MATRIX OF OVERALL PERFORMANCE FOR INTERNAL AND EXTERNAL STAKEHOLDERS



Our stakeholders
 Our stakeholders are divided into seven categories.

- B2C and B2B customers.
- Employees.
- Public-sector organisations.
- Regional development organisations.
- Directors and financiers.
- Airport partners.
- Community intermediaries and influencers.

For details see pages 10-11.

ISSUES CLASSIFIED BY IMPORTANCE AND PERCEIVED PERFORMANCE

- ◆ Exemplary airport operator
- ◆ Well-being of our staff and partners
- ◆ Preservation of the environment
- ◆ Dialogue with the region

Importance	Performance	Priority	Description
VERY IMPORTANT	WEAK PERFORMANCE	◆ 7.	Quality of our welcome and customer service to passengers
		◆ 9.	Accessibility of airport areas
VERY IMPORTANT	MEDIUM PERFORMANCE	◆ 8.	Welcome and support services for disabled people and those with reduced mobility
		◆ 11.	Promoting sustainable procurement and improving health and safety for our service providers
		◆ 13.	Quality of life of our employees and partner organisations
		◆ 17.	Sustainable construction projects and the fight against climate change
		◆ 18.	Preservation of natural habitats and air quality
IMPORTANT	MEDIUM PERFORMANCE	◆ 22.	Value creation shared with our regions
		◆ 14.	Attractiveness as an employer and career progression
		◆ 15.	More two-way communication and improved relations between Groupe ADP and its employees
LESS IMPORTANT	VARIABLE PERFORMANCE	◆ 23.	Measurement of and information about noise pollution
		◆ 5.	Encouraging airline growth and development
VARIABLE IMPORTANCE	STRONG PERFORMANCE	◆ 10.	Quality of service for real-estate customers
		◆ 1.	Good governance and business ethics
		◆ 16.	Gender equality and diversity
		◆ 2.	Encouraging and supporting innovation
		◆ 3.	Public and airport safety and security
		◆ 6.	Improving our economic performance and competitiveness
		◆ 4.	Robustness of our operations
		◆ 19.	Waste management and the circular economy
		◆ 12.	Occupational health and safety for Groupe ADP employees
		◆ 20.	Dialogue with stakeholders in the regions where our airports are located
◆ 21.	Dialogue with the State and its departments		

OUR APPROACH TO CSR

Our stakeholders

3

OUR STAKEHOLDERS

MATERIALITY MATRIX*

ISSUE 20
GRADED "IMPORTANT"

* See pages 7 and following.

We listen to, discuss with, and take on board the expectations of all our stakeholders and feed them into our social responsibility strategy. These regular consultations give us a better grasp of changes and issues, which we then take account of in our approach to CSR. Our stakeholder mapping is consulted regularly. We

offer them a range of information-gathering and consultation methods, both collective and individual.

✓ In 2018, we started consultations with a view to setting up a stakeholder committee.

MAPPING AND CONSULTATION TOOLS

EXPECTATIONS OF OUR STAKEHOLDERS	INFORMATION TOOLS	CONSULTATION METHODS
<p>B2C Customers Passengers and people accompanying them: Safety • Punctuality • Comfort.</p> <p>B2B Customers Airlines: Quality of airport services • Contribution to their competitiveness. Real-estate tenants and airport-based businesses: Lessor services • Other services.</p>	<p>Passengers: www.parisaeroport.fr • My Airport (smartphone, tablet) • Customer guides • Paris Worldwide magazine • Twitter, YouTube, Facebook, Pinterest • Electronic newsletters • Information kiosks in airports • Disabled and reduced mobility persons (PRM): specific page on our website.</p> <p>All: www.parisaeroport.fr • CSR Experts' Space • Intranet sites • Electronic newsletters • Twitter. Airlines: Airport Policy Committee (COA) • Airport Operators' Club Real-estate tenants: Conferences • Guides for moving into and living at our airports.</p>	<p>www.parisaeroport.fr • Satisfaction surveys on departure and arrival. • Printed matter in terminals • Single contact number 3950 • Complaint management • Foreign consular chambers • Benchmarks.</p> <p>Airlines: <i>Airport CDM</i> • Economic Advisory Committee • Operational Committees for Service Quality (COQ) • Local Quality Committees (CLQ) • Operational meetings • <i>Benchmarks</i>. Real-estate tenants: Meetings • Dedicated intranet site • Environment Partners Club • Satisfaction surveys.</p>
<p>Employees Groupe ADP (Trade unions. Staff representatives): Career path • Health and quality of life • Fairness • Equal opportunities • Protecting the environment. Airport-based businesses: Safety • Quality of life • Protecting the environment.</p>	<p>All: www.parisaeroport.fr • CSR Experts' Space • Annual reports. Groupe ADP: Internal newsletter • Internal information bulletins • Intranet sites • Group Committee • Information and awareness-raising booklets • Induction day for new recruits, newly-promoted staff and managers • Employee guides.</p>	<p>Groupe ADP: Annual employee satisfaction survey • Works Council • Staff representatives • Union representatives. Airport-based businesses: Discussions with directors.</p>
<p>Public-sector organisations France (State. Regulatory authority. Regional authorities. National public interest organisations): Compliance with the law • Economic Regulation Agreement • Risk management • CSR • Application of public policies. International (European institutions. Occupational unions): Compliance with the law, risk management • CSR • Application of European policies and international agreements.</p>	<p>www.parisaeroport.fr • www.entrevoisins.org • CSR Experts' Space • Annual reports and regulatory information • Lectures, conferences, announcements • Site visits • Responsible lobbying.</p>	<p>Regulatory consultation tools (consultation packs, authorisation requests, etc.) • Economic Advisory Committee • Economic, environmental and social partnerships • Working parties.</p>

OUR APPROACH TO CSR

Our stakeholders

EXPECTATIONS OF OUR STAKEHOLDERS	INFORMATION TOOLS	CONSULTATION METHODS
<p>Regional development organisations (Competitiveness hubs. Regional businesses. Regional public interest organisations): Value creation (economic and social) • Control of environmental impact • Noise.</p>	<p>www.parisaeroport.fr • CSR Experts' Space • Annual reports • Airport suppliers • Forums and meetings • Ad-hoc information about development projects • ev-labo.aeroportsdeparis.fr</p>	<p>Regional governance bodies • Regional promotion campaigns • Forums and meetings with SMEs • Support structures for start-ups • Working parties.</p>
<p>Directors and financiers (Shareholders including the State, the majority shareholder. Occasional investors and financiers. Banks. Financial analysts): Economic performance • Shareholders' interests • Management</p>	<p>Directors: www.parisaeroport.fr • CSR Experts' Space • Annual reports. Financiers: www.parisaeroport.fr • CSR Experts' Space • Annual reports • Letters to shareholders • Quarterly presentations • Voluntary extra-financial rating.</p>	<p>Directors: Board of Directors • Specialist committees. Financiers: General meeting of shareholders • Shareholders' Club • Shareholder meetings • Site visits • Investor presentations.</p>
<p>Airport partners (Suppliers. Service providers. Public-sector services. Customs. Ground handling companies. Development partners – the travel industry, transport companies, advertising media, retailers within terminal buildings. Partner airports. Clubs and associations): Clarity in our practices • Quality of service and joint working practices.</p>	<p>www.parisaeroport.fr • CSR Experts' Space • Annual reports • Airport suppliers • Ethical Procurement Code • Suppliers and Service Providers CSR Charter • Conferences and lectures • Guide to setting up at our airports.</p>	<p>Airport suppliers • Contracts and consultations including supplier self-assessments • Supplier, service provider, retailer, etc. satisfaction surveys. • Workshops on operational themes • Operational Quality Committees • Working parties, regional projects, State projects • Environment partner clubs • Ecoairport.</p>
<p>Community intermediaries and influencers (Local residents. Politicians and other elected representatives. NGOs and associations. The media. Intermediaries and opinion leaders. VIPs. Professional auditors. Extra-financial analysts): Economic performance • Quality of life and pollution management • Economic and social partnership • Risk management • Adoption of public policies • Certification labels • Human rights.</p>	<p>www.parisaeroport.fr • CSR Experts' Space • Annual reports • www.entrevoisins.org • ev-labo.aeroportsdeparis.fr • Certified management systems • Press releases, kits and conferences, press liaison • Responsible lobbying • Events organised by local elected representatives, economic players, NGOs and educational institutions • Events organised with local economic players • Environmental and Sustainable Development Resource Centres • Airport visits.</p>	<p>CSR Experts' Space • Voluntary extra-financial rating • Response to Socially Responsible Investing (SRI) questionnaires • Partnership with NGOs (Transparency International France) • Responsible lobbying • Environmental Advisory Committees (CCE) • Meetings.</p>

OUR APPROACH TO CSR

Sustainable Development Goals (SDGs)

4

SUSTAINABLE DEVELOPMENT THE UN GOALS RELEVANT TO GROUPE ADP

Universal values

The UN's 17 sustainable development goals (SDGs) for 2015-2030 form a common reference framework for all countries and economic players. They aim to build a sustainable future by dealing with the global challenges of climate change, the preservation of natural habitats, the alleviation of inequalities and the search for peace, justice and prosperity.

They are based on universal principles, are interdependent and assume the active engagement of all stakeholders.

11 SDGs to embody change

Since 2016, as signatories of the Global Compact, we have developed our actions within this framework. In 2018 we expanded the number of SDGs that we can align with our CSR actions from 6 to 11. These actions commit Groupe ADP to quality education, decent work, diversity, gender equality, the fight against climate change and to preserve natural resources, sustainable territorial

development and responsible procurement. In the longer term we want to incorporate the SDGs as references when we present the results of our CSR strategy.

Each of our divisions, at its own level, is involved in pursuing these goals. But the most important thing to us is that everyone in the company, by their lifestyle and behaviour, should "be the change" as the UN invites us to be.

Groupe ADP priority issues and SDGs

The 17 sustainable development goals have been aligned with Groupe ADP's material issues around the four themes of its materiality matrix, drawn up in 2017. The materiality matrix and its CSR issues graded by order of importance are set out on pages 7 and following.

The diagrams below and on the opposite page present Groupe ADP's material issues under the SDG pictograms and titles. The meaning of the colours of the lozenges, which match the themes of the material CSR issues, is explained below.



Ensure fair access to **quality education** for all and promote lifelong learning.

13

Quality of life of our employees and partner organisations

14

Attractiveness as an employer and career progression

22

Value creation shared with our regions



Achieve **gender equality** and make all women and girls autonomous.

16

Gender equality and diversity



Ensure **access to clean water** and sanitation for everyone and ensure sustainable **management** of water **resources**.

17

Sustainable construction projects and the fight against climate change

19

Waste management and the circular economy

Four categories of material CSR issues

◆ Exemplary airport operator

◆ Well-being of our staff and partners

◆ Preservation of the environment

◆ Dialogue with the region

OUR APPROACH TO CSR

Sustainable Development Goals (SDGs)



Ensure access to affordable, reliable, sustainable and modern **energy for all**.

- 17 Sustainable construction projects and the fight against climate change
- 18 Preservation of natural habitats and air quality
- 11 Promoting sustainable procurement and improving health and safety for our service providers



Ensure that **cities** and **communities** are **open** to everyone, **safe**, resilient and sustainable.

- 1 Public and airport safety and security
- 9 Accessibility of airport areas
- 17 Sustainable construction projects and the fight against climate change
- 19 Waste management and the circular economy



Preserve and restore **land ecosystems**, ensuring that they are exploited sustainably, manage forests sustainably, fight against desertification, eradicate and reverse soil degradation and halt **biodiversity loss**.

- 17 Sustainable construction projects and the fight against climate change
- 18 Preservation of natural habitats and air quality



Promote sustained, shared and sustainable **economic growth**, full productive employment and **decent work** for all.

- 6 Improving our economic performance and competitiveness
- 11 Promoting sustainable procurement and improving health and safety for our service providers
- 12 Occupational health and safety for group employees
- 14 Attractiveness as an employer and career progression
- 22 Value creation shared with our regions



Establish sustainable modes of **consumption** and **production**.

- 6 Improving our economic performance and competitiveness
- 11 Promoting sustainable procurement and improving health and safety for our service providers
- 12 Occupational health and safety for group employees
- 14 Attractiveness as an employer and career progression
- 22 Value creation shared with our regions



Increase resources to implement the **global partnership for sustainable development** and revitalise it.

- 1 Good governance and business ethics
- 20 Dialogue with stakeholders in the regions where our airports are located
- 21 Dialogue with the State and its departments
- 22 Value creation shared with our regions



Build **resilient infrastructure**, promote **sustainable industrialisation** that benefits everyone and encourage **innovation**.

- 2 Encouraging and supporting innovation
- 9 Accessibility of airport areas
- 13 Quality of life of our employees and partner organisations
- 17 Sustainable construction projects and the fight against climate change



Take urgent action to **combat climate change** and its impacts.

- 17 Sustainable construction projects and the fight against climate change
- 18 Preservation of natural habitats and air quality
- 13 Quality of life of our employees and partner organisations

OUR APPROACH TO CSR

Our CSR value chain

5

CSR VALUE CHAIN

Our policy applies the sustainable development principles to meet the expectations of all our stakeholders

and to contribute to the prosperity of the surrounding communities. We have put our action plans together so that this policy will create value for everyone. Our CSR value chain integrates our stakeholders'

expectations into our decision-making processes where relevant.

1

RESPONSIBLE PROCUREMENT

- Renewal of the Responsible Procurement & Supplier Relations certification and convergence with ISO 20400.
- Modernisation of logistics and restructuring of general resources.
- Incorporation of energy efficiency criteria into our consultations, in addition to environmental and social criteria.
- Renewal of ISO 9001:2015 certification.
- Continuation of social audits of suppliers and service providers.
- Social inclusion clauses.

More than 100,000 hours of inclusion in 2018

2

EFFECTIVE OPERATIONAL CONTROL

- Modernisation of our terminals.
- Joint procedures (*APOC*).
- Continued reduction of our carbon footprint and that of our partners (Airport Carbon Accreditation for the climate; HQE™ or *BREEAM*® certification for construction; responsible development; renewable energy; our own business travel).
- Operational Quality Committees with airlines and ground handling.
- Real estate: dissemination of good environmentally-friendly practices to tenants in our buildings.
- Society and community: training and recruitment of people from the local area.

+0.8% aircraft movements

3

HIGH-QUALITY SERVICE

Passengers (B2C)

- Improved quality of service to passengers and to disabled and reduced-mobility persons (PRM).
- Faster and more streamlined passenger throughput.
- Improved safety and access to airports by public transport.
- Training in welcoming and customer care for our own employees and those of our service providers.
- Satisfaction surveys on departure and arrival.

+3.8% passengers (Aéroports de Paris SA)

Airlines (B2B)

- Improved airline performance.
- Tighter airport security and improved punctuality on departure and arrival.
- Contribution to making airlines more environmentally friendly (400 Hz sockets, inter-company business travel plans).
- Development of flight routes departing from Paris and promotion of the Paris-Charles de Gaulle hub.

66 new routes opened in 2018

Business tenants at the airports (B2B)

- Improvement of building quality and comfort.
- Minimisation of rental costs.
- Assistance with best practice in environmental management.

CREATING VALUE FOR OUR STAKEHOLDERS

Wealth distribution

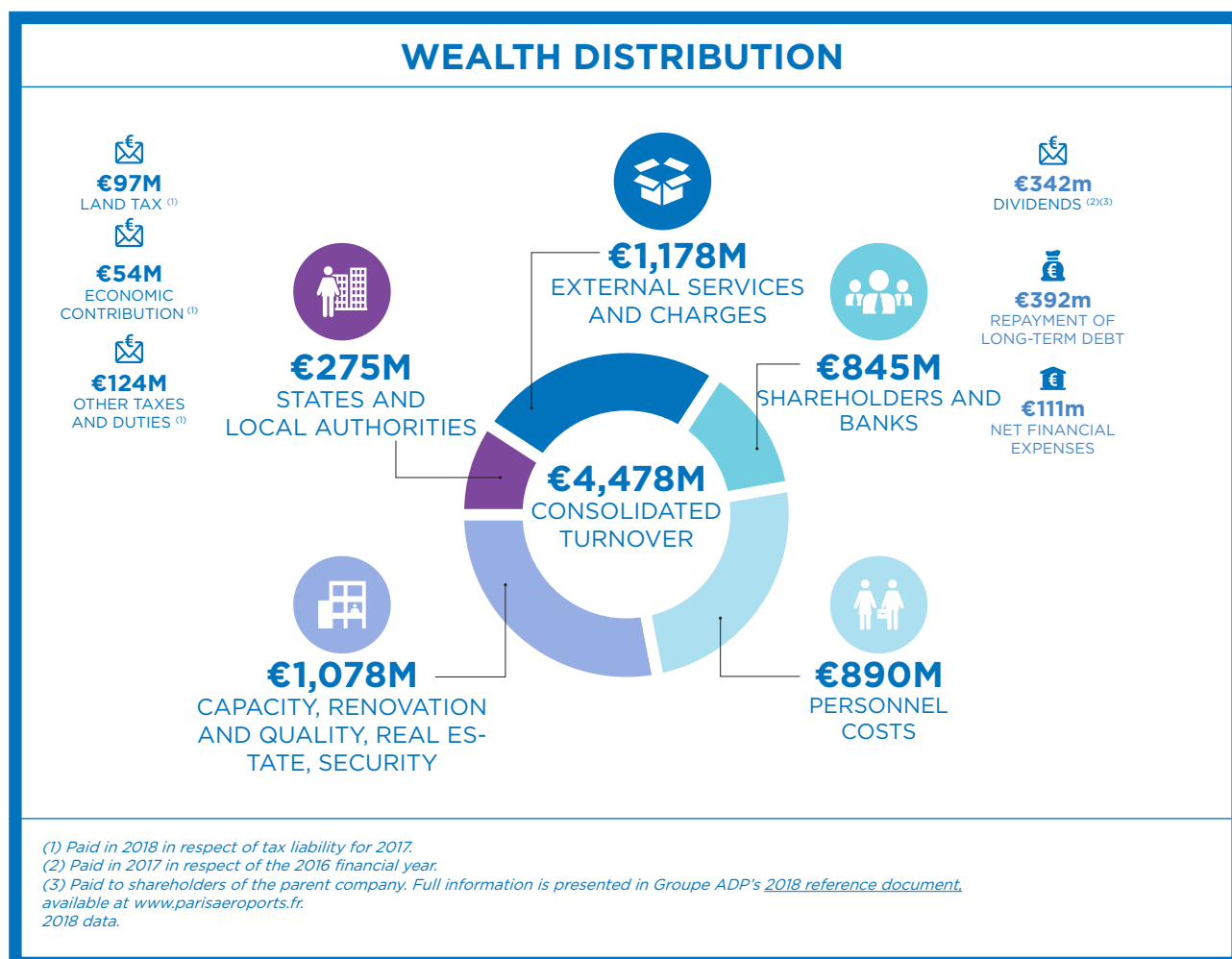
→ **SEE**
page 15

Organisation-wide functions

- Responsible governance and ethics (Group CSR Charter, responsible lobbying), codes of professional conduct.
- Risk management and internal audit.
- Responsible human resources management (training, employability, diversity, preventive health measures).
- Integrated management systems (IMS) – environment, health, quality – and energy management system (EMS).
- Responsible procurement (codes of professional conduct of Aéroports de Paris SA and the main subsidiaries).
- Dialogue with our stakeholders, communication, transparency, reporting, third-party evaluation.
- Complaint management.

OUR APPROACH TO CSR

Our CSR value chain



6

RISK MANAGEMENT

MATERIALITY MATRIX*

ISSUE 3
GRADED "VERY IMPORTANT"
ISSUE 4
GRADED "IMPORTANT"

* See pages 7 and following.

An organisation-wide approach

Our risk management, internal control and internal audit system takes an organisation-wide

approach to controlling Groupe ADP's activities and objectives. The management systems used within certain group entities are completely involved in risk management.

Governance of the system

Governance is managed by the Airport Security & Risk Management Division which reports to the Groupe ADP Secretary General (for the risk management and internal control system) and by the Corporate Audit Division reporting to the Chairman & Chief Executive

Officer. It is carried out with the help of the Board of Directors, the Audit and Risks Committee, the Executive Committee, the Operations Committee for Risk and Internal Control (Corci), the network of Audit, Risk Management and Internal Control (ARC) coordinators and the Management Systems network. The approach is based on the "three lines of activity control" method recommended by the Institut Français de l'Audit et du Contrôle Interne (French Audit and Internal Control Institute, or IFACI) and the Association pour le Management des Risques et

OUR APPROACH TO CSR

Risk management

des Assurances de l'Entreprise (Association for Risk Management and Business Insurance, or AMRAE).

✓ In 2018 the scope of this system covered the group and its subsidiaries under exclusive control, with the exception of Airport International Group (AIG) and Merchant Aviation, which are due to be included in the scope in 2019.

Foundations of the system

Groupe ADP's governance principles are ethics and compliance. The implementation of the group's ethics and compliance programme is led by the Ethics Division, set up in 2018 and reporting to the Chairman & Chief Executive Officer, and by the Legal Affairs & Insurance Division. (See "Ethics and compliance" section, page 17.)

Two charters provide the framework for Groupe ADP's overall system. The Risk Management and Internal Control Charter specifies that the Group applies the provisions of the reference framework published by the Autorité des Marchés Financiers (French Financial Markets Authority, or AMF) in 2007 and updated in July 2010. The Internal Audit Charter is based on the international standards and code of ethics for internal auditing that are distributed in France by IFACI and which constitute the international reference framework for internal auditing. A risk management reference document, describing the methodology used by the group, completes the system.

Risk Management

The purpose of this system is to provide all stakeholders with an accurate, organisation-wide view of the Group's key risks and the extent to which they are controlled. The risk mapping is therefore updated each year and is used to identify the key risks, prioritise them, handle them and monitor actions identified.

✓ The Group risk mapping takes account of the CSR issues identified by the materiality study carried out in 2017.



See [2018 reference document - "Risk and Risk management"](#).

Business continuity and crisis management

Groupe ADP has set up a **business continuity** approach to improve control of extreme risks. It is based on a Group Business Continuity Policy (GBCP). The GBCP is developed in business continuity plans (BCPs) for each airport (Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget) and for essential support functions. The final part of the approach is a "pandemic" plan.

In terms of **crisis management**, Groupe ADP's system aims to ensure continuity of command and a high-quality response to unexpected events that occur. It must contribute to keeping operations running at satisfactory quality levels, while complying with safety and security obligations. The group on-call and crisis management system is described in a booklet. In addition, crisis management exercises are carried out several times a year to test the system's effectiveness. Feedback on these exercises is used to make it more robust.

Internal control

The purpose of internal control is to contribute to risk management, the effectiveness of Groupe ADP's operations and the efficient use of its resources. This system is based on:

- Organisation-wide implementation applicable to all group entities;
- Implementation in each entity, notably through the management systems (ISO 9001).

Insurance

The financial consequences of certain risks can be covered by insurance policies when justified by the size of the risk and depending on whether cover is available under acceptable conditions. The Legal Affairs & Insurance Division leads the Group's general policy on insurance, supervises the group's use of insurance and provides coordination and expertise in this domain for the group companies in France and world-wide.

Periodic monitoring of the system

Monitoring of the internal control and risk management system is carried out by:

- follow-up of major incidents and incidents with associated unacceptable risks;
- the Audit Division, certified by IFACI since 2008;
- external control structures such as auditors and other relevant organisations, including government departments.

Protection of information and information systems

Protection of information and information systems is a major issue for Groupe ADP. Large-scale global cyberattacks are becoming more and more frequent and sophisticated as the group's activities are becoming increasingly digitised. Such attacks and the entry into force, in May 2018, of the European General Data Protection Regulation (GDPR) have led Groupe ADP to implement compliance plans.

✓ The group's measures to protect information and its information systems are based on:

- group policies on information protection, personal data protection and information system security;
- specific organisational and governance structures managed by the Group Information System Security Officer (RSSI).

OUR APPROACH TO CSR

Ethics and professional codes of practice

✓ Groupe ADP has taken certain actions including:

- a major awareness-raising plan, “Vigie Info” (Info Watch) aimed at group personnel;
- a compliance plan to ensure the group’s compliance with GDPR, which led notably to the appointment of Data Protection Officers (DPOs) for Aéroports de Paris SA and its main subsidiaries in 2018.

7 ETHICS AND CODES OF PROFESSIONAL CONDUCT

MATERIALITY MATRIX*

ISSUE 1
GRADED “VERY IMPORTANT”

* See pages 7 and following.

For Groupe ADP, ethics and compliance cover compliance with laws and regulations and with the group’s four core values of trust, commitment, boldness and openness.

Ethics in our roadmap

Two objectives relating to ethics appear on our roadmap as part of our 2016-2020 Strategic Plan:

- To strengthen the ethics and compliance programme, including corruption prevention, prevention of conflicts of interest and the vigilance plan;
- To strengthen the ethics and compliance culture within the Group.

A 7-POINT ACTION PLAN

In 2018 we drew up our “Ethics and Compliance” action plan. It was approved by the Executive Committee and the Board of Directors and its Audit and Risks Committee (CAR). It will be reviewed each year.

✓ As ethics and compliance arise firstly out of a change of culture rather than a change of procedures, a large part of this plan is devoted to awareness-raising and training as well as to our staff’s understanding and perception of these issues.

✓ It contains seven strands: the example set by management, risk mapping (revised in 2018); new forms of governance; the definition and dissemination of policies, rules and methods; a whistle-blowing system; training and awareness-raising; and a sanctions system.

✓ This programme is monitored regularly within the company’s various governance bodies (Executive Committee, Works Council, Board of Directors and its Audit and Risks Committee) and those of its main subsidiaries.

Example set by management

In 2018, all the Executive Committee members (including our subsidiary ADP International) made a written pledge to implement the Ethics and Compliance action plan in their areas of responsibility. These written pledges will be copied for our subsidiaries TAV Airports, AIG, ADP Ingénierie and Hub One. (See page 87 – Subsidiaries.)

Dedicated governance system

In order for our ethics and compliance action to be applied at the highest level of the organisation, we set up an Ethics Division in 2018. Its director reports directly to the Chairman & Chief Executive Officer, which guarantees her independence to handle whistle-blowing. The Ethics Division manages ethics and compliance across the organisation together with the Legal Affairs & Insurance Division. The action plan is applied in the subsidiaries by their “Ethics and Compliance”

contacts, notably internationally and in the divisions of the parent company Aéroports de Paris with support from the “Ethics and Compliance” intermediaries.

✓ **Ethics Committee** – In the first half of 2019, we will set up an ethics committee. This committee will be chaired by the Groupe ADP General Secretary who has appointed a philosopher as vice chairman. Three or four times a year, it will bring together the various group divisions and external persons to carry out forward-looking thinking on ethics for Groupe ADP.

Codes of Professional Conduct and Best Practice

FRANCE

Our Group Code of Professional Conduct is appended to the internal regulations and meets the requirements of the “Sapin II” law on transparency, anti-corruption measures and economic modernisation. To make it accessible to staff, we produced a Group code of conduct in 2018 containing the main principles, illustrating them with practical situations and specifying good practices, banned practices and areas for vigilance, etc. Procedures specify the practices expected for the main ethics and compliance issues such as gifts and invitations, conflicts of interest, etc.

This code is supplemented by a Code of Good Data Security Practice (Cobosi) and a Code of Good Stock Market Practice. These codes are appended to our internal regulations. All new members of staff are asked to sign an undertaking to comply with the key ethical principles. Our French subsidiaries have their own code of conduct which includes the main principles of the Groupe ADP code.

OUR APPROACH TO CSR

Ethics and professional codes of practice

✓ In 2018 the code of conduct was made available to staff on our intranet. In early 2019 it will be sent personally to each member of staff of Aéroports de Paris SA.

INTERNATIONALLY

A code of conduct translated into seven languages has been disseminated in our international subsidiaries. It includes the main principles of the Group code of conduct and the international standards.

✓ In 2018, the 13 procedures defined for international subsidiaries, notably covering third-party evaluation, facilitation payments and embargo policies, were implemented in the international subsidiaries controlled by Groupe ADP.

Duty of vigilance

The law of 27 March 2017 introduced a duty of vigilance for parent companies and contractors with regard to their subsidiaries, sub-contractors and suppliers. The aim of this duty of vigilance is to prevent serious violations of human rights and fundamental freedoms, and serious harm to the health and safety of persons and to the environment.

✓ A mapping of our suppliers' social and environmental risks was carried out. The Purchasing Division of Aéroports de Paris SA drew up the procurement risk mapping and notably implemented a Suppliers CSR Charter which, since 2018, has incorporated the requirements of the anti-corruption law (Sapin II law) and of the law on the duty of vigilance. (See "Procurement" section, page 24.)

✓ **International:** the Ethics Division, in close collaboration with the Legal Affairs & Insurance Division, assessed the level of compliance of the international subsidiaries AIG (Jordan) and TAV Airports (Turkey) and the latter's subsidiaries, local

laws, risks detected and actions already taken in relation to human rights, employment contracts and working conditions and protection of the environment. Working parties will be organised in 2019 to determine how and within what time scale these subsidiaries should implement Groupe ADP's main commitments that have not yet been taken into account.

WHISTLE-BLOWING SYSTEM

We comply with the French legislative provisions entitling employees to report any psychological and sexual harassment, corruption, serious health and environmental risks, conflicts of interest, or facts constituting an offence or a crime to their representative bodies. The company's internal regulations stipulate that no employee may be subject to disciplinary action for exercising these rights. Employees' protection includes confidentiality concerning their identity.

A Group whistle-blowing platform

In October 2018, we opened an online whistle-blowing platform that meets the requirements of the Potier law (duty of vigilance) and the Sapin II law (fight against corruption). This secure platform is accessible to all Groupe ADP employees and to those of its suppliers. As part of the platform, a charter sets out the whistle-blowing admissibility criteria, the handling of whistle-blowing and the protection of whistle-blowers. The charter and platform are available in seven languages so that they are accessible for staff of our international subsidiaries. They were publicised to our employees and those of our main subsidiaries.

Ethics and Compliance culture

In order to strengthen the ethics and compliance culture within our Group, the Ethics Division has drawn up a communication, awareness-raising and training plan.

WEBSITES AND E-LEARNING

An intranet site and a [website](#) dedicated to the Ethics and Compliance action plan were launched in December 2018. Four Group e-learning modules, which are mandatory for all employees, will also be gradually set up in 2019. They will cover ethics and compliance, anti-corruption, gifts and invitations and conflicts of interest.

OUR ETHICS AND COMPLIANCE PROCEDURES

Group procedures have been produced on conflicts of interest and gifts and invitations. They are disseminated as a priority to managers so that they can pass them onto their teams and are available to everyone on the intranet. These procedures enable each employee to understand the issues, identify good practices and know where to find information if they are unsure about anything.

BAROMETER SURVEY

In 2018 we carried out our first barometer survey of the ethical climate to measure our employees' perceptions of it, in particular on the subjects of conflicts of interest and corruption. This barometer survey also enables us to gauge how well known the whistle-blowing system is and how much trust is placed in it. The survey, of 2097 Groupe ADP employees, was carried out by GMV Conseil between November 2018 and January 2019.

OUR APPROACH TO CSR

Governance and organisation

The ethical climate in figures

✓ Employees surveyed in 2018 for the ethical climate barometer survey

692 employees of Aéroports de Paris SA.

36 employees of ADP International.

49 employees of ADP Ingénierie.

129 employees of Hub One.

904 employees of TAV Airports.

187 employees of AIG.

✓ Results

75 % felt concerned by the actions taken by the company on ethics.

88 % said they would be willing to be a whistle-blower.

62 % trust the company to protect them.

Public-sector positions

TRANSPARENCY INTERNATIONAL FRANCE

We are members of the association [Transparency International France](#) through our parent company Aéroports de Paris SA and we subscribe to its principles of transparency. We hold regular discussions with the association about its practices and its progress in the fight against corruption. We have signed the Membership Charter of the Forum des Entreprises Engagées (Forum of Committed Businesses) and signed its joint declaration on responsible lobbying in 2016.

✓ **A Group Charter for Responsible Lobbying** was adopted in 2016. It requires compliance at all times with our ethical principles when liaising with public-sector decision-makers. It can be found [online](#) on the Group's website and requires all our employees to be aware that lobbying is an issue within the public domain. It also applies to our service providers in this domain. We are contributing to the development of a guide to declaring lobbying expenses.

✓ In 2017 **we were added to the Register of Interest Representatives** kept by the Haute Autorité pour la Transparence de la Vie Publique (Supreme Authority for Transparency in Public Life), in compliance with the Sapin II law. We have set up an internal network of coordinators to centralise the actions of each division and send them to the Supreme Authority.

UN CONVENTIONS

We develop our business in line with the principles of the UN Global Compact ([Global Compact](#)) to which we have been signatories since 2003. We monitor our compliance with the ten principles it decrees, which relate to human rights, working conditions, protection of the environment and the fight against corruption. We confirm our support for the fundamental conventions of the International Labour Organisation (ILO) included in the Global Compact. In this context, we publish good practice guides that are officially recognised by the UN. We have been recognised as being at the "[advanced](#)" level since 2015.

BUSINESS ETHICS CIRCLE

Since 2017 we have been members of the Business Ethics Circle, which brings together businesses, universities, business ethics experts and students.

ANTI-DISCRIMINATION MEASURES

✓ In 2015, at the request of the Défenseur des Droits (French Citizens Rights Protector), we signed the [Charter of commitment to protect equality and fight racism](#). All our employees are asked by the Chairman & Chief Executive Officer to read this charter and consult the website [égalitécontreracisme.fr](#), which presents possible means of action.

✓ Since September 2016, a "[discrimination](#)" item has been added to the Contact and Complaint Form that can be accessed via

Groupé ADP's internet portal, in the "Passengers" section.



See the [2018 reference document](#).



GOVERNANCE AND ORGANISATION

Robust governance

BOARD OF DIRECTORS AND EXECUTIVE COMMITTEE

Aéroports de Paris is a French *société anonyme* (public limited company) with a board of directors. An internal regulation defines the Board of Directors' responsibilities and procedures. Aéroports de Paris SA makes every effort to comply with the principles laid down in the AFEP-MEDEF governance code for listed companies, which was revised in November 2016 (and updated in 2019 with the approval of the Haut Comité du Gouvernement d'Entreprise (High Committee for Corporate Governance)). The Chairman & Chief Executive Officer, Augustin de Romanet, is responsible for strategic and operational leadership of the company, supported by the Executive Committee.



See the [2018 reference document](#).

GROUP SECRETARY GENERAL

Since 2013 a Group Secretary General, who is a member of the Executive Committee, has been working to make our social responsibility policy into an organisation-wide culture. He brings together all functions within the company working on risk control and sustainable development. These functions are carried out by the Environment, CSR and Regions Division and the Risk Management and Compliance Division.

OUR APPROACH TO CSR

Transparency and CSR performance

A CSR criterion for the Chairman & Chief Executive Officer's remuneration

The variable gross remuneration of the Chairman & Chief Executive Officer of Aéroports de Paris is based on three quantitative and three qualitative objectives. One of these qualitative objectives is corporate social responsibility, which includes managerial motivation and employee safety.

Involvement of the Board of Directors

Since 2015 the Board of Directors has been directly involved in thinking and decisions relating to exercising corporate social responsibility and assessing CSR performance.

✓ In 2018, the Board of Directors examined the "Ethics and Compliance" programme and the non-discrimination and diversity policy for the first time.

Operational governance and CSR

We regularly present CSR projects to the group's operational governance bodies: the Executive Committee, the Strategic Investment Committee, and the Environment, Energy and CSR Committee, chaired by Deputy CEO Edward Arkwright.

Environment, CSR and Regions Division

The Environment, CSR and Regions Division is charged with five key missions relating to environmental management, regional economic development, solidarity with local residents, keeping local residents informed, and management of soundproofing grants.

✓ In 2018, a CSR unit was set up in the Environment, CSR and Regions Division to strengthen our actions and make our approach clearer to all our stakeholders (see page 10).

Coordination of our CSR programmes

OUR CSR NETWORKS

We operate via networks, both to ensure organisation-wide liaison between the various divisions of the parent company, Aéroports de Paris SA, and its three main directly or indirectly wholly-owned subsidiaries and to strengthen further our CSR reporting at group level. A CSR network for subsidiaries sets joint CSR guidelines, notably for codes of professional conduct, human resources, procurement and the environment.

✓ In 2018, we strengthened our network of CSR contacts by appointing a CSR contact for all the group entities.

22 CSR contacts in 2018

DESIGN AND IMPLEMENTATION

The process of designing and implementing our CSR programmes is treated as a top priority by our senior management and involves all our employees at all levels. This coordination is undertaken within Aéroports de Paris SA by an Environment, Energy and CSR Committee whose members include the Airport Directors and the Directors of Engineering and Development and of Real Estate. It is chaired by the Deputy CEO.

The process consists of five phases:

- 1 - CSR strategic direction and plan.
- 2 - Objectives for 2020 broken down into KPIs (Key Performance Indicators).
- 3 - CSR policy covering all relevant aspects.
- 4 - Implementation and roll-out of actions.
- 5 - Support for divisions.

Every three months the Environment, CSR and Regions Division presents a scorecard to the Executive Committee, via the Group Secretary

General, the information in which is provided by the various divisions of Aéroports de Paris SA.

INFORMATION AND AWARENESS-RAISING

In 2018, we produced a film for our employees and stakeholders, shown on the Group website, presenting our approach to CSR.

9 TRANSPARENCY AND CSR PERFORMANCE

Reports on our CSR actions

We report our sustainable development activities to our stakeholders. This is done in accordance with the Global Reporting Initiative (GRI) guidelines. Since 2015, CSR Information has replaced the Corporate Responsibility Report that we had published every year since 2006. Our reporting methodology and the content of the information we provide are compliant with the GRI G4 core guidelines.

✓ We have set up on our Group website a data visualisation module of our CSR performance on the environment, human resources and community engagement. This innovative medium reinforces our educational tools and makes our communication to our stakeholders more transparent.

✓ At Group level: TAV Airports, the Turkish airport manager 46.12% of which we own, was included for the first time in our annual reporting in 2018, covering Istanbul, Ankara and Izmir airports.

OUR APPROACH TO CSR

Transparency and CSR performance

Management report checked by a third party

An independent third party checks the social, community and environmental information set out in our management report. This check complies with Decree no. 2012-557 of 24 April 2012, relating to organisational transparency requirements in these spheres. Both our qualitative and quantitative data are evaluated, with reasonable or moderate confidence levels, depending on the indicators. This report includes the extra-financial performance declaration (EFPD) required by Decree no. 2017-1265 of 9 August 2017.



[See the 2018 reference document on our website.](#)

2018 Extra-financial rating

MEASURING IN ORDER TO IMPROVE

Since 2003 we have had our performance evaluated every two years by an independent extra-financial rating agency. Since 2014 it has been done by Ethifinance. The 2018 results are presented here.

✓ We are the only major European airport group that undergoes extra-financial rating at its own request. We appear in the main Socially Responsible Investing (SRI) indexes and classifications – See Appendix 3.

Rating areas

We measure improvement in our performance in the areas of corporate governance, human resources (human capital), the environment, customer relations, supplier relations (procurement) and community engagement. Areas for improvement that emerge from the rating agency's recommendations inform the improvement plans managed by each Group entity and coordinated by the Environment, CSR and Regions Division.

The scope of the rating covers Groupe ADP (the parent company and its three main directly or indirectly wholly-owned subsidiaries).

The rating scale consists of four levels:

- 75-100: excellent.
- 50-75: advanced.
- 25-50: improving.
- 0-25: introduction.

The scores, which are out of 100, take account of three management principles: policy, system and performance.

GRUPE ADP 2018

Scope: Aéroports de Paris SA, ADP International, ADP Ingénierie, Hub One

Consolidated score: 86/100
+4 points (82/100 in 2016;
78/100 in 2014).
+3 points against the 2020
objective of 83/100.
Level: excellent

The Groupe ADP results demonstrate an excellent level of maturity globally, up four points compared to 2016. All the entities within the scope show improving extra-financial performance. The agency highlights in particular progress on ethics in all the group entities as a result of the Sapin II law and the general data protection regulation.

✓ The parent company, Aéroports de Paris SA, obtained the best rating with an overall score of 87/100 (+4 points) in the “excellent” level. Among the subsidiaries, the agency highlights Hub One (78/100, 8 points more than in 2016) which achieved “excellent” level and shows the greatest improvement within the overall score. Each with a score of 69/100, ADP International and ADP Ingénierie have reached “advanced maturity” level, improving respectively by 6 points compared to 2016 for the former and 3 points for the latter.

2020 target raised since 2018

We had set ourselves the target of scoring 83/100 in our Group voluntary extra-financial rating in 2020, an improvement of five points on the 2014 score. In 2018, we exceeded our target with an overall Group score of 86/100. As a result, in early 2019 we decided to raise the target for 2020 to 86/100.



Details of the subsidiaries' ratings are available on page 87, “Subsidiaries' commitment” section.

✓ The agency notes an improvement in the management principles (policy, system, performance).

Weighting

The Group score is a weighted average of the scores of each entity in accordance with the following principles:

- The “governance”, “environment”, “customers/procurement” and “community” themes are weighted according to the turnover of each entity;
- The “human capital” theme is weighted according to payroll;
- The 2016 score was recalculated to take into account the consolidation of Hub One (previously two scores were allocated, one for the parent company Hub One Télécom and one for its subsidiary Hub One Mobility) and the removal of Hub Safe from the Groupe ADP scope of operations;
- Some action areas of the reference framework do not apply to all entities.

OUR APPROACH TO CSR

Transparency and CSR performance

2018 RESULTS BY THEME AND BY ENTITY

Improvement over 2016

© Ethifinance

	ADP SA	ADP Ingénierie	ADP International	Hub One	Groupe ADP
OVERALL	87 +4 points	69 +3 points	69 +6 points	78 +8 points	86 +4 points
Governance	86 +4 points	77 +4 points	71 +4 points	84 +8 points	86 +5 points
Environment	86 +4 points	77 +4 points	71 +4 points	84 +8 points	86 +5 points
Human capital	85 +5 points	77 +6 points	68 +7 points	83 +9 points	84 +5 points
Customers/ procurement	88 +4 points	71 +1 points	71 +6 points	77 +4 points	87 +4 points
Community	83 +2 points	47 =	62 +2 points	71 +11 points	82 +3 points
Policy	94 +2 points	80 +3 points	76 +5 points	87 +7 points	93 +2 points
System	89 +5 points	71 +2 points	73 +6 points	82 +8 points	88 +5 points
Performance	78 +3 points	56 +5 points	58 +7 points	68 +10 points	77 +4 points

CONSISTENT IMPROVEMENT SINCE 2014

GROUPE ADP	2014	2016	2018	TREND 2018 VS 2016
Overall score out of 100	78	82	86	+4
Score per theme				
Governance	77	81	86	+5
Environment	82	86	91	+5
Human capital	77	79	84	+5
Customers/ procurement	79	83	87	+4
Community engagement	74	79	82	+3

Scope: Groupe ADP: Aéroports de Paris SA, ADP Ingénierie, ADP International, Hub One

OUR APPROACH TO CSR

Transparency and CSR performance

2018 RATING OF AÉROPORTS DE PARIS SA

Overall score: 87/100
+ 4 points
(83/100 in 2016; 80/100 in 2014)
Level: excellent

With a score that remains excellent, up 4 points compared with 2016, the Aéroports de Paris SA approach to CSR continues to be consolidated. Ethifinance evaluates very positively the deployment of the 2016 targets (energy, climate, human capital, customers, responsible procurement, ethics and professional codes of conduct) included in Connect 2020, which it deems “in line with the anticipated trajectory”. It notes in particular the large projects started since 2016: organisation-wide approach to innovation, strengthening of compliance and risk management; prevention culture in health and safety and, in the context of the future privatisation of Groupe ADP, support for employees. The agency also highlights the dissemination of the key CSR issues to employees, the strengthening of the pledges made in 2016 and the progress made in developing policies and the associated systems.

Governance

86/100
+4 points
(82/100 in 2016; 78/100 in 2014)
Level: excellent

Governance has improved by four points. This good results is due to “CSR being managed by the governance bodies”, the “strengthening of CSR governance”, which gives it weight and exposure, and the significant effort made in terms of risk management and compliance.

Environment/Climate

92/100
+4 points
(88 in 2016, 85 in 2014)
Level: excellent

Ethifinance highlights the stronger ownership of environmental matters, both in governance bodies and in development and engineering projects, and its gradual ownership by Aéroports de Paris SA's internal and external stakeholders. The agency notes further progress in environmental management and results in line with (or even better than) the targets for reducing emissions, waste and drinking water consumption. It underlined the relevance of the actions taken to promote biodiversity, while emphasising the need to continue their deployment.

Human capital

85/100
+5 points
(80/100 in 2016; 79/100 in 2014)
Level: excellent

The score for “Human capital” reflects Aéroports de Paris SA's continued efforts to achieve a cultural transformation of its operating methods. Ethifinance highlights the SWP (strategic workforce planning) report, the new issues taken into account in 2017, the protection of the external mobility system and the career management processes for managers. Ethifinance comments favourably on: in terms of working conditions, the review of the managers' remuneration system and the deployment of teleworking; in terms of diversity, the appointment of a diversity contact and the creation of an appeal body; in terms of safety, stronger governance and new tools to prevent psychosocial risks.

Customers and procurement

88/100
+4 points
(84/100 in 2016)
Level: excellent
Score per domain
Customers
85/100
+2 points
(83/100 in 2016, 79/100 in 2014)
Level: excellent

Procurement
90/100
+5 points
(85 in 2016, 81/100 in 2014)
Level: excellent

✓ Customer satisfaction: Ethifinance notes in particular the new management structure in the Customer Division; an offering put together jointly with customers and new actions to welcome passengers and disabled and reduced mobility persons (PRM).

✓ Procurement: Ethifinance notes a considerable improvement in responsible procurement management, with the updating of the Suppliers CSR Charter, more detailed CSR monitoring of suppliers, the improvement of performance indicators (CSR and energy criteria) and actions targeted at supplier compliance. It also underlines the move to compliance with the Sapin II law and the measures arising from that.

Community engagement

83/100
+2 points
(81/100 in 2016; 75/100 in 2014)
Level: excellent

Ethifinance notes as positive points the reorganisation of the Environment, CSR and Regions Division units responsible for participating in regional development, for economic and social partnership and for communication with local residents. The agency also notes greater clarity and the deployment of large-scale actions in favour of jobs as well as increased monitoring of the performance indicators. Regarding the patronage policy, Ethifinance praises the creation of the Citizen Engagement Division and employees' stronger involvement in charitable actions and notes the positive effect of the update in 2017 of the materiality matrix in structuring communication with local stakeholders.

RESPONSIBLE PROCUREMENT

Our Procurement Policy, signed in 2015 by the Chairman & Chief Executive Officer of Aéroports de Paris and by our main subsidiaries – ADP International, ADP Ingénierie and Hub One – aims for economic, ethical, environmental and social excellence. It contributes to improving Groupe ADP's performance and the satisfaction of its customers. It aims to optimise expenditure within operational constraints and the constraints of technical standards, quality objectives, timescales, budget and social responsibility (CSR).

RESPONSIBLE PROCUREMENT ROADMAP 2016-2020 AND ACHIEVEMENTS IN 2018

SDG ⁽¹⁾	OBJECTIVES FOR IMPROVEMENT 2016-2020	STATUS	OUR 2018 ACHIEVEMENTS
SUPPLIERS			
SDG 7 SDG 13	Energy criteria (energy efficiency) for 50% of procurements in 2016 and 100% in 2020.	✓✓✓	• 80% of energy-intensive procurements include an energy criterion.
SDG 11	CSR criteria in 75% of our procurements.	✓✓✓✓	• Over 92% of energy-intensive procurements include a CSR criterion. • 91% of procurements include a CSR criterion.
	Renewal of the label Supplier Relations & Responsible Procurement.	✓✓✓✓	• Label obtained in 2014, retained in 2018.
SDG 11	Solidarity in procurement	✓✓✓✓	• Change in the social inclusion rate in "structural work" projects: from 5% to 7% of the number of anticipated hours.
SHELTERED SECTOR			
SDG 8	Achieve procurements of €1.2 million in 2020.	✓✓	• €855,000 generated versus a target of €1,000,000 in 2018.
GOVERNANCE			
	Maintain the ISO 9001 certification (2015 version) obtained in 2016 for the Procurement Division.	✓✓✓✓	• Certification renewed in 2018.
	Maintain conformity with the ISO 20400 standard (sustainable procurement).	✓✓✓✓	• Conformity renewed in 2018.

✓ Started ✓✓ In progress ✓✓✓ Advanced ✓✓✓✓ Achieved



ETHICS AND TRANSPARENCY

Professional conduct

A Code of Professional Procurement Conduct is appended to the internal regulations of Aéroports de Paris and its subsidiaries. It contains all of the ethical rules

relating to all stakeholders in the Procurement process.
✓ In 2018, a map of ethics and corruption risks in procurement was drawn up, in accordance with the Sapin II act. Based on this map, we will roll out a mechanism to assess our suppliers before contracting and during the performance of the contract. In 2019, the approach will focus on incoming suppliers.

100%

of suppliers under contract with Aéroports de Paris in 2018 were audited without any major nonconformity being identified.

Internal inspection

In 2015, we created an entity dedicated to internal control,

RESPONSIBLE PROCUREMENT

reporting to the Director of Services, Logistics and Procurement, to enhance ethics and *compliance* in procurers' practices. Two people are responsible for risk management and internal control. The Services, Logistics and Procurement Division works in close collaboration with the Ethics and *Compliance* Division of Groupe ADP.

CSR ADVISORS

In 2018, a CSR advisor was appointed to the Services, Logistics and Procurement Division. A Group Procurement Advisor was appointed in 2015 to coordinate and manage synergies between the parent company and its subsidiaries. We hold meetings with our subsidiaries every two months. In relation to CSR, the Procurement Advisor's role includes deploying the responsible procurement measures across the entire Group.

QUALITY AND RESPONSIBLE LABEL

Quality

The ISO 9001 certification of the procurement process quality management system, obtained in December 2016, was maintained in 2017 and 2018 during the annual monitoring audits.



The Procurement Division was named "organisation of the year" by the *EIPM-Peter Krajlic Awards of the European Institute of Purchasing Management (EIPM) in December 2017.*

Responsible charter and label

In 2010, Aéroports de Paris signed the Supplier Relations & Responsible Procurement charter and in 2014 obtained the Supplier Relations & Responsible Procurement label. This label has been maintained since. The charter is put forward

by the Minister for the Economy and by *Compagnie des dirigeants et acheteurs de France*, France's purchasing managers' organisation. It presents ten best practices to major companies to build a framework of reciprocal trust and a sustainable and balanced relationship that protects suppliers' interests. The label certifies compliance with the charter's commitments and includes the appointment of a mediator to foster conflict resolution. The Audit Director performs this role within Aéroports de Paris.

ISO 20400 standard

Since 2018, the Services, Logistics and Procurement Division has followed the guidelines of the non-certifiable standard ISO 20400 Sustainable Procurement, in which it has obtained the conclusive level. The performance level is the subject of an annual follow-up audit.

OUR SUPPLIERS' CSR COMMITMENT

CSR criteria in our procurement contracts

In keeping with the recommendations of the Supplier Relations & Responsible Procurement Charter, our procurement process incorporates such criteria into the assessment of our tenders. For the majority of invitations to tender, we draw up an assessment grid that comprises environmental and labour criteria and complies with best practices in the procurement sector. These criteria account for 5% to 10% of the score of bids.

Our supplier CSR charter

Since 2014, during the contracting process, our suppliers have signed up to our supplier CSR charter that applies to the Aéroports de Paris SA scope. They undertake to:

- 1 - respect human rights;
- 2 - adopt best practices for industrial relations and work conditions;

3 - combat corruption;
4 - protect the environment.

✓ In 2018, the charter was revised, in liaison with the Ethics and *Compliance* Division, to incorporate the requirements established by the Sapin II anti-corruption act and by the act on the duty of vigilance for the prevention of social, environmental and energy risks (Potier act). The follow-up audits and plans were also enhanced. Since November 2018, this comprehensive charter has been associated with all new contracts.

Risk mapping

SOCIAL RISK

Social risk mapping in procurement identifies services with high social stakes (health, safety at work, etc.) per procurement segment and provides input for supplier performance analysis before and after contracting. Since 2014, certain contracts in progress - notably services contracts - have been the subject of social audits conducted by an independent firm. The results are presented to the companies and can potentially result in an improvement plan. We also have a tool for checking our suppliers' social and financial information.

100%

of safety service providers and 88% of road service connection works contracts were the subject of a social audit in 2018.

ENVIRONMENTAL RISK

The environmental risk map was updated in 2018, in liaison with the Environment, Territories and CSR Division. This new map identifies the environmental risks and key challenges for Aéroports de Paris SA. An action plan is being prepared to cover the risks identified and adjust the CSR rating grids for selecting suppliers. An energy performance criterion, separate from the CSR

RESPONSIBLE PROCUREMENT

criterion, is incorporated into our invitations to tender where justified by the purpose of the contract.

Energy and life cycle

In 2018, we developed an internal procedure to integrate the "life cycle" approach into the procurement process, in accordance with the requirements of the ISO 14001:2015 standard. This approach takes into account the environmental impacts at each stage of the life cycle. We also enhanced the consideration of energy efficiency in our procurement. A quantified performance target is incorporated into contracts that have a high impact on Groupe ADP's energy consumption. A guide has been made available to prescribers and purchasers. The "energy" criterion concerns 50% of targeted contracts since 2016 and will concern 100% of these contracts in 2020.

CONTINUOUS IMPROVEMENT

In the context of our quality management, we operate a supplier performance measurement system for certain specific contracts. This enables us to assess the quality of and compliance with contractual commitments. We are then able to introduce a continuous improvement system with them.

Innovating with SMEs

Since 2012, we have been members of the SME Pact association, which manages and encourages partnerships between key accounts and innovative SMEs. Our Innovation unit identifies SMEs capable of developing cutting-edge solutions with us. We regularly hold meetings between SMEs and our procurers in order to remain attentive to the supplier market.

A secure system

We have advanced interconnected electronic tools covering all of our procurement processes. Several tools

help us to ensure the fluidity of our processes, including a collaborative procurement platform for managing records and contracts, a system that helps with drawing up invitation to tender documents and a platform for the electronic signature of new contracts and amendments to existing contracts. This enables us to exchange secure information with our suppliers in real time and guarantee the traceability of flows.

Well-developed dialogue

The dialogue constructed with our suppliers relies on three main tools for keeping them informed and gathering their feedback:

- 1 - The "business" aspect of our website.
- 2 - The reversed barometer - we give our suppliers the opportunity to respond to a barometer survey that measures their satisfaction with our procurement practices.
- 3 - A web page for contacting our Supplier Mediator.

80%

In 2017, our suppliers reported 80% overall satisfaction, as in 2016 (source: SME Pact).

SOLIDARITY IN PROCUREMENT

To expand our solidarity in procurement, we are working on two fronts: relations with the sheltered and adapted work sector and social inclusion.

Sheltered and adapted work

For the 2016-2018 period, we set ourselves the objective of reaching €1 million in orders annually from companies in the sheltered and adapted work sector at the end of 2018. In order to maintain constant improvement, we are identifying the procurement sectors offering opportunities. In 2018, we achieved a procurement throughput of €855,000 with the sheltered and adapted sector. We have worked, in partnership

with the Gesat grouping of adapted businesses, on families of innovative procurements with strong potential for Groupe ADP (computing services or minor building repairs, for example). We carry out awareness-raising initiatives with our procurers and prescribers. We intend to increase our visibility in this sphere.

Social inclusion clauses

Since 2013 we have included social inclusion clauses in some of our procurement contracts. These clauses commit our suppliers to reserving some working hours for people experiencing social work-related problems.

As part of the contract for the connecting building between the Paris-Orly terminals, in July 2018 we achieved a total of 100,000 inclusion hours, which is the target initially set for the entirety of this project until its completion in 2019.

In the case of four other major projects in progress, at Paris-Charles de Gaulle and Paris-Orly, we have anticipated a total of 200,000 inclusion hours. A contract with a company specialising in this area will help to bring together contractors and social inclusion companies.

OUR PARTNER NETWORK

We surround ourselves with partners who are specialists in the domain of responsible procurement. Since 2011, we have drawn on a partnership with the Gesat, an organisation that facilitates contact between the sheltered and adapted work sector and contractors. Our subsidiaries can also make use of these. We are gradually increasing our interaction with several players in the world of disability, including dedicated recruitment agencies. We are members of the Observatoire des Achats Responsables (Obsar, Responsible Procurement Institute) and of the Agrion network of CSR experts.

HUMAN RESOURCES

Our workforce policy contributes directly to the priorities of the Connect 2020 Strategic Plan and the Economic Regulation Agreement 2016-2020. It aims to improve collective performance while ensuring respect for diversity, equal opportunities and our employees' quality of life.

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WORKING CONDITIONS
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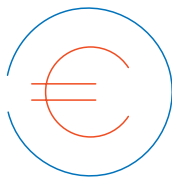
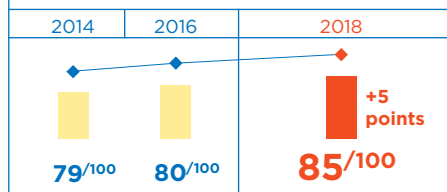


5th PLACE
HAPPY TRAINEES
RANKING
IN 2018



36.8%
OF WOMEN MANAGERS IN 2018
COMPARED WITH 35.6% IN 2014.

HUMAN RESOURCES
VOLUNTARY EXTRA-FINANCIAL
RATING 2018
(scope: Aéroports de Paris SA)

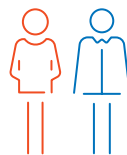


€2.5_M

OVER 3 YEARS
MADE WITH THE PROTECTED
SECTOR.

4,225

EMPLOYEES
ELIGIBLE FOR TELEWORKING.



33.1%

of employees recruited in
2018 were young people
compared with a target of
30% over 3 years.

HUMAN RESOURCES

Human Resources roadmap 2016-2020 and achievements in 2018

SDG ⁽¹⁾	OBJECTIVES FOR IMPROVEMENT 2016-2020	STATE	OUR 2018 ACHIEVEMENTS
OPTIMISE			
SDG 5 SDG 8	Organise our resources in the interests of operational robustness.	✓✓✓	<ul style="list-style-type: none"> Recruitment of 75 managers and 79 non-managers in 2018.
SDG 4 SDG 8	Rationalise our organisations and departmental structures for greater effectiveness and responsiveness.	✓✓✓	<ul style="list-style-type: none"> Work on organisational changes: Airport operations division, Information Systems division, reception skills; international; Paris-Orly and Paris-Charles de Gaulle 2020. Creation of the Services, working environment and logistics division. Introduction (in progress) of the induction process and internal redeployment in the context of the "Welcome to Paris" project. Redeployment process and/or bridges between occupations: Duty Office Operations Manager pool, paramedic pool, HR pool, firefighter pool, technical occupations' pool.
SDG 4 SDG 8	Apply our tools and processes to ensure more rigorous management practices.	✓✓✓	<ul style="list-style-type: none"> Continuation of the Mob'RH tool (coordination of skills development) for managers and extension to non-managers. Implementation of professional development reviews. Implementation of new collaborative systems such as co-development, wiki (OPCC), learner networks, <i>lean</i> analysis of operational processes. Budgetary responsibility of divisions in areas that concern employee benefit costs (including payroll, training and temporary work). Signing of a new SWP agreement for 2019-2021.
ATTRACT			
SDG 8	Become the employer of choice for talent.	✓✓✓✓	<ul style="list-style-type: none"> Redesign of the fast-track management process ("Cadre Viviers"): Graduate Programme (shared recruitment, network coordination).
SDG 8			<ul style="list-style-type: none"> Implementation of the induction system: On Boarding project (gamification and uploading of information to a web platform).
SDG 8			<ul style="list-style-type: none"> <i>Great Place to Work</i>® survey rolled out and division action plans pending. Continuation of forums and familiarisation exercises for airport occupations (including coordination by the Environment, CSR and Regions Division: Orly International – forum on jobs for disabled people, etc.)

✓ Start-up ✓✓ In progress ✓✓✓ Advanced ✓✓✓✓ Achieved

(1) For a better understanding of our SDG decisions, please refer to pages 12 and 13.

HUMAN RESOURCES

Human Resources roadmap 2016-2020 and achievements in 2018

SDG ⁽¹⁾	OBJECTIVES FOR IMPROVEMENT 2016-2020	STATE	OUR 2018 ACHIEVEMENTS
SDG 8	Innovative systems and ways of working.	✓✓✓✓	<ul style="list-style-type: none"> Continuation of the <i>Sparged</i> project (gamification of the induction process); generalization of the <i>Speech Me</i> project (video capsule and online) and AEF 2018 award for this trial. Continuation of the uploading of the digital passport, which provides an introduction to the digitization of processes. Launch of the "Impulsion RH" project.
SDG 8	Promote the Groupe ADP brand.	✓✓✓✓	<ul style="list-style-type: none"> Definition of the employer brand's pledges and implementation of a "The Brand" e-learning course; presence on professional social-media networks. Employer brand events (<i>StepStone Digital Challenge</i>, <i>Happy Trainees</i>, Trium forum (engineering universities)) Partnerships signed and in place with Sciences Po, HEC, Essec and Enac, and Training of technical occupations.
EXPAND			
SDG 8	Synergy and shared experiences with our networks.	✓✓✓✓	<ul style="list-style-type: none"> Support for those on work placement during their induction and departure (in liaison with Air France-KLM).
SDG 4	New issues and markets with our regions.	✓✓✓✓	<ul style="list-style-type: none"> "Our District's Got Talent" operation; partnership with Mosaik RH; inter-ministerial labelling of the Trades and Qualifications Campus managed by the Roissy-CDG Public Interest Group for Employment (in connection with the signing of PaQte). Actions dedicated to the employment of young people from the city's priority districts and preparation for recruitment ("Envol Pro" scheme). Labour audits of our subcontractors' HR commitments at airports.
SDG 8 SDG 5	Export of our expertise.	✓✓✓✓	<ul style="list-style-type: none"> Continuation of the "Staff Exchange" programme with TAV Airports and Schiphol Group and secondment/expatriation of Groupe ADP employees - focus on short expert assignments (Madagascar - Francophony days, Schiphol Group, Digital assignments).

✓ Start-up
 ✓✓ In progress
 ✓✓✓ Advanced
 ✓✓✓✓ Achieved

(1) For a better understanding of our SDG decisions, please refer to pages 12 and 13.

HUMAN RESOURCES

Our priorities

1

OUR PRIORITIES

MATERIALITY MATRIX*

ISSUES 12, 13, 14, 15
RANKED:
12 "VERY IMPORTANT"
13, 14, 15, 16 "IMPORTANT"

* See page 7 et seq.

A strategic issue

Faced with a changing air transport sector and growing competitive pressure from other airports, we must innovate constantly. Our competitiveness depends on our employees' involvement, their willingness to take initiative and the synergy between their [talents](#).

IMPROVING PERFORMANCE AND QUALITY OF LIFE AT WORK

Our human resources policy aims to improve the company's collective efficiency and social responsibility while maintaining industrial relations, which is vital to the development of its projects and to its employees' quality of life. This policy is gradually expanding across the entire Group.

We anticipate and support changes to occupations and employment, while applying our four values: trust, commitment, boldness and openness. We are particularly attentive to industrial relations, well-being in the workplace and the prevention of health risks.

Our 2016-2020 roadmap (page 28) sets out the commitments of our third Economic Regulation Agreement (2016-2020) and the three priorities identified by the Connect 2020 Strategic Plan: optimise, attract and expand.

Balancing workforce management

RECRUITING FOR OUR CORE BUSINESSES

We have been developing the recruitment process within our core business lines over the past three years. To meet our payroll optimisation and management targets, our payroll coordination system comprises a forward-looking "employment and skills" section whose purpose was revised in 2018 as part of a new SWP agreement for 2019-2021. Changes in the workforce require the implementation of a workforce safeguarding plan in order to anticipate departures, particularly in the core operational and airport businesses.

GRADUATE PROGRAMME

We anticipate a medium-term supply of candidates for key posts in the organisation thanks to our Graduate Programme. The purpose of this programme is to attract young graduates from leading higher-education establishments and those with Masters degrees into a range of occupations. These young recruits will follow a pathway of three mentored eight-month assignments, in three different entities, before taking up a position within our operational, technical or support subsidiaries.

FORUM FOR ACCESS TO EMPLOYMENT

In 2018, we participated in 20 (physical and virtual) airport occupation and recruitment forums. Since 2015, we have also been partners of the University-Enterprise Encounters Initiative of Sciences Po and Atout Jeunes et Universités (AJU).

Our image as an employer

We are implementing an action plan intended to boost our image as an employer with students in

higher-education establishments and employees carrying out external mobility projects.

✓ We also broadcast a promotional video aimed at these students and employees on our Group website, YouTube and social media.

✓ Since 2017, we have stepped up our presence on social media. We have released 14 videos on these networks to raise awareness of our occupations and recruitment requirements.

✓ On the professional networking site, LinkedIn, the number of subscribers to our page has risen by 55% in one year and the number of employee accounts has risen by 9%.

✓ We have also created an internal social network that brings together more than 1,100 employees.

FOUR BRAND PLEDGES

In 2016, on the occasion of our third Economic Regulation Agreement, the Chairman & Chief Executive Officer of Aéroports de Paris signed twenty [brand pledges](#), including four that concern our staff and together form the golden thread running through our employer brand.

Pledge 17 – Becoming part of a group that is performing well in a fast-growing industry.

Pledge 18 – Growing professionally within an international group that offers a wide range of jobs and career possibilities.

Pledge 19 – Joining a group that is rapidly expanding, has customers at its heart and makes innovation a priority.

Pledge 20 – Being part of a group that is committed to strong values, plays a key role in its region, and demonstrates social responsibility.

HUMAN RESOURCES

Professional development

A GOOD IMAGE AS AN EMPLOYER

In 2018, we appeared in several ratings of the best companies to work for: fifth place in the *Happy Trainees* ranking of companies whose trainees are “the happiest”, 26/250 in the *Randstad Awards* under the “Transport and logistics” category; 139/500 in the “Best Employer in France 2018” ratings, published by Capital magazine, in the “Transport and logistics” category; 10th best company with more than 5,000 employees according to *Happy/Index®AtWork* (ranked by employees) developed by the *ChooseMyCompany* platform; score of 4.3/5 on *Glassdoor* (appraisal of the company and of general management); 72/100 in the *Online Talent Communication* ranking of Otac Potential Parc; score of 3.6/5 on the social network, Viadeo.

Our culture of social responsibility

The Human Resources Division participates, in the areas that concern it, in the organisation-wide management of CSR alongside the Environment, CSR and Regions Division and takes part in the resulting actions. It promotes the pledges made within our Group CSR Charter and to this end makes use of various incentivisation tools, both financial and non-financial. The Chairman & Chief Executive Officer has asked that a CSR objective be included in the objectives of managers.

2

PROFESSIONAL DEVELOPMENT

MATERIALITY MATRIX*

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* See page 7 et seq.

Talent management, including career development, is a priority for our organisation and contributes to making our employer brand more attractive. It is underpinned by our endeavours to ensure the satisfaction and employability of the people we recruit.

Anticipating change

Our employment policy aims to anticipate changing job roles and to steer career development while continuing to fulfil our corporate social pledges. In accordance with the goals of our Connect 2020 Strategic Plan, we are optimising our resources and processes and transforming our organisations. In order to attract and retain talent, we are devising new work and management methods, as well as developing skills. We encourage self-determined mobility, which is important for career progression and enrichment and a lever for economic performance.

SWP

THE 2016-2018 AGREEMENT

On 29 January 2016, we signed our first collective agreement relating to strategic workforce planning (SWP), skills training and the generational contract for the three-year period, 2016-2018. This agreement signals our will to link these three issues together very closely and to encourage internal mobility and increase supply levels for posts.

THE 2019-2021 AGREEMENT

In the second half of 2018, negotiations on the renewal of the SWP agreement began and ended, on 16 January, with the signing of a new three-year agreement (2019-2021) in order to prepare for the challenges posed by changes to the workforce and skills in around 2025.

Thanks to the first SWP agreement, we were able to structure our policy on how to support changes within the company. With this second agreement, we have strengthened the tools and resources available for the policy's implementation. The aim is to respond, more specifically, to the challenges raised by changes to employment and skills, while safeguarding careers and professional development.

OUTCOME OF THE 2016-2018 SWP AGREEMENT		
	Objective 2016-2018 as a %	2018 results as a %
Work-study rate	3	3.1
Recruitment of young people (under 25 years of age)	30	33.1
Recruitment of older people (over 50 years of age)	2	7.1
Internal mobility	>16.9 (2015)	21.9

HUMAN RESOURCES

Professional development

Under this second agreement - like in the first - we shall continue to create and share a forward-looking vision of our occupations and skills. Updated in 2018, this vision will be extended to cover a period of five years as from 2019, in accordance with the new agreement, in order to anticipate, in particular, the impact of employee retirement in the future and to safeguard the renewal of skills.

Provisions concerning jobs for young people and seniors are also included in the new SWP agreement, in line with the previous agreement (see page 31).

TALENT AND CAREER PROGRESSION

The SWP is our key tool for steering career progression and mobility. It ensures we use suitable means that enable employees to adapt their skills in line with changes within the organisation and sets out an attractive vision of their career path. This guidance is based on our job role framework and a skills framework, both updated in 2017.

Main lines of the agreement

- ✓ Have a presence in all airport value-chain competencies, particularly in high value-added and expert competencies.
- ✓ Secure the renewal of competencies thanks to internal levers (career paths focused on critical skills, orientation and redeployment of employees) and external levers (external recruitment, accompanying of external mobility projects, employees who are retiring).
- ✓ Acquire and develop new competencies.

✓ In 2016, we set up a joint internal occupations and skills observatory. In 2018, we pursued the development of three priority projects launched in 2017 to address the challenges associated with the Group's growth: updating of career review processes, building a tool for managing professional development based on short- to medium-term organisational needs, and a process for reviewing talent management internationally.

Mobility

OUR MOBILITY CHARTER

Our Group Mobility Charter, published in June 2015, sets out the mobility principles for our business and commits managers and Human Resources staff to applying them and promoting them in a transparent manner.

MY MOB: OUR MOBILITY TOOL

We are putting our mobility policy into practice through the My Mob' programme with the help of staff, dedicated careers centres, events, and an intranet site dedicated to mobility. The computerised MyMob' HR tool helps managers assess the skills of their staff and brings together all the questionnaires relating to the performance and career development interview, objectives and employee appraisal. It was rolled out for managers in 2016 and for workers, employees, technicians and supervisors in 2017. In 2017, we also overhauled the performance appraisal system for managers in order to increase their involvement in the organisation's overall performance.

Training

Our training programmes support our employment policy, mobility and the projects stemming from the SWP. Their purpose is to help staff to adapt to changes in the way work is organised, technological advances and changes in our culture and management practices, and to develop new skills to support redeployment.

✓ In 2018, we supported the "Welcome to Paris" project, which aims to foster a welcoming attitude and approach towards customers among all members of staff. We strengthened the digital training offer available to all employees, particularly training in office automation and languages. Our subsidiaries develop training programmes appropriate to their activities.

3.7 million euros spent in 2018 on job training and skills developments for Aéroports de Paris SA.

NEW RECRUITS AND PROMOTIONS

Our organisation-wide induction programme, entitled "On boarding", offers new recruits - managers, workers, employees, technicians and supervisors - a range of information, discussion and awareness-raising modules. We tell them about the organisation and its strategy, ethics, values and social pledges. A digital welcome booklet and a smartphone app have been developed.

HUMAN RESOURCES

Professional development

INDIVIDUAL TRAINING

In addition to the regulatory training that helps maintain skills, our employees benefit from training pathways designed to suit their own needs and ambitions. Training for mobility or redeployment and individual training can take the form of accreditation of prior learning (Validation des Acquis d'Expérience or VAE), a long-term training course or modular courses linked to taking up a new position. Training may be combined with work experience, especially in the context of a mobility project.

✓ We reserve a time budget of 22,000 hours specifically for training for internal promotion and redeployment.

✓ Every year, we take a large number of sandwich-course students on apprenticeship or work experience contracts. As at 31 December 2018, 214 sandwich-course students were working within the organisation, including 188 on apprenticeship contracts and 26 on work-experience contracts.

Managerial development

Within their respective divisions, managers assume responsibility for implementing Human Resources (HR) policies, with support from their local HR function. They set objectives for their units in terms of headcount, develop their staff's skills and help them work towards their career goals. They are partners in organisational agreements and their implementation. They contribute to risk prevention. They are made aware of the human values upheld by the organisation's social policy. We also involve them in putting together the training plan for their staff and we give them training for their role of acting on behalf of the Human Resources Division.

A NEW MANAGEMENT MODEL

By working on managerial skills we can improve the quality of day-to-day labour relations. Since 2015, a formalised approach to management development has provided a common reference point for line and project managers. This process increases self-awareness and strengthens the systemic impact. At the end of 2018, feedback revealed the existence of managerial practices that performed better in terms of commitment, empowerment, feedback, flexibility, cross-functionality and cooperation as well as the transformation of processes and bodies (particularly in terms of decision-making). The greater integration of methods that make use of collective intelligence at the service of performance was also noticed.

4 values and 4 principles

The basis of the managerial model comprises four Group values (trust, commitment, boldness and openness), four managerial roles that embody these values and four leadership principles that illustrate associated know-how:

- develop a better understanding and awareness of oneself;
- come together around an inspiring vision;
- develop autonomy and empowerment;
- take practical steps to embrace cooperation.

SPECIFIC SUPPORT PROGRAMMES

✓ Between 2015 and 2017, all managers benefited from specific training and awareness-raising programmes that focused on the values, managerial roles and principles of leadership.

- *Attitude Manager* invited 1,700 senior supervisors, managers and senior managers to embrace the managerial practices stemming from the company's four values. A manager's guide and an online

toolbox were made available to them: 1,589 employees logged into this space in 2018.

- *Lead & Change* targeted 130 top managers to help them embody the leadership principles and thereby facilitate the company's structural and cultural transformation.
- Since 2017, they have had access to a 360° feedback programme that evaluates, in particular, their managerial skills on the basis of feedback provided by colleagues.

✓ In 2018, each manager received a remote one-to-one coaching offer, in addition to the traditional face-to-face assessment, development and coaching offer.

✓ *Supporting change*: the Human Resources Division works with the teams concerned by an organisational change project so that they can incorporate the support provided before any changes occur. In 2018, this process concerned far-reaching changes at Paris-Charles de Gaulle and Paris-Le Bourget.

✓ *Co-development*: we offer managers co-development programmes during which they are invited to meet their counterparts in other divisions in order to work together on their managerial practices. A mentoring project is currently in place.

✓ *CSR training*: within our "Flight Path" modules, which focus on basic management principles, we have created CSR awareness-raising modules. These modules were taken this year by 90 Aéroports de Paris SA employees (over 500 in 2017 and over 200 in 2016).

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* See page 7 et seq.

A long-standing commitment

For several years, we have had a proactive policy that commits us to promoting diversity and equal opportunities.

First Diversity Agreement

On 27 April 2017, Aéroports de Paris signed its first Diversity Agreement, for the period 2017-2019, the outcome of a process launched in 2012 with its first Diversity assessment. This Agreement consists of organisation-wide commitments for all discrimination criteria. These provisions are part of the ongoing agreements under which the organisation is already committed to equal opportunities (5th Agreement on Workplace Equality Between Women and Men, 9th Disability Agreement, 1st SWP Agreement).

✓ This Agreement is accompanied by communication and awareness-raising campaigns. A summary is currently being prepared for those involved in recruitment. Where our service providers and partners are concerned, we are communicating our commitments and continuing to incorporate social criteria into our consultation documents.

THE MAIN PROVISIONS

By signing its first Diversity Agreement, Groupe ADP has signalled its will to guarantee career progression for all employees based solely on skills and experience. The Agreement refers to the 24 discrimination criteria listed by law. Within our organisation, four criteria have already been the subject of negotiations, agreements and action plans (gender, disability, union membership and age).

✓ **Our commitments:** we are committed to giving concrete expression to our policy via HR processes that ensure equal opportunities and treatment for all our employees. We have appointed a Diversity Officer who must implement and be the driving force behind the diversity policy. We have set up a review body for employees, run by the Diversity Officer. We have defined monitoring indicators and are making sure of everyone's commitment.

STEREOTYPES

Since 2015, we have taken a range of measures to help our staff become aware of discriminatory stereotypes, especially sexist stereotypes.

DIVERSITY AND THE APPRENTICESHIP TAX

The way we distribute the free portion of the apprenticeship tax reflects our approach to diversity. We make donations to educational establishments that promote or encourage diversity, to organisations that contribute to training disadvantaged young people such as "Écoles de la Deuxième Chance" (second-chance schools), and specialist training centres for people with disabilities.

495,291 euros

The amount of the free portion of the apprenticeship tax spent in 2018 in favour of diversity.

Public-sector commitments

DIVERSITY CHARTER

Aéroports de Paris and its main subsidiaries are signatories to the [Diversity Charter](#), which supports cultural, ethnic and social diversity within our organisation (2013 for Aéroports de Paris, 2014 for ADP International, ADP Ingénierie, a subsidiary of ADP International, and Hub One).

EQUALITY PACT

In March 2017, we signed the Department of Employment's "Pact for the equal treatment of job candidates regardless of origin".

REGARDING OUR SPHERE OF INFLUENCE

We communicate and promote our approach by organising or participating in inter-company discussions. We raise the awareness of our partners and service providers.

Gender equality in the workplace

FIFTH GENDER EQUALITY AGREEMENT

On 29 November 2017, we signed our fifth three-year agreement to promote equality in the workplace between women and men for the period, 2018-2019. This fifth agreement reaffirms, among other things, our will to improve the gender balance within particular occupations and to ensure equal pay. A Gender Equality Officer has been appointed. We are aiming for 40% of our managers and 50% of recruits to our Graduate Programme to be women, compared with 40% in our previous agreement. We are continuing our partnership with the women's network, "Elles

HUMAN RESOURCES

Diversity

Bougent” (Women Taking Action). We are planning other measures, including increasing the proportion of women in senior management.

HeForShe

On the occasion of International Women’s Day on 8 March 2018, Groupe ADP demonstrated its commitment to diversity by supporting the HeForShe campaign. Launched in 2014 by the Goodwill Ambassador, Emma Watson, and the former Secretary-General of the United Nations, Ban Ki-Moon, HeForShe is a UN solidarity programme that invites men and boys to take the floor and fight against inequalities that affect women and girls around the world.

PERFORMANCE

✓ Increasing the proportion of women on the Board of Directors and the Executive Committee

In 2018, half of those on our Board of Directors were women. We are participating in the “Board Women Partners” programme, the aim of which is to increase the proportion of women on Boards of Directors. Our Executive Committee has one woman on it, amounting to an 8% female membership rate at the end of December 2018.

✓ **Our promotion rate** is favourable for women: 5.2% versus 3.8%. The proportion of women among our total workforce promotions was 43.6% in 2018, higher than the overall proportion of women (37.6% in 2018, 37.9% in 2017 and 2016). A large proportion of recruits are still taken from technical and regulatory occupations, which have a very high proportion of men. Shifting the balance to include more women at senior levels within the organisation has plateaued. The proportion of women managers stands at 36% in the top management committees.

36.8%

The proportion of women managers in our organisation in 2018 (36.7% in 2017, 36.1% in 2016, 36.3% in 2015, 35.6 % in 2014).

✓ **Pay gaps:** since 2014, pay-gap situations have been examined on a case-by-case basis. Our new Gender Equality Agreement 2017-2019 makes provision for carrying out a pay assessment and the automatic analysis of any gaps. With regards to pay gaps, 16 assessment requests were made in 2018 for a workforce of 2,409 women: three resulted in pay being adjusted. The overall pay gap between men and women (based on average gross pay) is now below 9% (10% in 2017, after remaining unchanged at 9.3% in 2015 and 2016). In 2019, a new specific study on salary structures and pay-gap factors will be carried out.

OUR GENDER EQUALITY IN THE WORKPLACE NETWORKS

✓ We are partners of the “Elles Bougent” association, which promotes technical and engineering occupations to female students at secondary schools and in further and higher education establishments: 40 of our female employees have become mentors. In February 2018, we took part with “Elles Bougent” in a national innovation challenge (“Innovatech”) during the “Networks and careers for women” forum and, in November 2018, in a “Science and engineering for women day” event.

✓ In October 2018, for the fifth time, more than one hundred male and female employees took part in the annual charity long-distance race organised by the association, Odyssea, on behalf of the Gustave Roussy breast-cancer research institute.

Disability

In 2018, we celebrated the 27th anniversary of our Disability Policy. Our 9th three-year Agreement, for

2016-2018, in support of employing people with disabilities, was signed by all the unions on 25 January 2016. It seeks to facilitate and favour the employment and retention of people with a disability and to strengthen our support for the sheltered work sector. Some of its measures apply to employees caring for a child or a partner with a disability. It will be renegotiated in 2019.

THE FOUR STRANDS OF THE 2016-2018 AGREEMENT

The 2016-2018 Agreement is organised around four themes:

- action to support continuing employment;
- the issues of induction and job training, including hiring for the ordinary workplace;
- obtaining support from adapted businesses and from establishments and services for helping people with disabilities to find employment;
- raising awareness among relevant people within the organisation.

7.5%

The proportion of jobs held by disabled staff at Aéroports de Paris in 2018. In 2014, we achieved a rate of 6.46%, which exceeds the legal requirement of 6%.

✓ In 2018, people with disabilities represented 0.65% of external recruitments; 451 people with disabilities were part of the Aéroports de Paris permanent workforce.

ESATS (ESTABLISHMENTS AND SERVICES TO HELP PEOPLE WITH DISABILITIES FIND EMPLOYMENT)

We aimed to achieve revenue of 2.4 million euros over the duration of the Agreement with companies in the adapted and protected sector, or €800,000 per year. This target was beaten with revenue of 2.5 million euros over three years. In 2018, we entrusted €855,000 of services to 16 suppliers from this sector.

HUMAN RESOURCES

Diversity

OUTCOME OF THE 2016-2018 DISABILITY AGREEMENT		
	2016-2018 target by category	Outcome as at 31 December 2018
Permanent employment contracts	<i>minimum of, 15</i>	11 (73% of the target)
Sandwich-course contracts	<i>minimum of, 6</i>	2 (33% of the target)
CAE and/or fixed-term contract ⁽¹⁾	15	4 (27% of the target)
Disabled interns ⁽²⁾	<i>minimum of, 6</i>	12 (200% of the target)

Global target: to recruit at least 42 people who qualify under the mandatory employment of disabled workers (OETH).
Remark: 2018 was characterised by the withdrawal of CAE contracts in the company, which affected the CAE target and the permanent employment contract target as a very large share of those recruited on a permanent basis previously had a CAE contract.
Scope: Aéroports de Paris SA.

⁽¹⁾ CAE: support-in-employment contract. CDD: permanent employment contract.

⁽²⁾ from specialist training centres, secondary and higher education establishments and into-work and back-to-work organisations.

OUR DISABILITY TASK FORCE

Our Disability Task Force is the go-to point of contact for disabled employees. Employee volunteers act as “induction buddies” for new recruits with disabilities. We are partners with the disability advisory clubs.

Duoday 2018

In 2018, Aéroports de Paris took part in the first national Duoday. On a specific day throughout France, a company, a local authority or an association hosts a disabled person who teams up with an employee who volunteered to take part in this initiative. Duoday was rolled out in France in 2018 by the secretary of state to the prime minister responsible for disabled people.

✓ Every year, our Disability Task Force takes part in a range of events related to employment for people with disabilities, such as the virtual online forum “Talents Handicap” and the “Disability, Jobs and Responsible Procurement” fair. It also organises, throughout the year, awareness-raising events for employees, particularly during the European Disability Employment Week.

✓ Since 2013, we have been partners of the Institut National des Jeunes Sourds (Young deaf people’s association).

Generational contract

Our SWP Agreement 2016-2018 incorporates the provisions relating to the generational contract (for combating youth employment, retaining older employees, passing on knowledge and combating discriminatory recruitment practices).

YOUNG PEOPLE

We back the promise to facilitate the recruitment of young people and their integration into the labour market. We support young people through specific mechanisms for accessing training, accommodation and transport.

✓ Over the term of the SWP Agreement, we have set a target to ensure 30% of our permanent contracts go to young people. In 2018, we achieved a rate of 33% (43.8% in 2017; 40% in 2016). The 30% target was increased to 35% under the new SWP Agreement 2019-2021.

✓ Since 2017, in order to increase diversity among recruits to our Graduate Programme, we entered into a partnership with Mozaik HR, a recruitment and human resources consultancy specialising in promoting diversity.

OLDER EMPLOYEES

We aim to keep older employees in work and provide training to support their professional development. We offer older employees a full end-of-career planning process.

✓ The 2016-2020 Agreement provides for older workers (minimum age of 50) to account for 2% of employees recruited on permanent contracts, with over-55s making up an average of 14.5% of the average workforce. In 2018, the recruitment rate was 7.1% of permanent contracts (5.1% in 2017, 4.4% in 2016) and the share of over-55s in the average workforce was 22.6% (22% in 2017, 20.5% in 2016).

✓ In 2018, we introduced end-of-career part-time schedules in the form of skills-sharing schemes. Employees may work within an association with which they share their professional experience. (See the “Solidarity” chapter in the Social commitment section.)

With the high-priority areas of the city

✓ For several years, we have undertaken various initiatives aimed at secondary-school students and young graduates aged 18 to 26 in priority districts of the city policy (QPV) under the “Companies and Districts” charter, to which the Group was a signatory.

HUMAN RESOURCES

Working conditions

✓ In 2016, we signed the Seine-Saint-Denis Equality Charter.

✓ In September 2018, Groupe ADP joined the [PaQte](#) programme, an initiative of the Ministry for territorial cohesion and relations with local authorities. Through this programme, French companies commit themselves to a city's high-priority districts. We are committed to offering 300 internships (of which 66% will concern interns from a city's high-priority districts) and take 200 sandwich-course students per year, on average, until 2021.

✓ Since 2015, we have been partners of the association, "Ma caméra chez les pros", which is supported by the Groupe ADP Foundation. This association invites secondary-school students in areas targeted for special help in education to find out about less well-known and less readily-accessible occupations by spending time in companies and preparing reports on their experience. We have also been partners, since 2015, of the association [Nos Quartiers ont des Talents](#) ("Our District's Got Talent"), which, among other things, provides opportunities for young graduates from the city's high-priority districts to find work. We have supported 50 young people since 2015 and had 21 mentors among our employees in 2018.

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WORKING CONDITIONS

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* See page 7 et seq.

An organisation-wide approach

REWARDING PERFORMANCE

Our remuneration policy is based on two principles:

- ensuring the internal fairness and external competitiveness of the remuneration offered;
- rewarding employees' performance and fostering a sense of being part of the organisation.

These principles are applied within the framework of an organisation-wide approach to remuneration that encompasses, in addition to fixed and variable pay (including share ownership, profit-sharing and the Group savings plan), welfare schemes (health, insurance, pension), employee services (staff restaurant, nursery, home-help vouchers, etc.) and working hours (deferral of paid leave, exchanging leave for pay, part-time working, teleworking, etc.). Each subsidiary has its own pay and benefits system.

TRANSPARENCY

We systematically give our employees regular updates concerning our Pay Policy and any changes to it using a range of measures (collective information via the intranet, forums, roadshows, our internal newsletter, electronic newsletters, etc.). We use the HR network to reply directly to employee queries.

Pay Agreement

✓ 2018

In 2018, mandatory annual negotiations on pay and the sharing of added value did not result in the signing of an agreement. Nevertheless, general management and the executive committee decided that Aéroports de Paris SA employees should benefit from unilateral pay measures for 2018:

- a general pay increase of 0.3% on 1 July 2018;
- full compensation for the rise in the CSG (General Social Contribution);
- a revaluation of managers' performance-based variable target pay;

✓ 2019: a pay agreement was signed in January 2019.

CSR within the framework of pay

CSR OBJECTIVES

Our performance-based policy makes explicit provision for setting CSR objectives linked to our variable individual and collective pay system. We thus emphasise the key role of CSR in the organisation's performance and reward it financially. Every year, a reminder of this policy is issued in a note from the Chairman & Chief Executive Officer to all managers. Its concrete expression within the objectives set for teams and individual staff is assessed by the Environment, CSR and Regions Division.

PROFIT-SHARING AGREEMENTS

Our 11th Profit-Sharing Agreement, signed in June 2018 and applicable for 2018-2020, takes account of five criteria:

- three economic criteria (Ebitda Groupe, load-per-passenger ratio, revenue-per-passenger ratio);
- a CSR criterion concerning customer satisfaction measured via an ACI survey;

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Health

- another CSR criterion, which is the rate of workplace lost-time accidents.
- ✓ Our subsidiaries, ADP Ingénierie, a wholly-owned subsidiary of ADP International, and Hub One also have a Profit-Sharing Agreement.
- ✓ In 2018, the total amount of profit-sharing that appeared in the accounts for all Groupe ADP companies came to 14 million euros (13 million euros in 2017).
- ✓ The participation amount stood at 28 million euros in 2018, compared with 22 million euros in 2017.

Special bonus

Groupe ADP and its wholly-owned subsidiaries, ADP International, ADP Ingénierie and Hub One, decided to pay in January 2019 a special “purchasing power” bonus to all of their employees in France whose total gross annual pay is less than 50,000 euros. This bonus concerns more than 45% of the employees at Groupe ADP and in its subsidiaries.

Employee savings and employee shareholding

The Employee Savings Scheme consists of a Group Savings Scheme (PEG) and a Group Staff Pension Scheme (PERCOG); 99% of the employees of Aéroports de Paris SA are shareholders within the PEG via the employee’s mutual fund (FCPE) called, *ADP actionnariat salarié* (“ADP employee shareholders”).

EMPLOYER TOP-UP CONTRIBUTIONS

Where Aéroports de Paris SA is concerned, we top up the payments made into this employee’s mutual fund within the PEG. Current agreements provide for a top-up payment into the PEG and PERCOG for the years 2016 to 2019. Employees investing in the

PERCOG since 2010 are guaranteed ten years of top-up payments.

✓ In 2018, the top-up payment made by the organisation for this purpose was nine million euros, as in 2017 and 2016.

ADP BOND MUTUAL FUND

To maintain the momentum of the employee savings scheme, an ADP bond mutual fund, invested mainly in unquoted bonds issued by Aéroports de Paris, was implemented in 2018 when the profit-sharing amount for 2017 was collected. It is now closed to subscriptions.

SOLIDARITY FUND

Indirectly, the solidarity investments offered to members of the Employee Savings Scheme contribute to the spread of a culture of responsibility. Such is the case with the Amundi Solidarity ESR mutual fund for employees offered within PEG and PERCOG. The solidarity portion of the fund is invested in the France Active investment company, which finances, among other things, ecological projects, projects to combat social exclusion, and projects to help integrate young people into the world of work. This fund has the CIES label for socially responsible investment.

SUPPLEMENTARY HEALTH-CARE COVER

Our employees benefit from supplementary health-care cover. Across the Group, work to converge supplementary health-care cover was carried out in 2017 on the occasion of the call for tenders. In 2018, this resulted in a single level of service from the same insurer and for all our subsidiaries.

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HEALTH

MATERIALITY MATRIX*

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RANKED: “VERY IMPORTANT”

* See page 7 et seq.

Health Policy

The Aéroports de Paris Health & Safety at Work Policy emphasises risk prevention and adapting work to people. It is the subject of regular communication with employees.

OUR RISK PREVENTION PROGRAMME 2016-2020

We implement a multi-annual occupational risk prevention programme for the whole of Aéroports de Paris SA. Its purpose is to improve working conditions and reduce workplace accidents. Occupational risks are the subject of an annual assessment.

The scope of our prevention programme includes:

- road and pedestrian traffic accidents (almost 50% of workplace accidents in our organisation);
- psychosocial risks;
- risks associated with asbestos, noise, ionising radiation, vibration, use of chemical products, electricity, lifting and handling, and muscular-skeletal disorders;
- and risks associated with concurrent activities.

Towards a culture of risk prevention

OUR ACTION PLAN

Since 2015, we have applied an action plan for risk prevention and safety created by the Executive Committee following an analysis of workplace accident statistics.

- **Goals:** to reduce accidents significantly and prevent

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Health

the recurrence of serious accidents, whether involving our own employees or users of the installations we make available to the businesses that operate at our airports.

• **Four priorities:** prevention of attacks and verbal abuse; prevention of risks associated with movement and transportation; prevention of psychosocial risks (PSR); and prevention of risks to our contractors. These priorities are the subject of a communication and commitment from the Chairman & Chief Executive Officer to all employees.

✓ In 2016, a communication plan was introduced to involve managers and employees in implementing actions. An explanatory leaflet was distributed.

✓ In 2017, a new strategy was formulated aimed at developing a shared culture of risk prevention at every level of the company. Several actions have been taken to strengthen the management of risk prevention, particularly the production of a framework of managerial practices in this area, the creation of a training module and the writing of a guide to factoring human beings into change projects.

✓ In 2018, we started to discuss how the collective and transversal nature of the network of occupational safety managers could be bolstered.

STEERING AND MONITORING

An interdepartmental Prevention Steering Committee, co-chaired by the deputy CEO and the Human Resources Director, meets every three months to evaluate and monitor the actions put in place. An update on workplace accidents is presented to the Executive Committee every two months.

SAFETY DAYS

Since 2015, as part of our ongoing action plan, we have organised

two Safety Days per year. We run workshops for managers and activities that are open to everyone at our three airports in the Paris region. We place particular emphasis on road and pedestrian traffic risks and first aid. In 2018, local initiatives were given priority.

CONSTRUCTION SITE SAFETY

Since the summer of 2017, a safety action plan has been implemented on our construction sites. It comprises initiatives relating to culture (receiving visitors, notices displayed, awareness-raising, feedback and analysis), actions aimed at our service providers (information and safety clauses included in invitations to tender, penalties in the event of workplace accidents) and systematic supervision and monitoring actions.

Difficult working conditions

Since 2015, factors relating to difficult working conditions have been taken into account in our information system. We have introduced systematic automated monitoring of the regulatory factors that affect us in relation to difficult working conditions: working at night, and crews working shifts. From 2016, new factors contributing to difficult working conditions have been taken into account for Aéroports de Paris SA, in compliance with the relevant regulations. The corresponding social declarations are made in accordance with the regulations.

For expatriates

Expatriates and Group personnel posted abroad are covered by a system of protection based on the constant monitoring of the levels of safety in the countries concerned. This warning system operates in real time. Expatriates and envoys have access to an intranet site and are made aware of safety issues.

Our management and monitoring tools

We have an integrated information system, brought into production in 2016, that brings together all our occupational risk evaluation procedures (the “single document”), difficult working-condition factors, the declaration, the monitoring and analysis of workplace accidents and occupational diseases. In our operational units, we have rolled out a regulatory monitoring tool for “hygiene, safety, working conditions and the environment”, supplemented by a compliance analysis tool for putting corrective actions into place. We also use a tool that monitors concurrent activities, which is regularly updated. A computerised management tool updates all safety data sheets and the regulatory requirements relating to chemical products used by employees on all our sites.

CERTIFIED MANAGEMENT

Our Paris-Charles de Gaulle and Paris-Orly airports are OHSAS 18001 certified for the management of health and safety in the workplace.

Workplace accidents 2018 Overview

In 2018, the number of lost-time accidents was very similar to that of 2017: 139 accidents in 2018, compared with 132 in 2017. However, there was a fall in the number of hours worked, which has an automatic and detrimental impact on the frequency rate. The analysis of the causes of lost-time accidents reveals control over technical occupational risks (handling, use of machinery and tools); the primary cause remains work-related travel, whose causes are multiple.

HUMAN RESOURCES

Quality of life at work

Preventing psychosocial risks

Preventing psychosocial risks (PSRs) is one of the priorities of our action plan for preventing occupational risks, drawn up since 2015. The plan seeks to:

- make PSR prevention a part of the training of managers;
- assess PSRs in the single document and analyse accidents to prevent situations which make people feel unhappy or uneasy;
- carry out projects with PSR prevention in mind, especially before reorganisations, encourage and support the full understanding of the issues, contributions from all, autonomy and cooperation.

OUR LISTENING AND PREVENTION SYSTEM

We have introduced a listening system and a specific method to assess PSRs. At the end of 2018, over 330 working groups met to assess psychosocial risks and define improvement actions together.

A SINGLE DOCUMENT

Since 2016, a cross-functional assessment of PSRs within Aéroports de Paris SA has been carried out with occupational doctors, social department representatives and occupational safety managers. This assessment is updated every year.

A METHODOLOGY GUIDE

In the midst of transition and profound cultural change, we thought it necessary to put together a methodological guide to enable us to anticipate the impact of change on the company's men and women. The guide was written in 2017 by a multidisciplinary group of managers, Human Resources Division representatives and representatives from the organisation-wide Health, Safety and Working Conditions Committee (CHSCT) and from the Occupational Health Department.

✓ In 2018, the guide was published in electronic format and in the form of a leaflet. It was presented to the Executive Committee, in all of the CHSCTs, to HR representatives and occupational safety managers, and in the various management committees.

Supporting change 2016-2020

Within the context of the project Paris-Orly 2020 project, which entails massive changes in our organisational structures, we have made the monitoring of psychosocial problems part of our support programme.



* See page 7 et seq.

Private life and working life

At Aéroports de Paris SA, there are several measures in place that help employees strike a positive work/life balance, including parental leave, part-time working, nurseries, financial aid, help with accommodation and a teleworking agreement.

TELEWORKING AND THE "TIME SAVINGS ACCOUNT"

In December 2016, in response to a strong desire on the part of our employees, and consistent with the modernisation of our organisational structures, we signed our first three-year teleworking agreement (2017-2019). In December 2016, Aéroports de Paris SA also signed an agreement concerning the Compte Épargne Temps (CET), or "Time Savings Account".

✓ Our Teleworking Agreement is based on teleworking being strictly voluntary, and on the preservation of a social connection and of employee social groups, respect for employees' home lives, reversibility, and the absence of any differential treatment of teleworking employees. Teleworking is the subject of an amendment to the employment contract. Following a launch phase in 2017, teleworking was introduced gradually in 2018. Teleworking is the subject of regular feedback supplied to social partners and management as it is a new way of working.

✓ A total of 4,225 employees are eligible for teleworking. In 2017, 765 employees teleworked; this number rose to 1,181 in 2018 (these figures exclude teleworking carried out occasionally, exceptionally or for medical reasons). On average, teleworkers work from home 2.5 days per month.

PARENTAL LEAVE AND PART-TIME WORKING

We have introduced paid paternity leave and elective part-time working, granted as of right to parents of children aged from three to six years (the law provides for this only for parents of children aged three or under) and ensured parental leave has a neutral effect on promotion.

GIFTING OF DAYS OFF

In January 2016, we entered into an agreement with all the representative trade unions which allows any employee to make an anonymous gift of a day off to a colleague understood to be dealing with the serious illness of a child, spouse or partner. This gift of a day off means the beneficiary will be paid during his or her absence.

✓ This agreement was revised on 3 May 2018 to include informal care providers.

HUMAN RESOURCES

Industrial relations

NURSERIES

Two inter-company nurseries have been open for over ten years at Paris-Charles de Gaulle and Paris-Orly.

CESU (STATE-FUNDED EMPLOYMENT VOUCHERS)

We offer our employees on permanent contracts financial aid within the context of company agreements. This aid is provided in the form of a voucher that can be used to pay for domestic help such as cleaning, within the limits of the allocated budgets.

HOUSING

We have opened a website dedicated to housing. We pool our resources with those of our subsidiaries, other large companies and Comité Habitat, an organisation within the Planète'Airport association.

Great Place to Work® opinion survey

We measure our employees' perception of their quality of life at work. Since 2015, this survey, which respects the anonymity of our employees, has been conducted by the international institute, *Great Place to Work®*, which assesses every two years companies that offer a great work environment. This assessment, which provides elements for comparison with companies of a similar size, is part of our brand pledges and our continuous improvement process. The survey asks questions about five criteria: credibility, respect, fairness, pride, and camaraderie. The results of the 2017 survey were presented to our staff.

✓ In 2018, management committees, teams and employee representative bodies examined the results. Action plans were then drawn up and Quality of life at work contacts were appointed for each division.

51%

Share of employees who took part in the *Great Place to Work®* survey in 2017.

Employee-driven innovation

We have several initiatives in place to encourage our staff to suggest innovative solutions in relation to the social responsibility themes, including protecting the environment, passenger services, health and safety, and quality of life at work. Our employee-driven innovation scheme, Innov'idées, is one such initiative. Driven by ideas put forward by employees, the scheme rewards their ingenuity, makes them feel more involved and gives their careers a boost. Their suggestions make our processes more efficient, improve customer service and health and safety at work, and have positive effects on our CSR policy.

7 INDUSTRIAL RELATIONS

MATERIALITY MATRIX*
ISSUE 15 RANKED: "IMPORTANT"

* See page 7 et seq.

Organisation of industrial relations

Quality employer-employee dialogue fosters the development of a climate which encourages collective and individual efficiency. In keeping with the principles of the International Labour Organization (ILO), we encourage and support such dialogue by recognising the trade unions and acknowledging the employees' right to union membership and training and the wish to communicate via union processes and meetings and staff representatives.

Our employer-employee dialogue is structured around our Group Committee for Groupe ADP and, for Aéroports de Paris SA, the Works Council, seven Health, Safety and Working Conditions Committees (CHSCTs), an organisation-wide CHSCT - set up in 2017 - and a central authority made up of staff representatives and over 50 union representatives, under an agreement concerning union rights.

2018 agreements

In 2018, several collective bargaining agreements were signed in various areas. To facilitate industrial relations, two agreements in particular were reached:

- on 7 February 2018, the open-ended agreement on the use of teleconferencing to hold meetings with staff representative bodies;
- on 31 July 2018, the agreement on the method to be used to organise negotiations on the implementation of the social and economic committee (CSE). As from 1 January 2020, this new body, specified in order no. 2017-1386 of 22 September 2017, will structure industrial relations in the company. It will replace the works council, the staff representatives and the CHSCTs.

✓ Several agreements have been revised to take company changes into account, especially organisational changes at the airports.

✓ Each of these agreements has been communicated to all employees via the intranet and internal newsletters.

CLIMATE AND ENVIRONMENT PLEDGE

We are committed to taking practical measures in relation to the climate and the environment. We are developing renewable energy sources at our sites and striving to improve energy efficiency and reduce our greenhouse gas emissions. We monitor water and air quality at our airports very closely. We preserve biodiversity. We share good practice within the airport community.

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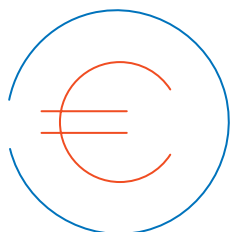
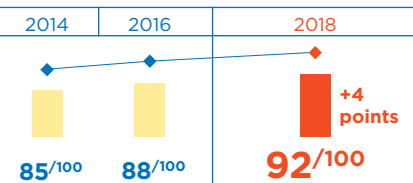
2030
WE AIM TO BECOME
CARBON NEUTRAL
FOR OUR INTERNAL
EMISSIONS BY 2030.



15%
OF TOTAL ENERGY CONSUMED
IN 2020 CAME FROM
RENEWABLE RESOURCES.

ENVIRONMENT VOLUNTARY EXTRA-FINANCIAL RATING 2018

(scope: Aéroports de Paris SA)



€44_M
for environmental investment
planned under our third
Economic Regulation Agreement
(2016-2020).

387
CHARGING POINTS AT OUR
AIRPORTS FOR ELECTRIC
AND HYBRID CARS
(31.12.2018).



ENVIRONMENT

Environment roadmap 2016-2020 and achievements in 2018

SDG ⁽¹⁾	OBJECTIVES FOR IMPROVEMENT 2016-2020	STATE	OUR 2018 ACHIEVEMENTS
ENERGY			
SDG 7	Improve our energy efficiency by 1.5% per year in the period, 2016-2020 (7% over five years).	✓✓✓	<ul style="list-style-type: none"> • 2018 results: 5.9% • Continued replacement of traditional lighting systems with more energy-efficient LED systems. • Monitoring of energy use by rolling out "local energy performance indicators". • Remote reading of electricity meters to monitor use and detect anomalies better.
SDG 7	Raise the share of renewables in our total energy consumption to 15% by 2020.	✓✓✓	• 2018 results: 15.8%
SDG 13 SDG 15	Reduce our CO ₂ emissions per passenger by 65% between 2009 and 2020.	✓✓✓	• 2018 results: 69.0%
SUSTAINABLE CONSTRUCTION AND DEVELOPMENT			
SDG 11 SDG 13	Certify 100% of our buildings with an environmental badge (HQE™, Breeam® or other).	✓✓✓	<ul style="list-style-type: none"> • HQE™ certification (<i>Breeam</i>® in progress) of the head office at Paris-Charles de Gaulle. • <i>Breeam</i>® certification in progress for the Baïkal building (office furniture).
SDG 11 SDG 13	Develop a sustainable development standard for our airports.	✓✓	• Updating of the "electricity, water and waste" sections of the standard.
SDG 11 SDG 13	Update the procedure for polluted sites.	✓✓✓	• The procedure was completed and distributed to the relevant stakeholders.
AIR, EMISSIONS AND CLIMATE			
SDG 13	Increase the proportion of clean vehicles (hybrid, electric, etc.) in our light vehicle fleet to 25% by 2020.	✓✓✓	<ul style="list-style-type: none"> • 2018 results: 25.4% of vehicles in our light vehicle fleet are electric or hybrid. • 241 electric or hybrid service vehicles. • 387 charging points at the airports.
SDG 13	Maintain <i>Airport Carbon Accreditation (ACA)</i> Level 3 in 2020 for our three main airports.	✓✓✓	<ul style="list-style-type: none"> • ACA Level 3 for Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget renewed in June 2018. • Commitment to be carbon neutral by 2030 (ACA Level 3+).
SDG 13	Limit emissions of aircraft on the ground and of runway equipment and vehicles.	✓✓✓	<ul style="list-style-type: none"> • Pre-Departure Sequencing (2014) at Paris-Charles de Gaulle and, since 2017, at Paris-Orly. • Deployment of 400 Hz sockets on new aircraft contact stands.
SDG 13	Continue taking action to reduce emissions from vehicles accessing our airports and from internal traffic (company and inter-company mobility schemes).	✓✓✓✓	<ul style="list-style-type: none"> • Implementation of teleworking and development of new collaborative tools (video-conferencing, etc.). • Trialling of a driverless electric shuttle. • Commissioning of an innovative digital car-sharing platform as part of the inter-company mobility scheme.

✓ Start-up ✓✓ In progress ✓✓✓ Advanced ✓✓✓✓ Achieved

(1) For a better understanding of our SDG decisions, please refer to pages 12 and 13.

ENVIRONMENT

Environment roadmap 2016-2020 and achievements in 2018

SDG ⁽¹⁾	OBJECTIVES FOR IMPROVEMENT 2016-2020	STATE	OUR 2018 ACHIEVEMENTS
WATER			
SDG 6	Reduce our internal consumption of drinking water per passenger by 5% by 2020 compared with 2014.	✓✓	<ul style="list-style-type: none"> • Increase of 2.8% in 2018. • Monitoring of water consumption. • Rainwater recycling at Paris-Orly for use in the toilet facilities. • Installation of water-saving toilets whenever toilet facilities are renovated.
SDG 6 SDG 15	Continue improving the management of winter pollution.	✓✓✓	<ul style="list-style-type: none"> • Updating of waste-water blueprints for Paris-Charles de Gaulle and Paris-Le Bourget. • Completion of the holding-pond restructuring and interconnection project at Paris-Charles de Gaulle.
WASTE			
SDG 12	Achieve 45% recovery and recycling rate for internal non-hazardous waste by 2020.	✓✓	<ul style="list-style-type: none"> • 2018 recovery and recycling rate: 37.5% (4.4 points higher than 2017). • Continue taking action to separate biowaste at source and to treat it.
SDG 12 SDG 11	Achieve a 70% recovery and recycling rate for construction-site waste by 2020.	✓✓	<ul style="list-style-type: none"> • More stringent requirements for subcontractors.
SDG 12	Offer the biowaste collection service to 100% of our customers by 2020.	✓✓✓	<ul style="list-style-type: none"> • Continue energy recovery and recycling via a used cooking oil and biowaste collection service offered at all our sites.
BIODIVERSITY			
SDG 15	Devise and implement an ecology management plan for our development work.	✓✓✓	<ul style="list-style-type: none"> • Specific recommendation in our development guides.
SDG 15	Carry out a biodiversity study for development projects and for all our airports.	✓✓✓	<ul style="list-style-type: none"> • Approval of the “Biodiversity, development and landscape” blueprint for Paris-Charles de Gaulle. • Continue the “Biodiversity, development and landscape” blueprints for Paris-Orly and Paris-Charles de Gaulle.
SDG 15	Maintain a reduction of 50% in our consumption of phytosanitary products between 2008 and 2020.	✓✓✓	<ul style="list-style-type: none"> • Average reduction of 56% in our use of phytosanitary products over three years (2015, 2016, 2017). • Zero phytosanitary products at Paris-Orly (airside and landside).

✓ Start-up
 ✓✓ In progress
 ✓✓✓ Advanced
 ✓✓✓✓ Achieved

(1) For a better understanding of our SDG decisions, please refer to pages 12 and 13.

ENVIRONMENT

Policy and pledges

1

POLICY AND PLEDGES

Our ambition

Within an increasingly strict legislative, regulatory and political framework, we have for the past 20 years been implementing a proactive environment and energy policy, especially with regard to combating climate change and improving air quality. We are the only major European airport group that undergoes extra-financial rating at its own request. Carried out every two years (see page 21), this rating assesses our progress in five CSR areas, including environmental conservation. In 2018, Groupe ADP obtained a rating of 91/100 (up 5 points on 2016) and the parent company, Aéroports de Paris, obtained a rating of 92/100, up 4 points on 2016.

✓ Our environmental policy is systematically reviewed in light of our strategic five-year plans, the most recent of which covers the period, 2016-2020.

Three principles

Our environment and energy policy, signed in December 2015 by our Chairman & Chief Executive Officer, falls within the scope of the 2020 European Climate and Energy Package for combating climate change. It increases the extent of our collaboration with all of our stakeholders. It conforms to the three objectives of our 2016-2020 Strategic Plan: "Optimise, Attract, Expand".

1 - Optimise by exceeding regulatory requirements.

2 - Attract by boosting existing measures and involving all departments, staff, suppliers, the airport community as a whole and our other stakeholders.

3 - Expand so that our leadership in the areas of sustainable development and CSR contributes to the Group's

development and standing, both in France and abroad, and to its competitiveness and prestige.

Six themes

Our policy comprises, within six themes (energy, water, waste, air and emissions, biodiversity, sustainable construction and development), ambitious targets connected to the aims of the Economic Regulation Agreement 2016-2020 and the Energy Transition Act for environmentally-friendly growth of 18 August 2015.

✓ In 2018, our goals and commitments for the themes, "air and emissions, biodiversity and noise" were reaffirmed at the National Symposium on Air Transport. They were uploaded to [our Group site](#) and to our site, [Entrevoisins.org](#).

Management

Our aim is to control all risks, while complying with the requirements of the legal and regulatory framework within which we operate. All our management systems are an integral part of our internal control system and play a key role in risk control.

Paris-Charles de Gaulle and Paris-Orly have certified Integrated Management Systems (IMS) (May 2008 in the case of Paris-Charles de Gaulle; October 2013 in the case of Paris-Orly). The IMS complies with international standards for quality management (ISO 9001), environmental protection (ISO 14001 - 2015 version) and for the management of health and safety in the workplace (OHSAS 18001). It takes into account airport safety and security rules set by EU regulations and the DGAC (French Civil Aviation Authority). In 2017, Paris-Charles de Gaulle and Paris-Orly successfully underwent IMS renewal audits.

Paris-Le Bourget (2005), the Issy-les-Moulineaux heliport (2009) and the

Toussus-le-Noble aerodrome (2015) **have an Environmental Management System (EMS) that complies with the ISO 14001 standard (2015 version).**

✓ In 2018, the ISO 14001 certificates for the three airports were renewed.

ISO standard 14001, 2015 version

The ISO 14001 standard, updated in 2015, places greater emphasis on environmental management as part of the company's strategic direction. It encourages the use of sustainable resources, the control of the company's climate impact, the adoption of a lifecycle perspective (we take account of products and services from cradle to grave) and the introduction of a strategy for communication and dialogue with stakeholders.

Our Energy Management System (EMS) has been certified as compliant with international standard ISO 50001 since June 2015.

It covers all company operations at the three airports in the Paris region.

✓ ISO 50001 certification of the EMS was renewed in 2018.

ENVIRONMENT

Policy and pledges

Training

Throughout the year, our employees are made aware of the importance of conserving and protecting the environment and controlling energy consumption. Information on these subjects is shared via internal communication tools, particularly the electronic document management system, the internal newsletter *Connexions* and the Groupe ADP intranet site. An energy management training course has been in place since 2016 and 200 employees will have taken this course by 2020. Specific initiatives have also been rolled out (free distribution of LED bulbs to employees, creation and broadcast of humorous films to raise awareness of controlling energy consumption, etc.). In 2018, we overhauled our training course on the environment and energy.

Green employees

Since 2015, employees wishing to get involved in preserving the environment while they work can join the Green Employees Community: 76 staff members have already signed up online to our Green Charter, a list of everyday environmentally-friendly actions. These green employees are genuine ambassadors for good environmentally-friendly practices and meet on a quarterly basis to decide on their top-priority actions. At the final meeting of the year, they draw up an action plan for the coming year.

Eight actions have been developed since 2015:

- the collection and recycling of coffee and tea capsules (over 4,390 kg recycled in 2017 and 2018 in the Askia building at Paris-Orly and at the Paris-Charles de Gaulle head office);
- an action that encourages people to use ashtrays and a campaign to raise awareness on cleanliness, carried out by green employees on the terrace of the Orly South terminal;

- the use of central units with low electricity consumption;
- the printing of payslips using only black ink;
- the recycling of “Tensabarriers” coils (over 3,000 with the former Groupe ADP logo) to reuse the belts as promotional items following the removal of the logo;
- the recovery of used ink pads in the secretarial offices, which resulted in a 50% saving on the purchase cost of an ink pad;
- the organisation of a “Gratifieria” (free second-hand goods fair) in partnership with the association, Planèt’AIRport and the alternative supermarket project, EP’Autre;
- the collection of electrical and electronic waste (WEEE) thanks to a WEEE collection box, “Electribox” (the outcome of a partnership between Ecologic and Lyreco), for the association, AFM-Téléthon: 15,000 PCs and 53 tonnes of WEEE were collected (equivalent to a €20,800 donation).

Promoting good practice

Within the Paris Airports Environment Partners Clubs (CPE), we bring together the businesses operating at our three airports in the Paris region. These clubs, created in 2003, are places for discussing and reviewing good practice. They organise events and take joint action with us at national and European level. The site [Ecoairport](#), overhauled in 2017, can be accessed by CPE airport members. It provides environmental news and information to help them take practical sustainable-development measures.

Some 100 businesses are members of the CPEs.

European Sustainable Development Week

Promoting good environmental practices includes sharing such practices with all our stakeholders. During European Sustainable Development Week 2018, we invited several start-ups to talk about the circular economy to encourage networking and employee involvement.

Our laboratory

The State tasks us with the environmental monitoring of the Paris airports. This mission is undertaken by our laboratory, which has ISO 9001 certification and is accredited by the Comité Français d’Accréditation (French Accreditation Committee, or COFRAC).

✓ The Aéroports de Paris laboratory monitors ambient **air quality** at the Paris airports by means of a network of permanent and temporary measuring stations. It keeps inventories of airport activity emissions, monitors the quality of airborne emissions from thermal plants and carries out studies on interior air quality (terminals, car parks, etc.). Thanks to its four monitoring stations, it continuously measures nitrogen dioxide (NO₂) levels, fine particle concentrations (PM 10 and PM 2.5) and ozone (O₃) concentrations.

✓ **Waste water** from operations at Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget and industries in the airport area undergoes rigorous monitoring. The Aéroports de Paris laboratory uses a network of measurement points (piezometers) to monitor the level of the water table and the quality of the rainwater running off into the natural environment.

✓ The laboratory continuously measures **aircraft noise** at and around the Paris airports. By combining these values with

ENVIRONMENT

Energy

aircraft trajectories, a noise level can be attributed to each aircraft having taken off from or landed at Paris-Orly and at Paris-Charles de Gaulle. We also provide the authorities (particularly the DGAC) with the measurements and analyses they need for making decisions about controlling and monitoring airborne noise. Lastly, the laboratory is responsible for the environmental monitoring of soil quality using the method prescribed by the Ministry for Ecological and Inclusive Transition. The purpose of this monitoring is to check that the condition of site environments is compatible with their use and/or redevelopment projects, and, if necessary, to instigate the treatment of site pollution.

✓ Since 2014, the laboratory's website, Ev-labo.aeroportsdeparis.fr, has provided access to measurements and monthly and annual reports concerning noise, atmospheric pollution and water quality.

44 million euros

The total amount of environmental investment planned under our third Economic Regulation Agreement (2016-2020).



ENERGY

MATERIALITY MATRIX*
ISSUE 17 RANKED "VERY IMPORTANT"

* See page 7 et seq.

Our objectives for 2020

2018 was our third year of implementing our Energy Policy. It is our ambition to improve our energy efficiency by 1.5% per year, on average, over the period 2016-2020 and to raise the proportion of our total consumption provided by renewable energy to 15% by 2020. We are taking several measures to achieve this. We are reducing our energy consumption (electricity, heating and cooling). We are making our buildings more energy-efficient by using new and more efficient technology for lighting, ventilation and electromechanical equipment. We are increasing the proportion of renewable energy within our energy mix. We are aiming to reduce our CO₂ emissions per passenger by 65% between 2009 and 2020. This objective, which boosts our involvement in the fight against climate change (see page 49), was made public in June 2015 in the Joint Manifesto that we signed with Air France-KLM and the Groupement des Industries Françaises Aéronautiques et Spatiales (French Aerospace Industries Group, or GIFAS).

2030

We aim to become carbon neutral for our internal emissions by 2030.

One energy management system

Our Energy Management System (EMS) was certified as compliant with international standard ISO 50001 in June 2015. We are the first airport management group of this size (105.3 million passengers in 2018) to obtain this certification. Renewed in 2018, it recognises our commitment

to improving our energy efficiency and reducing our carbon footprint.

The EMS has complemented our Integrated Management System and Environment Management System (IMS/EMS). By adopting this approach, we have identified our installations' "Significant Energy Uses" (SEUs), namely, the processes that consume the most energy. Our actions aim to improve the energy efficiency of our processes and of the equipment used to provide the desired level of service.

An Energy Manager is responsible for managing the EMS at each of our three main Paris airports and within our Real Estate Division. This network is led by the company's EMS manager, who is responsible for its robustness, coherence and effectiveness.

✓ Within the framework of our EMS, we have implemented local Energy Performance Indicators (EPIs) at all of our airports since 2016. We can thus monitor processes and areas very closely and, given the increased frequency of checks, more readily detect excessive consumption and correct it. We keep records of warnings, their nature and the corrective action taken. This feedback and analysis helps prevent future excesses.

ENVIRONMENT

Energy

Energy efficiency

OUR PLAN FOR IMPROVING ENERGY EFFICIENCY

Our improvement plan is structured around three priorities:

- 1 – making our installations robust and sparing in their use of energy;
- 2 – optimising operations (operation and maintenance) in terms of energy efficiency;
- 3 – improving the quality of the built environment and facilities.

LOW-CONSUMPTION

INTELLIGENT LIGHTING IS A PRIORITY

Lighting represents 25% of our energy consumption and is one of the priorities targeted by our energy-efficiency improvement strategy. We have embarked on a large-scale programme to gradually replace our lighting with economical systems combined with intelligent lighting management. Our aim is to use the latest low-consumption technology to provide the optimal amount of light, when and where needed. We are focusing on using LED lights in our new installations and in all renovations. By using these systems throughout, we are creating a consistent lighting ambiance and thus enhancing customer comfort.

Renewable energies

In 2018, we produced enough renewable energy to meet 15.8% of our internal energy needs for our three airports in the Paris region combined; €12.7 million has already been invested in geothermal energy production, which includes €3 million in subsidies from ADEME and the Île-de-France region, while €8.65 million has been invested in the use of biomass, including €3 million in subsidies from ADEME.

SOLAR, GEOTHERMAL, BIOMASS

Several energy-production systems based on renewable energy are in operation at our airports

in the Paris region. They use solar, geothermal and biomass energy. These arrangements were supplemented by the creation, in 2015 at Paris-Le Bourget, of an original system combining an array of photovoltaic panels mounted on a shade canopy with a heat pump. Studies on the decarbonisation of the heating networks of our three airports in the Paris region are currently taking place.

- At Paris-Orly, the geothermal plant commissioned in 2011 should ultimately produce enough warmth to heat the terminals and the Cœur d'Orly business district while avoiding the emission, at normal running speed, of 9,000 tonnes of CO₂ per year.
- Paris-Charles de Gaulle commissioned in 2012 a high-output thermo-frigo pump that heats and cools Hall M, as well as a biomass plant that provides 25% of the airport's required heating and, when operating normally, avoids the emission of 18,000 tonnes of CO₂ per year. Preliminary studies for the construction of a deep geothermal plant have begun.
- **Paris-Le Bourget** has had since the end of 2015, 600 m² of photovoltaic solar panels and a geothermal plant that produces heat (meeting almost 70% of the internal heating requirements of Aéroports de Paris) as well as cold. In total, it covers the equivalent of 30% of the internal energy consumption of Aéroports de Paris at the airport and avoids the emission of around 120 tonnes of CO₂.

GREEN ELECTRICITY

As a further measure to reduce our carbon footprint, we signed up to an offer from our electricity provider which committed the provider to supplying 65% of our electricity from renewable sources in 2018 (compared with 50% in 2015). An energy specialist provides statements certified by a third-party expert, confirming that this quota was produced by

hydro-electric power stations, wind farms or photovoltaic farms. At Paris-Le Bourget airport, 100% of the electricity used has come from renewable sources since 2016, while at Paris-Charles de Gaulle and Paris-Orly, 80% of electricity will come from renewable sources by 2020.

Sustainable construction and development

THE SUSTAINABLE AIRPORT CITY

The development of land and the construction and renovation of buildings, both on our own behalf and on behalf of businesses established at our airports, represent a significant proportion of our real estate activity. We also invest in the growth of the "airport city", a concept that refers to the urban development projects that a large airport attracts to the area under its influence, such as Roissy-pôle or the future Cœur d'Orly business quarter. We also contribute towards setting up ecodistricts, and we comply with green construction rules.

The bio-climatic airport

In 2017, we launched an international competition entitled "Play Your Airport" to design the airport of the future. The competition was open to employees, travellers, students and businesses. The bio-climatic airport project, "EarthPort", was one of the entries selected in 2018. The winning team will be supported by Groupe ADP to trial some of its solutions. The competition was repeated in 2018 for the development of an eco-district at Roissy-pôle.

ENVIRONMENT

Air, emissions and climate

CERTIFIED GREEN BUILDING PRACTICES

Within all our real-estate projects, we promote compliance with the High Environmental Quality (HQE) rules. We will have our future buildings certified under HQE™ (a French certification), BREEAM® (a British certification that applies worldwide), or any other relevant label. We will systematically explore the possibility of having our airport projects certified. We encourage our partners and customers to build in accordance with these principles. We anticipate future standards that will apply in 2020. Future environmental regulations ("RE") will replace the current thermal regulations ("RT") and penalise not only a building's direct consumption but also its carbon impact throughout its life.

✓ **Our new head office at Paris-Charles de Gaulle**, inaugurated in March 2017 and part of a group of three buildings, was certified HQE™ Excellent in 2018. HQE™ Excellent certification is the goal for the future connecting building between the south and west terminals at Paris-Orly, the opening of which is planned for 2019.

Offsetting

We offset the CO₂ emissions of our head office at Paris-Charles de Gaulle by purchasing carbon credits from greenhouse gas emission reduction projects.

✓ **The architectural style of the VIP lounge at Paris-Orly, delivered in March 2017**, is simple. This 1,000 square-metre building, designed by our subsidiary, ADP Ingénierie, takes advantage of natural light. Complying with the most stringent environmental standards, it was certified HQE™ Excellent and Breeam® Good in 2018.

COMMISSION

From 2016 to 2020, new airport projects and projects with an investment of over 60 million euros will be subject to a commission during which the building's and systems' energy efficiency will be checked. For example, the International Pier of the south terminal at Paris-Orly, commissioned in April 2016, is the first building designed and executed by Groupe ADP to have its technical installations and quality of execution subjected to a commission to confirm their actual energy performance. The pier emits 60% less CO₂ than the average terminal. It has "HQE™ NF Tertiary Building certification (Level: Excellent)".

3 AIR, EMISSIONS AND CLIMATE

MATERIALITY MATRIX*
ISSUES 17 AND 18 RANKED "VERY IMPORTANT"

* See page 7 et seq.

Committed to the fight against climate change, we consider the reduction of our carbon footprint to be one of the pillars of our environmental policy. Having paid close attention to the messages of the Intergovernmental Panel on Climate Change (IPCC), we are convinced that we can and must act to help to "stabilise global warming at a non-hazardous level", the main objective of the United Nations Framework Convention on Climate Change (UNFCCC). In 2017, this ambition was expressed in particular through our aim to make all our **internal operations carbon neutral by 2030**.

Our CO₂ emission reduction plan

Groupe ADP made reducing its carbon footprint one of the pillars of its environmental policy. By the end of 2016, we had cut our CO₂ emissions per passenger by 63% compared with 2009, thereby beating our initial target of 50% over this period. Consequently, in December 2016, we increased our internal emissions per passenger target to 65% compared with 2009, which is to be reached by the end of 2020. Between 2009 and 2018, we reduced our internal CO₂ emissions per passenger by 69%.

INTERNAL CARBON PRICE

Since the beginning of 2017, we have included an internal carbon price in the economic evaluation of projects costing more than three million euros. This measure helps us build a business model that anticipates the financial impact of carbon neutrality. Its scope has been extended to other types of project that have a big impact on the airports' energy consumption.

✓ In March 2017, we signed the "Decarbonize Europe Manifesto", introduced by the think tank "The Shift Project", and added our support to the Carbon Pricing Leadership Coalition, which is working to establish a price on carbon at international level.

POSITIVE ENERGY

In order to reach carbon neutrality, we wish to increase the share of renewable energy sources in our electricity supply: a minimum of 80% green electricity in our 2020 consumption, compared with an average of 65% in 2018. For some of our future buildings, we are aiming for positive energy. This is the case for the Terminal 4 project at Paris-Charles de Gaulle, which is expected to produce more energy than it consumes.

ENVIRONMENT

Air, emissions and climate

2025 TIME HORIZON

In compliance with the obligations laid down by the decree of 10 May 2016, pursuant to the law relating to the energy transition for green growth, we communicated to the French Environment and Energy Agency (ADEME) our estimated reductions in carbon intensity and air pollutants for the time horizons of 2020 and 2025, together with the associated reduction plan. The reduction action plan for 2018 was presented to the environmental advisory committee (CCE) for the three airports.

Our climate solutions

To reduce our **internal emissions, we are taking action to tackle three key sources: thermal plants, energy consumption and service vehicles.**

- **The commissioning of the geothermal plants** at Paris-Orly and of the **biomass and photovoltaic plants** at Paris-Charles de Gaulle has reduced our carbon emissions by 27,000 tonnes per year.
- **Renovating and constructing low-energy buildings has reduced** emissions attributable to our consumption of heat and electricity by almost 4,000 tonnes per year.
- **Replacing our service vehicles with electric or low-emission vehicles reduced** the carbon footprint of our fleet by 20% between 2009 and 2018.

We are reducing our **external emissions** with our stakeholders: Paris-Charles de Gaulle and Paris-Orly have developed, in partnership

with the DGAC, pre-departure sequencing (PDS) by relying on an IT tool. PDS, the outcome of a joint process (Collaborative Decision Making - CDM), reduces an aircraft's taxiing time between leaving the parking stand and taking off, which not only saves appreciable amounts of fuel but significantly reduces carbon emissions. Continuous descent is used for some approaches, reducing the demands made on the engines, and thus their fuel consumption and emissions.

THE HUMAN FACTOR

To raise employee awareness, throughout 2017, the Environment, CSR and Regions Division broadcast on the company intranet site a series of video clips with an environmental theme. We apply an indirect pedagogical approach: a series entitled "Bref, sauvons la planète" ["Let's Get On With Saving the Planet"], - a spoof of real television series - consisted of six episodes featuring positive steps that anyone can take to reduce our impact on the climate.

Airport Carbon Accreditation (ACA)

WHAT IS ACA?

Decarbonising cars

To reduce our carbon footprint, our fleet of vehicles is "going green". On 31 December 2018, we had a fleet of 241 electric or hybrid cars (or 25.4% of the light vehicle fleet) and 387 charging points: 72 more than in 2017. Since September 2018, the charging points installed in public car parks can be reserved in advance on the Internet. This service is free of charge. To support the use of electric taxis powered by fuel cells, there are two hydrogen refuelling stations at Paris-Charles de Gaulle and Paris-Orly, operated by Air Liquide.

Since 2009, we have participated in the Airport Carbon Accreditation (ACA) programme set up by ACI-Europe, the European arm of Airports Council International, in relation to carbon management. The ACA programme assesses and recognises the efforts made by airports to reduce their greenhouse gas emissions. Performance assessments are verified by an independent third party.

261 airports around the world formed part of the ACA programme at the beginning of 2019.

4 accreditation levels

- 1 - mapping of emissions (*scopes* 1 and 2);
- 2 - reduction of internal emissions (*scopes* 1 and 2);
- 3 - optimisation, consideration of external emissions (*scopes* 1, 2 and 3);
- 3+ - neutrality (for internal emissions) (for *scopes* 1 and 2) .

OUR ACCREDITATION

In 2018, Paris-Charles de Gaulle, Paris-Orly and Paris-Le-Bourget achieved level 3 *Airport Carbon Accreditation*. ACA confirms our airports' internal emission calculations and reduction measures (across the whole of Aéroports de Paris - *scopes* 1 and 2) as well as those of our stakeholders (external to Aéroports de Paris - *scope* 3).

With our partners

We are committed not only to reducing the impact of our activities (*scopes* 1 and 2) but also to involving and working with our partners so that low-carbon solutions can be rolled out at our airports (*scope* 3).

ENVIRONMENT

Air, emissions and climate

✓ A number of joint actions have thus been taken to optimise aircraft taxiing time (using the Airport-Collaborative Decision Making approach, or A-CDM) and to reduce the use of aircraft engines on the ground. At Paris-Charles de Gaulle and Paris-Orly, 400 Hz ground sockets have been installed to supply connected aircraft with electricity, replacing diesel electricity-generating units and Auxiliary Power Units (APU).

✓ We were also involved in formulating the third Atmosphere

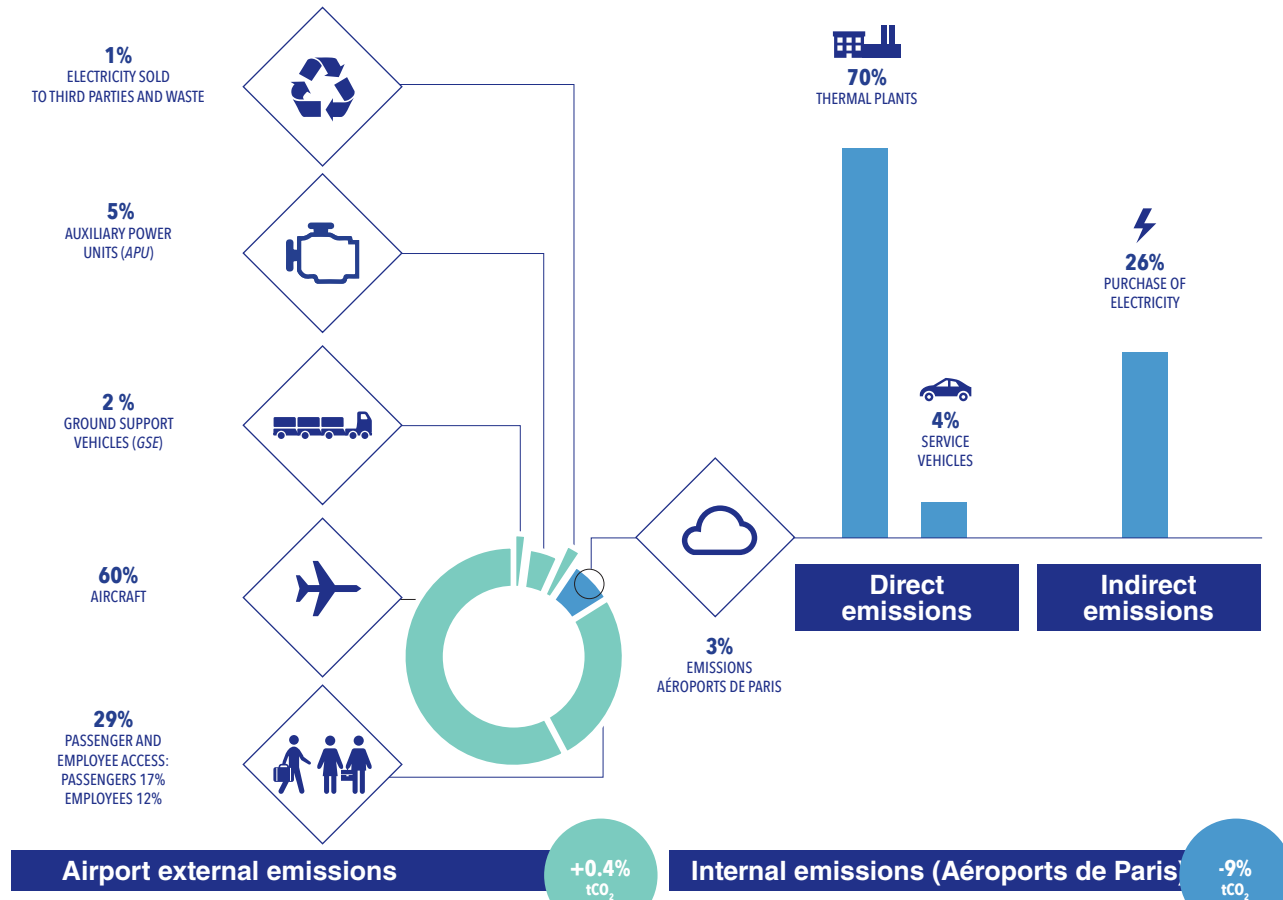
Protection Plan (“PPA”) for the Île-de-France region. Approved on 31 January 2018, this PPA aims to improve air quality in the Paris region by 2025. It plans to reduce, in particular, the emissions of aircraft APUs, runway vehicles and aircraft while taxiing.

The internal CO₂ emissions (scopes 1 and 2) of the three Paris airports remained steady at 65,445 tonnes in 2017. External emissions (scope 3) at the three airports increased to 1,984,946 tonnes in 2017.

ADAPTING TO CLIMATE CHANGE

Alongside the publication of the second National Climate Change Adaptation Plan (PNACC 2018-2022) in December 2018, we reviewed our risk map linked to the consequences of climate change (see the “Risk management” section, page 16) for our activities both in France and abroad. The map considers risks such as flooding, high winds, snow and hail. Means to control these risks have been defined and an action plan has been introduced.

GREENHOUSE GAS EMISSIONS 2017 - AÉROPORTS DE PARIS SA



Total: 1,984,946 tCO₂ in 2017
 (1,977,180 tCO₂ on average over the years, 2014, 2015 and 2016)
 Emissions remain stable despite the increase in traffic.

Total: 65,445 tCO₂ in 2017
 (71,700 tCO₂ on average over the years, 2014, 2015 and 2016)
 The decrease is mainly due to the thermal plants' reduced consumption of fossil fuels, our increased production of renewable energy and local management of energy consumption.

ENVIRONMENT

Air, emissions and climate

Better use of transport

We are optimising business travel and on-site movement, both for our own employees and those of the businesses operating at our airports. We promote shared modes of transport, contribute to their use, and spur ourselves on to take up more “active” ways of getting about, such as walking or cycling.

MOBILITY SCHEMES

Almost 90% of employees at our airports come to work by car. For almost 15 years, we have been running a travel scheme (the PDM, formerly the PDE) to reduce the environmental impact of commuter journeys and business travel. We have also implemented with the businesses operating at our airports, inter-company mobility schemes (formerly known as PDIEs): in 2011 at Paris-Charles de Gaulle, in 2012 at Paris-Orly and in 2013 at Paris-Le Bourget.

✓ **The 2016-2018 inter-company mobility scheme** consisted of ten actions based on four themes: new working practices, active modes of travel, new forms of mobility, and the involvement and awareness of employees. The Group's subsidiaries were involved in several of these actions. When the scheme came to an end, 16 deliverables were completed, including the teleworking agreement, the creation of a coworking space and open-access offices, the generalization of videoconferencing, a “worksite mobility” tool, the trialling of a driverless shuttle and an assessment of paths for non-motorised traffic at Paris-Le Bourget.

Driverless shuttle

Over a period of six months, we tested at Paris-Charles de Gaulle a driverless shuttle service that crosses a road: a first at a French airport. This eight-seater electric vehicle, which ran between our head office and Roissy-pôle train station, made 7,500 journeys without a problem. The test, which ended in June 2018, helped the technical teams better understand this type of vehicle, its constraints and limits as well as the benefits of this new mode of travel.

✓ Since 2014, the association, R'Pro'Mobilité has managed the inter-company mobility scheme at Paris-Charles de Gaulle. It brings together 11 companies: Aéroville, Air France, Bolloré Logistics, CIF Keolis, DB Schenker, DHL Aviation, FedEx Express, Hub Safe, La Poste, Groupe ADP and its subsidiary, Hub One. These companies, which employ 50% of the airport's workforce, are committed to promoting more environmentally-friendly ways of getting about. In September 2017, R'Pro'Mobilité set up a car-sharing platform, R'Pro'Covoiturage, for employees at the Paris airports.

✓ Since 2016, the inter-company mobility scheme at Paris-Le Bourget has also set up an association called “Bourget Pro'Mobilité” and has trialled an electric shuttle service between Le Bourget RER B station and the airport.

CDG EXPRESS

The future CDG Express, with an expected journey time of 20 minutes between Paris-Charles de Gaulle and Gare de l'Est in Paris, will also provide a low-carbon link, thereby helping to combat climate change. Works are due to be completed by 2024. From 2030 onwards, the CDG Express will carry seven to eight million passengers a year.

✓ In December 2018, Augustin de Romanet, Chairman & Chief Executive Officer of Groupe

ADP, recalled the importance of the CDG Express project to ensure the future of Paris-Charles de Gaulle, which adds to the appeal and competitiveness of Paris and its region.

LINES 14, 17 AND 18

Metro line 14 is also expected to connect Gare de Lyon, in Paris, to Paris-Orly in 23 minutes by 2024. Metro line 17 will connect Saint-Denis-Pleyel to Paris-Le Bourget by 2024. The extension of the line to Paris-Charles de Gaulle will be completed by 2030. Line 18, a railway line between Paris-Orly and Versailles, is set to connect Paris-Orly to Plateau de Saclay by 2027 at the latest. The whole of the line will be operational in 2030.

Monitoring of air quality

Our COFRAC-accredited laboratory monitors ambient air quality at the Paris airports by means of a network of permanent and temporary measuring stations (see page 45, “Policy and pledges”). In March 2016, we signed the joint Air Transport Sector Agreement, a continuation of the 2008 Air Transport Sector Agreement.



See our laboratory website: Ev-labo.aeroportsdeparis.fr

ENVIRONMENT

Water

Aéroports de Paris monitors its emissions in real time

In 2017, in the case of Paris-Charles de Gaulle, and in 2018, in the case of Paris-Orly, the Aéroports de Paris laboratory introduced a new system that continuously monitors the emissions of the thermal plants. Today, data is processed in real time. In addition to providing data on the emission of air pollutants (NO_x, CO, SO₂, dust) and of CO₂ in the form of a single regulatory monthly report, the laboratory also gives plant operators access to patterns that are identified on an hourly basis and combined with a predictive analysis. With this information, the operators can manage the boilers' output more efficiently and flexibly as thanks to real-time monitoring it is not as necessary to apply a large safety margin to comply with regulatory emission limit values (ELV). Optimising the process in this way is very significant, especially for the operating of biomass boilers, which are slower to start up and shut down than gas-fired boilers. The self-monitoring of emissions is a regulatory obligation for the operators of classified facilities. Paris-Orly has one thermal plant and Paris-Charles de Gaulle has two thermal plants (one of which has two wood furnaces) equipped with this system.

4

WATER

MATERIALITY MATRIX*

ISSUE 18
RANKED "VERY IMPORTANT"

* See page 7 et seq.

Cutting consumption

OBJECTIVE AND CURRENT SITUATION

We intend to reduce the internal consumption of drinking water per passenger by 5% between 2014 and 2020. We have introduced several measures to achieve this. At all our terminals, water consumption is monitored and the water supply automatically cut off in the event of unusual outflow. This metering enables us to quickly detect leaks and seal them off without delay. We recover rainwater and recycle it for a range of purposes. We use water-efficient facilities in our airport toilets. Under our "Water" strategic plans, we facilitate rainwater infiltration, thus limiting the risk of flooding in the event of extreme climate events.

Managing the water cycle

We manage the entire water cycle at our airports, from distributing drinking water to treating runoff. We carry this responsibility for all our own operations as well as those of our partners.

WASTE WATER AND RAINWATER

Waste water is collected and disposed of via local authority conduits that take it to purifying stations in the Paris region. We manage our processes in line with the "Water" strategic plans, which were updated in 2018 for Paris-Charles de Gaulle and Paris-Le Bourget, and in 2014 for Paris-Orly.

✓ **Offset** – Paris-Charles de Gaulle and Paris-Orly together have an impervious surface area of 1,600 hectares. We have undertaken to limit and offset future impervious surfaces when renovating or developing our airports, by creating holding ponds with an impervious capacity of 500 cubic metres per hectare.

✓ **Monitoring** – We have introduced a procedure for monitoring waste water and rainwater evacuation from the various on-site operations and industries based at the airports. We also monitor water table levels.

✓ **Treatment** – At Paris-Orly and Paris-Charles de Gaulle, in addition to holding ponds and pollutant isolation, we operate rainwater treatment facilities as a means of meeting the regulatory requirements for evacuation into the natural environment laid down by a local government order specific to each airport. Paris-Orly also has 6,500 square metres of filtration marsh that optimises rainwater treatment. For better-controlled rainwater evacuation, Paris-Charles de Gaulle completed work in 2018 on a project that served to restructure and interconnect its holding ponds. We expect to complement this project with pipework that will be several kilometres in length and will evacuate treated water from the holding ponds directly into the River Marne.

REUSING RAINWATER

At all of our airports in the Paris region, we recover and recycle over 72,600 cubic metres of rainwater annually, which is equivalent to 5% of our annual consumption of drinking water. This recovery and reuse generates annual savings of around €150,000.

Improving separation

Following two years of work, we completed in September 2018 work on separating water at Paris-Charles de Gaulle. Comprising a separation unit and networks of underground pipes, this system separates rainwater in accordance with its organic pollutant content. The most heavily loaded effluent is channelled towards a treatment unit while unpolluted water is discharged into the natural environment.

ENVIRONMENT

Waste

Soil

The Aéroports de Paris laboratory is also responsible for the environmental monitoring of soil quality using the national method prescribed by the Ministry for Ecological and Inclusive Transition. The purpose of this work is to check that the condition of site environments is compatible with their use and/or redevelopment projects, and, if necessary, to instigate the treatment of site pollution. Our procedures for preventing and managing soil pollution risks were updated in 2017.

5 **WASTE**

MATERIALITY MATRIX*

ISSUE 19
RANKED "IMPORTANT"

* See page 7 et seq.

Our responsibility

As airport owners and operators, we manage the waste generated by our operations and those of our partners.

NON-HAZARDOUS WASTE

We organise the collection of non-hazardous waste and determine the sorting rules, container locations and transport arrangements.

✓ Biowaste and non-hazardous waste at our airports are sorted by type.

HAZARDOUS WASTE

We offer our partners joint management of hazardous waste. Hazardous waste is either recycled or treated according to the relevant regulations for each type of waste.

Our waste recycling objectives

As part of our 2016-2020 Environment and Energy Policy, we have made a commitment to reduce the waste generated at our airports and recycle it more effectively. The aim of this package of measures is to reduce the amount of natural resources we consume, and its implementation is spurring us on to:

- reduce waste production and encourage our partners to adopt the same practices;
- achieve a recycling rate of 45% for internal non-hazardous waste;
- recycle 70% of construction-site waste;
- take action within the context of the circular economy;
- offer a biowaste collection service to all our customers by 2020;
- reduce food waste at our staff restaurants.

✓ The waste collection and treatment contracts at Paris-Orly and Paris-Charles de Gaulle, notified in 2016 and 2017 for Paris-Le Bourget, plan to increase recovery rates by improving waste sorting facilities at the collection provider's treatment centres.

✓ At the end of 2017, two compactors for non-recyclable waste were installed at Paris-Orly (one for each terminal). Thanks to these machines, liquid and paste-like waste (primarily from the forbidden items seized at security screening checkpoints) are separated from our recyclable waste more effectively. We thereby achieve a better waste recycling rate.

We fight against food waste

At our airports, we are raising contractors' awareness of biowaste management and taking action to raise awareness in liaison with the inter-company restaurant service providers and through the Works Council, which manages six staff canteens on our sites.

✓ In 2018, 239 tonnes of biowaste from Paris-Orly were sent to the Bionerval anaerobic digestion plant near Paris-Orly, generating almost 414 MWh of electricity. The digestates (the residue of anaerobic digestion) are given free of charge to farmers, who reuse them as crop fertilisers. Used cooking oil from the four staff restaurants at Paris-Orly is converted into agrofuels.

We are developing selective collection

We have introduced selective collection at our airports, on our administrative premises and on the piers of Terminals 1 and 2 of Paris-Charles de Gaulle Airport. Bi-flow sorting bins are available to passengers in all of our terminals. All our administrative premises have a system for recovering and reusing paper and printer cartridges.

✓ The selective collection of waste at Paris-Charles de Gaulle and Paris-Orly has been entrusted to the company, Paprec. The procurement contract includes collecting and recycling the paper used within the company. We are members of CITEO, the green organisation contracted by the state to increase paper recycling.

ENVIRONMENT

Biodiversity

REUSING WASTE

The measures put in place by Groupe ADP for recycling the waste produced at its airports are bearing fruit. Of the 16,200 tonnes of internal waste collected in 2015, 27% was recycled. This recycling rate rose to 30.5% in 2016 and to 33.1% in 2017. In 2018, 37.5% of the total tonnage of internal waste sorted and separated at the Paris airports was recycled.

PIER STEWARDS

Since 2017, we have increased the presence of pier stewards in certain terminals. These technicians, who come from a work integration company, help waste producers at Paris-Orly and Paris-Charles de Gaulle to sort and separate their waste correctly. Their work has led to a 4.4-point increase in the waste recycling rate and reduced the volume of waste sent for incineration.

COMMUNITY-MINDED COLLECTION

Within the Paris Airports Environment Partners Club, some 20 businesses collect bottle tops on an ongoing basis. This helps the community and demonstrates solidarity by allowing an annual financial contribution to the Frédéric Gaillanne Mira Europe Foundation, which specialises in the training and provision of guide dogs for sight-impaired young people and children with other disabilities in France, Spain and Portugal. The bottle tops are collected by people on work-inclusion contracts. This initiative is an effective learning tool that helps develop autonomy and confidence in people who are having difficulty finding work. In 2017, the number of collection points rose, as did the volume of bottle tops collected (1,740 tonnes compared with 1,153 tonnes in 2016).

Gratifieria: exchanging instead of throwing away

We have been raising awareness among employees of the need to reduce waste over the past eight years. On 20 November 2018, as part of European Waste Reduction Week, we overhauled our approach. The community of green employees (see page 46) organised the first *Gratifieria* (free fair) at Paris-Orly. Under a large marquee, employees donated half a tonne of clothing, books, toys and shoes. Each visitor was able to take what he or she needed free of charge. This introduction to the circular economy won over around 100 participants. The remaining items were taken to the waste sorting and recovery centre in Portes de l'Essonne, Athis-Mons.

In 2018, 1,461,078 bottle tops (2,440 kg) were collected. This corresponds to 22.7 months of electricity consumption for one person and represents a saving of 3,733 kg of CO₂ (compared with 2,662 kg in 2017).

6

BIODIVERSITY

MATERIALITY MATRIX*

ISSUE 18
RANKED "VERY IMPORTANT"

* See page 7 et seq.

Our lines of work

With over 6,600 hectares of land in the Paris region, we are directly involved in preserving biodiversity. This is one of the six themes of our 2016-2020 Environment and Energy Policy. Preserving biodiversity is an integral part of our corporate strategy and is based on three lines of work:

- defining and deploying an ecology management plan for development work;
- carrying out a biodiversity

study for development projects and for all our airports;

- reducing our consumption of phytosanitary products by 50% between 2008 and 2020.

Our programmes

In 2014, we carried out a biodiversity assessment on the land at our three main airports. In 2015, Paris-Orly started to work with the association, [Hop! Biodiversité](#) and Paris-Charles de Gaulle followed suit in 2016. This association offers French airports the chance to study and promote the biodiversity present on their sites. This assessment also gives our employees and partners the opportunity to observe the plants and animals that occupy the green spaces and grasslands within the airports' footprint (1,200 hectares at Paris-Charles de Gaulle). The results collected are fed into our databases and those of the National Museum of Natural History. We will thus be able to develop our infrastructure while respecting the most fragile biotopes.

✓ For the second consecutive year, we carried out in 2018 an inventory of the animal and plant species living at Paris-Charles de Gaulle airport. Conducted by around 50 volunteers, who work for Groupe ADP or partner firms, the inventory was based on a scientific and participatory method created by [Hop! Biodiversité](#) in partnership with the National Museum of Natural History. Previous observation campaigns led to the discovery of different varieties of orchids, butterflies and invertebrates, as well as a praying mantis and a common midwife toad.

ENVIRONMENT

Biodiversity

✓ In 2018, we approved the “Development, landscaping and biodiversity” blueprint for Paris-Charles de Gaulle. This document presents the airport’s biodiversity-rich areas. It gives developers a framework and solutions to take biodiversity into greater consideration upstream of their projects: adaptation or modification of projects to avoid or reduce their impact, preparation of compensatory measures.

800,000

Paris-Charles de Gaulle is home to 800,000 trees and shrubs, according to an inventory carried out in 2012.

Our alternatives to using phytosanitary products

In 2010, as part of the Ministry of Agriculture’s Écophyto programmes (I, II and III) for reducing the use of phytosanitary products, we signed a framework agreement on the use of pesticides for professional purposes in non-agricultural areas. This agreement commits us to

act4nature

On 10 July 2018, as part of the act4nature initiative run by the association, Entreprises pour l’Environnement (EpE), we undertook, alongside 64 large French firms, NGOs and scientific institutions, to incorporate the preservation of biodiversity into our strategy.

The four main lines of our commitment consist of:

- making sure that we are familiar with the biodiversity at our airports by conducting flora and fauna inventories, which are regularly updated;
- incorporating a forward-thinking perspective into our development that takes the preservation of biodiversity into account;
- reinforcing the ecology management approach for our green spaces;
- raising awareness and implementing a collaborative approach with our stakeholders.

developing alternative ways of maintaining green spaces and reducing our use of phytosanitary products by 50% between 2008 and 2020. Paris-Orly no longer uses phytosanitary products to maintain airside and landside green spaces.

56%

By the end of 2017, our average use of phytosanitary products over a period of three years had fallen by 56%.

✓ These measures encourage pollinating insects to recolonise our natural spaces. Our three main airports in the Paris region and the general aviation airport at Toussus-le-Noble are home to 43 beehives, which produce honey certified fit for consumption.

COMMUNITY ENGAGEMENT

The aim of our community pledge is to ensure the value created by our airport operations benefits the regions in which we are based. Active participation in their development is the eighth pledge within our Connect 2020 Strategic Plan.

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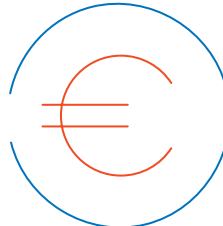


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<p>3.9 % OF REGIONAL GDP IS GENERATED BY THE OVERALL ECONOMIC ACTIVITY OF THE PARIS AIRPORTS SYSTEM.</p> 	 <p>90,190 DIRECT JOBS WERE GENERATED BY THE ACTIVITY OF PARIS-CHARLES DE GAULLE IN 2016.</p>	<p style="text-align: center;">SOCIAL VOLUNTARY EXTRA-FINANCIAL RATING 2018 <small>(scope: Aéroports de Paris SA)</small></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 33%;">2014</th> <th style="width: 33%;">2016</th> <th style="width: 33%;">2018</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">75/100</td> <td style="text-align: center;">81/100</td> <td style="text-align: center;">83/100 +2 points</td> </tr> </tbody> </table>	2014	2016	2018	75/100	81/100	83/100 +2 points
2014	2016	2018						
75/100	81/100	83/100 +2 points						
 <p>2.2 MILLION EUROS ARE INVESTED EVERY YEAR IN OUR PARTNERSHIPS.</p>	<p>206 COMMITTED EMPLOYEES WORKED WITH ASSOCIATIONS SUPPORTED BY OUR FOUNDATION IN 2018.</p> 	 <p>130 Over 130 pupils benefited from the "Careers Advice" scheme in 2017-2018.</p>						

* (scope: Aéroports de Paris SA)

SOCIAL

Social responsibility roadmap 2016-2020 and achievements in 2018

SDG ⁽¹⁾	OBJECTIVES FOR IMPROVEMENT 2016-2020	STATUS	OUR 2018 ACHIEVEMENTS
GROWING WITH THE REGIONS			
SDG 8 SDG 11	Running and promoting the airport city.	✓✓✓	<p>Greater Roissy-Le Bourget</p> <ul style="list-style-type: none"> • Participation in building the Economic, Employment and Training Area of Greater Roissy-Le Bourget. • Participation in the governance and running of the Hubstart Paris Région® alliance and the Roissy-CDG Public Interest Group for Employment. <p>Greater Orly</p> <ul style="list-style-type: none"> • Participation in the construction of Greater Orly. • Participation in the governance of the Orly Paris® regional pact.
REGIONAL DEVELOPMENT AND ATTRACTIVENESS			
SDG 8 SDG 11	Attracting.	✓✓✓	<p>Greater Roissy-Le Bourget</p> <ul style="list-style-type: none"> • Continuous work by the Hubstart Paris Région® alliance, to promote the region. <p>Greater Orly</p> <ul style="list-style-type: none"> • Continuous work by Orly International.
SDG 8 SDG 11	Support for SMEs and micro-businesses.	✓✓✓	<ul style="list-style-type: none"> • Plato networks. • Orly Enterprise Club. • Financial support for associative networks that support enterprise development. • “Faites de l’International” meetings in Greater Roissy-Le Bourget. • Orly International entrepreneurship event. <p>• Hubstart Paris Center incubator (Greater Roissy-Le Bourget).</p> <p>• Housing assistance at Paris-Orly.</p> <p>• Support for innovation <i>via</i> our membership of the SME Pact association.</p> <p>• Support for <i>start-ups</i> by Groupe ADP’s Innovation Department.</p>
SOCIAL COOPERATION AND EMPLOYMENT			
SDG 8 SDG 4	Encourage and support careers advice and access to employment and training.	✓✓✓	<ul style="list-style-type: none"> • “Skills Hub” programme. • “Envol Pro” scheme. • “Careers Advice” scheme. • Seminars presenting airport careers; information and recruitment forums.
SDG 8 SDG 4	Vulnerable people	✓✓✓✓	<ul style="list-style-type: none"> • TILT: Social economy and solidarity actions by the Planèt’AIRport network. • Authorisation for Planèt’AIRport to conduct the TOEIC®. • Esus training and accreditation for the integration organisation First Stade. • Groupe ADP engagement in the PaQte law. • Support for priority education. • Co-founder of “second chance” schools. • Partnership contract with Les Ulis within the framework of the educational success programme. • Receiving young people from high-priority districts for one-week work experience placements.

✓ Launch
✓✓ In progress
✓✓✓ Advanced
✓✓✓✓ Achieved

(1) To better understand our choices concerning the SDGs, see pages 12 and 13.

SOCIAL

Social responsibility roadmap 2016-2020 and achievements in 2018

SDG ⁽¹⁾	OBJECTIVES FOR IMPROVEMENT 2016-2020	STATUS	OUR 2018 ACHIEVEMENTS
SDG 8	Promoting workforce integration and return to work.	✓✓✓	<ul style="list-style-type: none"> Workforce integration clauses in our procurement contracts in excess of 10 million euros. €855 K of purchases in the adapted and protected sector.
QUALITY OF LIFE			
SDG 11	Transport.	✓✓✓	<ul style="list-style-type: none"> Filéo, on-demand transport service for employees at Paris-Charles de Gaulle: new agreement for 2018-2023.
SDG 11	Childcare for employees working unsocial hours.	✓✓✓	<ul style="list-style-type: none"> Two inter-company nurseries.
DIALOGUE WITH LOCAL RESIDENTS AND ELECTED REPRESENTATIVES			
SDG 11	Elected representatives.	✓✓✓	<ul style="list-style-type: none"> Partnership initiatives for economic ends, school, cultural or sports events. Company visits.
SDG 4 SDG 11	Local residents.	✓✓✓	<ul style="list-style-type: none"> In October 2018, launch of a public consultation process in the context of the construction project for Terminal 4 at Paris-Charles de Gaulle. Regular updates about the Paris-Orly and Paris-Charles de Gaulle redevelopment work. Continuous activity of the Environmental and Sustainable Development Resource Centres. Football tournaments for young people (Paris Aéroport Cup) at Paris-Charles de Gaulle and Paris-Orly; several exhibitions and cultural events.
NOISE			
SDG 11	Managing funds for assistance with soundproofing, originating from the tax on noise pollution (TNSA).	✓✓✓	<ul style="list-style-type: none"> Continuation of programmes already underway.
SDG 11	Participation in Environment Advisory Committees.	✓✓✓	<ul style="list-style-type: none"> Contribution to aircraft noise reduction as part of an interdisciplinary working group.
SDG 11	Surveillance and monitoring of noise levels by our laboratory.	✓✓✓	<ul style="list-style-type: none"> Information accessible to the public <i>via</i> our laboratory's site.
CHARITABLE INITIATIVES			
SDG 4	Organisation of support for local actions.	✓✓✓✓	<ul style="list-style-type: none"> Creation of the Paris Airport Community Endowment Fund. Creation of Groupe ADP's Civil Engagement Division. €1000 K to support 63 projects.
SDG 4	Combating illiteracy.	✓✓✓✓	<ul style="list-style-type: none"> "Illiteracy in the workplace" conference in September 2018. Co-founding of the Foundation for Writing.
SDG 4	Voluntary involvement of Groupe ADP employees.	✓✓✓✓	<ul style="list-style-type: none"> Seniors' skills patronage integrated into Groupe ADP's SWP Agreement. Salaries rounded up in favour of charitable associations. 206 Groupe ADP employees involved in associations.

✓ Launch
✓✓ In progress
✓✓✓ Advanced
✓✓✓✓ Achieved

(1) To better understand our choices concerning the SDGs, see pages 12 and 13.

SOCIAL

Policy and pledges

1

POLICY AND PLEDGES

Since 2015 we have been setting the gold standard for corporate social responsibility among the five leading European airport management companies (London-Heathrow, Fraport, Aena, Schiphol Group and Groupe ADP – according to ratings by *Sustainalytics* in 2015). Our *leadership* was confirmed when we achieved first position in a worldwide *benchmarking* of the CSR performance of the top 10 international airport groups, carried out by Ethnifinance in 2017. Within the framework of our Strategic plan for 2016-2020 we have formalised our company pledges. We have placed particular emphasis on our will to promote the airport areas, to share economic development, to encourage and support training and employment and to protect the local residents' environment. We invest 2.2 million euros annually in our partnerships.

Our economic and social impact

Our activity and that of all airport players has a direct impact on the development of the local economy and quality of life in the regions where we are based. Our three main airports – Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget – are identified as strategic economic drivers by the Regional Plan for Economic Development, Innovation and Internationalisation in the Île-de-France Region (SRDEII).

2017 IMPACT STUDY

We regularly measure the economic and social impact of our activity. In 2017 we commissioned a socio-economic impact study from the Utopies consultancy. Based on data from 2016, the study quantified and analysed the impact in terms of employment and wealth creation from the activity of our three Paris airports: Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget.

✓ In 2016, these three airports supported 2.2 % of employment in France and created 30.3 billion euros of wealth for the national economy. At regional level in Île-de-France, the overall economic activity generated by the Paris airports system represents 3.9% of the region's GDP and 7.9% of employment with 570,860 jobs.

✓ The economic activity generated by **Paris-Charles de Gaulle** Airport has supported a total of 403,300 jobs, including 90,190 people employed directly at the airport. The economic activity generated by **Paris-Orly** Airport has supported a total of 157,440 jobs, including 28,360 people employed directly at the airport. The economic activity generated by **Paris-Le Bourget** Airport has supported a total of 10,120 jobs, including 3,490 people employed directly at the airport.

7.9 %
of employment in Ile-de-France is generated by the Paris airports system

Six brand pledges

Our development strategy, which supports the competitiveness of the air transport sector and the attractiveness of our country, has as one of its priorities the sharing of growth with the regions where we are based. In 2016, on the occasion of our third Economic Regulation Agreement, Augustin de Romanet,

Chief Executive Officer of Groupe ADP, signed some 20 brand pledges including six concerning the regions.

Pledge 11 – Making life easier for those working at our airports.

Pledge 12 – Developing the local economy.

Pledge 13 – Protecting the environment of local residents.

Pledge 14 – Encouraging training, employment, and social integration.

Pledge 15 – Promoting local regions in order to attract international businesses.

Pledge 16 – Affirming our world *leadership* in corporate social and environmental responsibility.

Three key objectives

Our Economic and Social Cooperation Policy is based on three key objectives.

1 – Support for policies promoting access to employment for those living in the départements affected by our three main airports.

2 – The economic development and promotion, at regional, national and international level, of the regions of Greater Roissy-Le Bourget and Greater Orly.

3 – A relationship of mutual trust with local elected representatives, associations and residents.

Action in which our stakeholders are closely involved

Our Economic and Social Cooperation Policy is led by the Environment, CSR and Regions Division. This Division takes action with the help of its regional delegations, which are tasked with ensuring that airport activity development is acceptable to our stakeholders and working with them to build shared interests and a shared future. They work with some Divisions within the Group to take practical action relating to our pledges.

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Growing with the regions

2

GROWING WITH THE REGIONS

MATERIALITY MATRIX*

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* See page 7 onwards.

In partnership with regional and local institutional players and private-sector players, we are participating in the co-construction and development of the airport areas in Greater Roissy-Le Bourget and Orly for the benefit of their businesses and residents.

We have contributed, in those domains in which we are competent, to rethinking the strategic positioning of these regions within the framework of State-Region agreements. Our shared objective is to increase the attractiveness and dynamism of these regions within dedicated organisations and alliances.

A public-private partnership strategy

GREATER ROISSY-LE BOURGET

The Greater Roissy-Le Bourget area has been delineated by the Île-de-France region under the Regional Plan for Economic Development, Innovation and internationalisation (SRDEII). It is positioned as the region's aeronautics and international exchange *cluster*. It combines the urban area of Roissy Pays de France and the public body Paris Terres d'Envol run by the Greater Paris metropolitan area. It has a population of over 700,000 across 50 communes (2019). It benefits from the dynamism created by Paris-Charles de Gaulle Airport and Paris-Le Bourget Airport, and by nationwide structural projects. It is structured around five key economic areas: tourism and professional events, transport and logistics, aeronautics, airport services, and

international trade. Groupe ADP took part in its construction.

GREATER ORLY SEINE BIÈVRE

We are participating in the construction of Greater Orly, which is getting underway with the project to establish Greater Orly Seine Bièvre as an official area. This area, re-delineated under the NOTRe Act, is the largest in the Greater Paris area after Paris itself, with 700,000 inhabitants and 24 communes (2018). This innovation area is home to several burgeoning excellence networks.

Our operational tools

We take action through three shared governance bodies: Hubstart Paris Region® and the Public Interest Group for Employment for the Greater Roissy-Le Bourget region and Orly Paris® for the Orly region.

HUBSTART PARIS REGION® AND THE ROISSY-CDG PUBLIC INTEREST GROUP FOR EMPLOYMENT

For many years now, we have been actively contributing to the governance and actions of the Hubstart Paris Region® alliance and of the Roissy-CDG Public Interest Group for Employment. These two partnership arrangements were the operational tools for the actions on economic and social cooperation in which we participate alongside public and private-sector bodies in the Greater Roissy-Le Bourget area.

✓ In December 2018, at the instigation of the Île-de-France region, Hubstart Paris Region® and the Roissy-CDG Public Interest Group for Employment merged as a reformed Public Interest Group. This new entity is a unique leadership and governance tool for the area. It brings together a group of 12 public and private-sector bodies, chaired alternately by the State and the Region.

45

initiatives to promote the region in 2018 for Hubstart Paris Region®.

✓ Partners of the CDG-Hubstart Public Interest Group for

Employment: the State, the Île-de-France region, the départements of Seine-et-Marne, Seine-Saint-Denis and Val-d'Oise, the multi-community area of Paris Terres d'Envol, the Roissy-Pays de France urban community, Groupe ADP, Air France, Europa City, the regional Chamber of Commerce, and the regional Chamber of Trades and Crafts.

Regional engineering

The new regional leadership and governance tool picks up and coordinates the missions devolved to the Roissy-CDG Public Interest Group for Employment and the attractiveness and promotion missions of Hubstart Paris Region®.

✓ Missions

- To promote the region under a unique brand to attract companies and investors (especially international ones).
- To boost the attractiveness of the region for inhabitants, employees and visitors.
- To help inhabitants to access employment, help businesses to recruit, and provide training in the skills needed in the region's five key growth areas.

✓ Areas for action

- Structural projects: the Greater Roissy-Le Bourget Cité des métiers which was "in planning" at the end of 2018, the Trades and Qualifications Campus "Airport and International Exchange Hub", and the investing in the future programme "Skills Hub" which entered its operational phase in 2018.
- Targeted actions on the region's five priority sectors.

SOCIAL

Regional growth and attractiveness

ORLY PARIS®

We have been participating since 2009 in the governance of the Orly Paris® regional pact of the Orly Economic Hub, the leading economic hub in the southern Ile-de-France region. The aim of the pact is to boost economic performance and improve access to employment for local residents, in order to facilitate the development of Greater Paris.

✓ **Initiatives to promote the region and support access to employment** are deployed by the supporting organisation Orly International. We supply it with human resources and skills for its major events.

34

regional promotion initiatives in 2018 for Orly International.

✓ **Principal partners for the Orly Paris® III Pact and Orly international:** the Île-de-France region, the local councils of Essonne and Val-de-Marne, the State, the consular chambers, the Association for the Development of Orly Rungis (ADOR) to which Groupe ADP belongs, the development agencies, the inter-commune bodies, the regional management of Pôle Emploi (the national employment agency).

3

REGIONAL GROWTH AND ATTRACTIVENESS

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Attracting

In order to strengthen the international reputation of the Paris region's airport area and to increase its attractiveness, Hubstart Paris Region® for Greater Roissy-Le Bourget and Orly International for Orly Paris® are

using measures aimed at French and foreign investors: exchanges between airport areas; receiving foreign and French delegations; themed seminars and workshops and promotional campaigns (trade fairs, digital communication); and personalised services.

GREATER ROISSY-LE BOURGET

Hubstart Paris Region®, which is especially active at international level, increases the size of its network every year, and for eight years it has been organising a now renowned international seminar, alternately in France and abroad.

✓ 8th seminar on sustainable airport areas

The *Sustainable Airport Areas (SAA)* seminar, put on by the Hubstart Paris Region® alliance in late October 2018, brought together 16 airport areas from Europe, Asia and North America, some 40 speakers and 300 participants. This 8th edition focused on the theme: "Building the success of sustainable airport areas thanks to key differentiating factors". It was also an opportunity for work meetings with Hubstart's partner, Beijing New Aerotropolis Holdings, and for business meetings with the companies of Greater Roissy-Le Bourget.

✓ United States, Europe and Asia

Work has continued to develop a partnership network with airport areas worldwide. At this eighth Hubstart seminar, two partnership agreements were concluded, one between Paris Terres d'Envol and the Daxing municipality, and the other between the Hubstart Alliance and the Vantaa municipality (Helsinki). These agreements come in addition to the four preceding agreements: Greater Atlanta; Shanghai-Pudong; Beijing New Aerotropolis Holding; Taoyuan Aerotropolis (Taiwan).

GREATER ORLY

✓ In 2018, in the context of the opening of the new routes to the People's Republic of China from the Parisian airports, Groupe ADP welcomed the Chinese delegation from the Ministry of Transport and Communication and shared its relational management method with institutional players.

✓ Groupe ADP shared its vision of the Paris-Orly airport city with the members of the Metropolis delegation, an association of large global metropolises based in Barcelona. This exchange took place as part of the METROAirports initiative under the aegis of the Àrea metropolitana de Barcelona (Barcelona metropolitan region). Hubstart Paris Region® and Orly International were contributors. The themes explored (urban planning, socio-economic impacts and governance of airport regions in a metropolitan context) were of particular interest to the Catalan authorities, to feed into Barcelona's future metropolitan *master plan*. The Atlanta Regional Commission (USA) and the Île-de-France Development and Urban Planning Institute (IAU Île-de-France) also took part in this event.

2

Orly-Paris® business tours.



Find about more about the [Hubstart Paris Region® initiatives](#)



Find out more about the [Orly Paris® initiatives](#)

SOCIAL

Regional growth and attractiveness

Support for SMEs and micro-businesses

Our airports' local economic fabric consists mainly of SMEs and micro-businesses. We have around 10 levers for action to support them, including the [SME Pact](#) and supporting innovation.

NETWORKS AND CLUBS

✓ The Plato networks

We are a financial partner and sponsor organisation of the Plato networks led by the Chambers of Commerce and Industry. Within these networks, large businesses, via volunteers from among their senior managers or directors, share their experience with SME and micro-business directors and support them for two years.

Plato: some statistics

- ✓ The Greater Roissy-Le Bourget 2016-2018 Plato network
 - 3 groups
 - About 50 SMEs
 - 12 manager-coaches
 - Annual contribution to Groupe ADP: €10 K; 1 volunteer senior manager, loan of premises at Roissytech.
- ✓ The Greater Orly Plato network
 - 11 businesses
 - 11 manager-coaches
 - Annual contribution to Groupe ADP: 1 volunteer manager.

✓ Enterprise Club

We contributed to setting up the Orly Enterprise Club, whose members are businesses from the commune and several businesses intimately involved in the airport's growth, such as Air France Industries.

✓ Alongside enterprise associations

Simply as members or via subsidies, we support several associative networks that encourage and support enterprise creation and growth and economic initiatives. Since 2013 we have been lending our support to the "Cap'Jeunes" initiative of the Val-de-Marne -based association VMAPI, which

gives advice and start-up lump sums to enterprises founded by young people aged under 26. We are partners of Roissy Entreprises and of Entreprendre à Tremblay.

Membership fees and subsidies to associations in 2018

- €67.9 K for Paris-Orly.
- €567 K for Paris-Charles de Gaulle.

MEET-UPS

✓ "Faites de l'International" in Greater Roissy-Le Bourget

"Faites de l'international" is an annual national meet-up put on by the Chambers of Commerce and Industry for French SMEs, to facilitate their establishment abroad and to support their export activities. In November 2018, the second edition once again brought together Greater Roissy-Le Bourget's three Chambers of Commerce and Industry, on the initiative of Groupe ADP. 120 SMEs met 35 country experts and 60 business experts.

✓ Entrepreneurship Meet-Up

In November 2018, Orly International organised the fifth Entrepreneurship Meet-Up, in partnership with Groupe ADP. Faithful to the event since its creation in 2012, 80 companies and structures devoted to entrepreneurship welcomed 420 visitors. Two prizes created for this edition, "The Great Idea" and "The Great Company", rewarded the initiatives of two young companies. With Réseau Entreprendre, we proposed a series of conferences and participated in the selection committees choosing candidates for the interest-free loans. Réseau Entreprendre brings together volunteer entrepreneurs who support the creation of businesses.

Supporting innovation

In our capacity as members of the [SME Pact](#) association, which we joined in 2012, we are helping innovative SMEs. Our [Innovation Department](#) identifies those with the

potential to work with us to develop avant-garde solutions. Our public website has pages dedicated to innovation, which present *start-ups* with opportunities to collaborate with Groupe ADP, together with our Best Practice Charter. We are targeting three domains: the *smart airport*, new modes of transport and robotics. We are partners with some 15 or so bodies and organisations dedicated to supporting *start-ups* and innovative SMEs.

5 million euros

invested in *start-up* development between 2014 and 2017.

BUSINESS INCUBATORS

✓ Hubstart Paris Center

The Hubstart Paris Region® business incubator supports the set-up of businesses within the five priority growth areas for the Greater Roissy-Le Bourget area. Since its creation, it has welcomed and supported 165 creators and young businesses. With the merger of the Roissy-CDG Public Interest Group for Employment and Hubstart Paris Region®, effective since the end of 2018, the incubator is going to become an independent entity, the status of which is currently under consideration.

✓ Housing assistance

Orly Paris® offers housing assistance to people setting up a new business, so they can live close to the industrial premises, offices or land where they operate.

INNOVATION FOR THE ENVIRONMENT

In 2017 we entered into a partnership with the "Water, Environment, Soil" *cluster* set up by the Greater Orly Seine Bièvre regional public body (EPT). The purpose of this association is to generate impetus and momentum for innovation in these three fields by contributing to the growth of businesses operating in them. We have committed ourselves to turning the Environmental and Sustainable Development Resource Centre at Paris-Orly into a showcase

SOCIAL

Social cooperation and employment

for technologies and solutions put forward by these businesses. With the regional public body, we co-host workshops for companies, *start-ups* and Groupe ADP employees.

✓ In 2018, a flora and fauna study of the Paris-Orly Environmental and Sustainable Development Resource Centre site was conducted with agricultural science and technology students from Paris-Est-Créteil University (Upec) as part of their first-year Masters placement.

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SOCIAL COOPERATION AND EMPLOYMENT

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* See page 7 onwards.

For about twenty years now we have been investing in employment aid structures adapted to the specificities of airports (Groupe ADP's pledges 12 and 14 in 2016). We have defined three key spheres of intervention: careers advice and information, training and innovation, and assistance for vulnerable people.

Our levers

Our action relies in particular upon:

- public employment and training policies;
- the Hub Skills project, led by the Roissy-CDG Public Interest Group for Employment on behalf of a consortium of businesses and public-sector bodies;
- some 10 or so partnerships with public and private-sector economic players in the area;
- the associative bodies for the social and solidarity-based economy of the Planèt'AIRport brand.

Looking ahead

We are working with the economic players in the regions where we are based to construct systems for regional strategic workforce planning (SWP). This means anticipating the needs of businesses and project holders and making available to them up-to-date information, both quantitative and qualitative, about changing job roles and the training available.

Skills Hub for Greater Roissy-Le Bourget

We are involved in setting up a local centre for excellence and in the dynamic development of employment channels via the "Skills Hub" project. This project was set up as part of the "Investing in the Future" programme, with the aim of better meeting the recruitment needs of businesses in Greater Roissy-Le Bourget and helping local residents become better able to access and remain in employment. Benefiting from 2.6 million euros of joint funding from a consortium of 25 members, including Groupe ADP, and led by the Roissy-CDG Public Interest Group for Employment, it received a contribution of 2.9 million euros from the Caisse des Dépôts (agreement signed on 4 September 2017).

The Skills Hub has been set up to provide:

- support for businesses and a regional strategic workforce plan (SWP), particularly on the major regional projects;
- guidance for residents towards current and future jobs (Greater Roissy-Le Bourget Cité des métiers);
- an integrated sandwich course project;
- training modules covering key employment skills for the local area.

GREATER ROISSY-LE BOURGET

For Greater Roissy-Le Bourget, the strategic workforce plan

(SWP) focuses more particularly on the major regional projects, for example the terminal 4 project. To this end, Groupe ADP has signed a partnership agreement with the Roissy-CDG Public Interest Group for Employment.

GREATER ORLY

For the Greater Orly region, in 2017 Orly Paris® coordinated the introduction of an SWP. As partners of the Grand Orly Seine Bièvre regional body, which has also set up an SWP, we are helping it to think about the type of training to be offered at the future Greater Paris Green Building Campus.

✓ In 2018, alongside the Val-de-Marne and Essonne local councils, Groupe ADP helped relaunch the dynamic of the old "Assises d'Orly" with a new initiative: The "Rencontres d'Orly". In 2019 and 2020, these events will focus on three themes: environment, transport and employment.

Advising, informing, recruiting

CITÉ DES MÉTIERS

The overall offer of the future Cité des Métiers careers information centre in Greater Roissy-Le Bourget, as planned by the "Skills Hub" project, will include:

- advice on careers, employment and occupational skills and training;
- jointly-provided and shared resources, facilities and services;
- public and private-sector employment and training services, all together in one place.

✓ The project received the "Cité des métiers d'Universcience Cité des Sciences et de l'Industrie" label at the end of 2018.

✓ Groupe ADP will be investing 250,000 euros between now and 2020 to help develop premises for

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Regional growth and attractiveness

the Cité des Métiers and the new CDG-Hubstart Public Interest Group for Employment at Roissypole.

THE “CAREERS ADVICE” SCHEME

Since 2015-2016, our “Careers Advice” scheme has worked to attract students towards the priority stream businesses in the Greater Roissy-Le Bourget region. The scheme covers secondary schools in the districts prioritised by urban policy in our three départements. Teaching staff select small groups of motivated pupils whom we then place in businesses for an immersive experience, and take to meet professionals.

Over 130 pupils benefited from the “Careers Advice” scheme in 2017-2018.

WORKING WITH THE NATIONAL EDUCATION SYSTEM

✓ Our teams go into schools to talk about what we do and the kinds of work we offer.

✓ For pupils in their final year of middle school (aged 14-15) there is the “professional discovery” option to find out about careers with us, and for pupils in their final two years of school (aged 16-18), we organise programmes of visits with the help of businesses and the teaching staff of middle and high schools.

✓ As part of careers advice for pupils in their first year of technical college (aged 15-16), in 2018, we organised the Paris-Orly visit, as well as practical sessions in our signage and maintenance workshops, for small groups of pupils from high-priority districts in the city.

“DISCOVERING AIRPORT PROFESSIONS” SEMINARS

Several times a year, at the Environmental and Sustainable Development Resource Centres at Paris-Charles de Gaulle and Paris-Orly, we hold “discovering airport professions” seminars that are open to jobseekers. We provide information about airport-based occupations and the requisite training for them, in partnership with careers guidance services, businesses, public-sector services and training organisations.

PROFESSIONALISATION FOR CAREERS ADVISERS

In 2018, with the Roissy-CDG Public Interest Group for Employment, we conducted a “professionalisation” process for careers advisers (national employment service, local initiatives, etc.), thanks to the organisation of six events. Once familiarised with the occupations within our local sectors, the advisers are better equipped to advise and inform jobseekers.

FORUMS AND MEET-UPS

In partnership with the National employment service, we organise themed recruitment forums. We take part in various advisory forums on airport-based occupations organised by local authorities and educational establishments.

2018 Advisory forums

8 for Greater Roissy-Le Bourget.

10 for Orly Paris®

2018 Recruitment forums

6 for Greater Roissy-Le Bourget.

6 for Orly Paris®.

✓ Sandwich course and seasonal contracts forum

In 2018, Paris-Orly held its 7th “Sandwich course and seasonal contracts” forum. 33 companies participated, and 285 visitors were able to consult 182 job offers.

✓ Alongside Orly International

The 2018 d’Orly Paris® [Employment Meet-Ups](#), to which Groupe ADP contributed, mobilised 95 companies and over 100 partner structures. They attracted 5 000 visitors from Essonne and Val-de-Marne, who were offered 30 themed activities. This event gave rise to 700 pre-recruitment interviews in *job meeting* form, with 28% of candidates selected and 600 recruited (estimate). Groupe ADP and Orly International were also involved in three other events: the Parc Icade Employment Meet-Ups, the “Work/Study Maintenance” forum and the “Airport safety careers” forum.

✓ With PLIE Nord Essonne

We hosted the *Job Dating* for PLIE Nord Essonne at the Paris-Orly Environmental and Sustainable Development Resource Centre. This event involved four integration and employment structures and 35 companies. 151 job offers were made, 286 candidates were received and 455 interviews were conducted.

✓ Coaching Seniors

Ther first “Coaching Seniors” event took place in 2018, for jobseekers aged over 45 who had been registered with the national employment service for less than two years. Designed in partnership with the National employment service, its main aim is to develop the skills of the participants.

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Social cooperation and employment

Envol Pro

Envol Pro is a trial European mobility scheme led by the Roissy-CDG Public Interest Group for Employment. The scheme offers young jobseekers in the Greater Roissy-Le Bourget area an immersive business language course in the UK, Ireland or Spain. Being at ease in a multicultural environment is a prerequisite for airport-based occupations. From 2016 to 2018, 86 trainees took part in Envol Pro, with 100 % of them completing the entire course and 82 % of them finding work, a work placement or training on their return to France. This project is financed by the Erasmus agency on behalf of the European Commission.

Envol Pro Consortium: The national employment service, the Plaine de France local service, Bondy local service, and the Second-Chance School of Val-d'Oise.

Vulnerable people

PLANÈT'AIRPORT, A COMMUNITY-MINDED NGO

We are founder members of the [Planèt'Airport](#) network, which undertakes social and solidarity initiatives aimed at helping vulnerable people. Every year Planèt'Airport facilitates access to or retention in employment for over 2,000 people living in the areas

A social and solidarity "TILT"

Planèt'Airport is 4 service systems.
Trainig: Planèt'Airport Training.
Integration through economic activity: First Stade.
Low-income housing: Housing Committee.
Transport: Papa Charlie.

around our Paris airports.

PLANÈT'AIRPORT TRAINING

Planèt'Airport Training offers training that leads to qualifications or degrees, for airport occupations. Around 1,300 people are trained every year.

✓ **Since 2018** Planèt'Airport Training has been authorised to conduct the *TOEIC® (Test of English for International Communication)*. It is approved by ETS Global. It is also approved by Direccte d'Île-de-France (see glossary) to train its interns – and present them for exams – for the professional role of "tourist hospitality officer".

✓ **Professionalisation of sandwich courses:** since 2017, Planèt'Airport Training has fulfilled the part of the Hub Skills regional project (launched in 2017) devoted to the professionalisation of sandwich course staff (page 64). €50 K will be spent on this.

In 2018, Planèt'Airport Training co-funded two operational preparation for collective employment (POEC) groups, with the joint collecting organisation Opcalia. Focussed on customer relations professions, these groups use the proactive training method designed to ensure up-to-date training that meets the specific needs of companies.

✓ **Partnerships:** In 2018, Planèt'Airport Training also formed new partnerships with several airport companies, to provide new possibilities for its trainees following their hospitality training.

✓ **With Seine-Saint-Denis:** Planèt'Airport Training won four bids within the Regional Employment Integration Programme launched by the Departmental Council of Seine-Saint-Denis. The training programmes, which will begin in 2019, will prepare trainees for hospitality and airport professions.

✓ **AERO Skills:** Planèt'Airport Training is a partner in this regional solidarity group which has, since 2011, been running a programme that leads to a qualification and is financed by the Île-de-France region.

Omapée, a performance observatory

In 2018, to monitor and measure the performance of the Planèt'Airport network, we set up the Observatory on support measures for people having difficulty finding work (Omapée). The aim of this observatory is to conduct an annual analysis, via a survey, of the changes to those groups that have the most difficulty finding work, identify the obstacles and the best solutions to implement.

Training and innovating

GREATER ROISSY- LE BOURGET CAMPUS

The Greater Roissy-Le Bourget Trades and Qualifications Campus was badged in September 2016 by the Ministry for National Education. It continued its operational action in 2018. The campus combines basic and vocational training packages, in particular those with an international component, within the region's priority sectors. The Trades Campuses are centres of excellence devoted to an occupational sector linked to a national or regional economic issue.

✓ Green Campus

Within the context of our partnership with the Greater Orly Seine Bièvre EPT, we are providing support to the Greater Paris Green Building Campus, which in 2021 will become part of the future national network of vocational education centres for energy transition.

SOCIAL

Quality of life

FIRST STADE

A body for re-integration via economic activity, First Stade is part of the social economy. It offers, among other things, local transport services and recyclable waste collection. At the end of their re-integration period, people employed by First Stade find and keep a job. First Stade received a Groupe ADP subsidy of €84 K over 3 years (2016-2018) and had 12 member businesses in 2018.

✓ In May 2018, First Stade obtained its Esus accreditation (recognising socially responsible and useful companies) and had a 100 % dynamic outflow rate into permanent employment contracts.

HOUSING COMMITTEE

The Housing Committee has developed an offer of subsidised housing around our three main Paris airports for employees of local businesses and public authorities that have signed up to the scheme. Its services range from emergency accommodation to rent-to-buy. Two subsidised residences take in employees working on-site at the airports – near Paris-Charles de Gaulle since 2008 and in Athis-Mons near Paris-Orly since 2017.

Almost **400** families were rehoused in 2018.

PAPA CHARLIE

Since 1997, Papa Charlie, Europe's leading subsidised rental organisation, has been hiring out vehicles for a modest sum to first-time employees in the Île-de-France region. On average, over 300 people annually take advantage of this rental deal to enable them to commute to work. Papa Charlie owns a fleet of 80 recent, low carbon-

emission vehicles. It is recognised as a Best Practice organisation by the UN Global Compact.

✓ In 2018, as part of the Skills Hub "Investing in the Future" programme, Papa Charlie opened a new service of 20 no-licence vehicles, in partnership with Aixam, a manufacturer of no-licence cars. This service is reserved first and foremost for work/study students, who receive highway code awareness training from Aiguillage. The daily hire cost is 2.50 euros.

HIGH-PRIORITY EDUCATION

✓ Since 2009, we have been supporting the high-priority education networks (Éclair, RAR, RRS, REP+) created for pupils at schools in the high-priority districts and communes associated with our airports. Since 2010, we have been co-founding Second-Chance Schools, including five near Paris-Charles de Gaulle and two near Paris-Orly. The purpose of these schools is to provide workforce integration for young people who have been out of the school system for over a year. We finance their initiatives by paying a portion of the apprenticeship tax to them. In 2017 we signed a partnership contract with the commune of Les Ulis (Essonne) within the framework of the Educational Success Programme (PRE).

✓ Furthermore, from late 2018 to early 2019, the Environmental and Sustainable Development Resource Centres received 300 interns from high-priority districts, for a week of introductions to the different Groupe ADP careers.

HELPING THE CITY'S HIGH-PRIORITY DISTRICTS

In July 2018, Groupe ADP signed the "PaQte", a pact on the part of French companies in favour of the city's

high-priority districts. The Group commits to offer 300 internships and take on 200 work/study students on average per year, until 2021.



Find out more: <http://www.paqte.fr>



QUALITY OF LIFE

MATERIALITY MATRIX*

ISSUE 13
RATED "IMPORTANT"

* See page 7 onwards.

The quality of life of those who work at our airports is the subject of Pledge 11 of the 20 Brand Pledges made by Groupe ADP in 2016.

Inter-company nurseries

Our airports have two inter-company nurseries, set up on our own initiative. At Paris-Orly, the P'tits Loup'ings, a certified "eco-nursery", has 60 cots and takes around 150 children per year. The Globe-Trotteurs nursery, at Paris-Charles de Gaulle, welcomes 170 children per day on average, with 100 cots. It is made up of l'Ombr'aile, which is open during unsocial hours, and l'Envol, open during normal office hours. Our partners are the regional authorities, the DGAC (French Civil Aviation Authority), public-sector services and businesses based at the participating airports.

✓ Since 2017, for its employees, Groupe ADP has helped to fund 41 cots at Globe-Trotteurs, for a cost of €4.5 K (figure from 31 December 2018).

SOCIAL

Dialogue with local residents

Filéo bus routes

Since 1998, the [Filéo](#) network has been providing regular public transport services for the employees of Paris-Charles de Gaulle. This on-demand transport service was set up by Île-de-France Mobilités. It operates 24/7. We are the only private-sector company contributing to its operating costs with Île-de-France Mobilités, together with the local councils of Seine-et-Marne and Val-d'Oise and the public body Paris Terres d'Envol. A new agreement has been made for the 2018-2023 period, and a new "zonal" on-demand transport service (independent of the regular lines) has been introduced, in particular to the south of Paris-Charles de Gaulle (€265 K in 2018).

6

DIALOGUE WITH LOCAL RESIDENTS

MATERIALITY MATRIX*

ISSUE 20
RATED "IMPORTANT"

* See page 7 onwards.

A relationship based on trust

Keeping our airports' local residents informed is part of our corporate Mission Statement. We have, of our own accord, gone even further by cultivating trust-based relationships with local and regional authorities, associations and residents. Our airports' regional delegations drive forward initiatives intended to benefit local residents and their elected representatives. We participate in Environmental Advisory Committees (CCEs), working groups on noise and Advisory Committees for Assistance to Local Residents (CCAR).

OUR MAIN COMMUNICATION CHANNELS

Our main channels for communicating with local residents and elected representatives are our two Environmental and Sustainable

Development Resource Centres (ESDRCs) at Paris-Charles de Gaulle and Paris-Orly, and our website which we use to provide information online: www.entrevoisins.org.

✓ **The ESDRCs** design or host educational seminars on air industry occupations, as well as employment-related forums and conferences. They stage about 10 exhibitions a year, as well as events with an airport-related, environmental, cultural, sporting or community theme. They participate in local and regional efforts focusing on environmental and employment themes specific to our airports.

18,500

In 2018, the Paris-Charles de Gaulle ESDRC welcomed almost 18,500 visitors.

✓ **www.entrevoisins.org** passes on information to local residents, elected representatives, businesses and the general public, concerning the air industry, our airport operations, noise, the environment and our economic and social cooperation measures.

Consultation with elected representatives

Consultation with elected representatives is organised mainly via partnership initiatives with an economic, environmental or social purpose. We share information on a regular basis about our large-scale development projects, right through to their completion, mainly via the staff of the ESDRCs. We offer visits to businesses operating at our airports and work with local communities to set up information-sharing forums and educational, cultural and sporting activities.

4 job meetings

with the workforce-integration and employment bodies for Paris-Orly.

✓ Since 2016 we have been implementing an action plan aimed at developing closer connections

with the 50 communes most exposed to noise in the vicinity of Paris-Charles de Gaulle. In order to ensure that large-scale construction work carried out at Paris-Orly will be acceptable, we have strengthened communication with elected representatives and Environment Advisory Committee projects. In 2018, we organised several meetings with elected representatives, concerning the renovation works on runway 4 at Paris-Charles de Gaulle and the reconstruction of runway 3 at Paris-Orly, scheduled for 2019.

Terminal 4 Preparing for 2024

As part of the project for building Terminal 4 at Paris-Charles de Gaulle, a prior consultation was launched under the aegis of the French National Commission for Public Debate (CNDP). It began in October 2018 and will continue in 2019.

Relationships with local residents

In addition to the employment-related events and educational seminars they host or organise, the ESDRCs offer local residents visits and opportunities to meet up throughout the year, often linked to current affairs. Many of these are aimed chiefly at young people.

✓ **In 2018**, to celebrate 100 years of Paris-Orly, we gave a guided tour for over 50 State representatives and regional elected officials. They had the chance to talk to our Chairman and Chief Executive Officer, Augustin de Romanet.

ESDRC visits and exhibitions

- Over **15,000** visits on average per year to each ESDRC.
- **5** photo exhibitions at Paris-Orly.
- **6** exhibitions at Paris-Charles de Gaulle.

SOCIAL

Noise and soundproofing

✓ 117 out of 371 events organised by the Paris-Charles de Gaulle ESDRC were specifically designed for school groups.

An artist's view of airport grasslands

A young local artist, Marina Legall, exhibited her works for the second time at Paris-Orly from July to December 2018. Her canvases and ceramics, based on on-site observations, show the fauna and flora of our airport grasslands. This work was accompanied by a retrospective on the roles of our teams for maintenance and management of the wildlife hazard. *An artist's view of airport grasslands* was supported by the Art et mécénat d'entreprise en Essonne (AME) association. We have been a member of this association since 2017.

SPORT, CULTURE AND CREATIVITY

✓ Soccer, social cohesion and sexual equality

Football, which encourages social cohesion, has for the past four years been a star attraction at the ESDRCs, which organise the Paris Aéroport Cup every year in partnership with the Groupe ADP Foundation and football clubs from our local communities. In 2018, this football tournament brought together 340 young players (U11) across the three Paris airports. The Paris-Charles de Gaulle ESDRC also organised its third Foot d'Elles mixed-sex football tournament for five teams of boys and girls aged 11-16.

✓ "Book prize"

Using fun activities to encourage children to read is a good way to combat illiteracy and educational failure. The ESDRC at Paris-Orly invited schoolchildren in the last 2 years of primary school and the first year of middle school (overall, an age group of 9 to 12) from the neighbouring communes to form a judging panel for the sixth edition

of its "Book Prize". The prize-winning book by Yves Grevet, *L'Accident*, has been made available in the Relay sales outlets at Paris-Orly Airport. The trophy awarded to the author was created by a pupil from the Orly municipal art school. This prize is organised in partnership with multi-media libraries in the Greater Orly Seine Bièvre area, the Groupe ADP Foundation and Relay@adp.

✓ Visits

In partnership with the Groupe ADP Foundation and the Cgénial Foundation, we have organised visits to Paris-Charles de Gaulle and Paris-Orly airports and meetings with people who work for Groupe ADP for representatives of the state school system (secondary school teachers and administrators). Our objective: to bring the worlds of education and business closer together throughout the summer as they focus on scientific and technical occupations.

✓ Debates and general culture

For the past 3 years, the ESDRC at Paris-Orly has been offering the public lectures on general cultural topics on one Friday a month, as well as "Sunday cinema debates" every two months.

10 culture Fridays and 4 cinema debates at Paris-Orly in 2018

CHILDREN'S LOCAL COUNCILS

We support the initiatives of Children's Local Councils (CMEs) and Young People's Local Councils (CMJs) that benefit the environment and social responsibility.

✓ Thus, in 2018, the Choisy-le-Roi Children's Citizen Council and the Juvisy-sur-Orge and d'Epinay-sur-Orge Children's Local Council took part in a fun scientific workshop, on building a wind turbine blade.

The circular economy and responsible procurement

Under our Responsible Procurement Policy, the ESDRCs enter into agreements with protected-sector organisations for the provision of catering and cleaning services, and promote charity programmes concerning the circular economy.

7

NOISE AND SOUNDPROOFING

MATERIALITY MATRIX*

ISSUE 23
RATED "IMPORTANT"

* See page 7 onwards.

The underlying principle

In France, the control and reduction of aircraft noise falls within the remit of the General Civil Aviation Authority (DGAC), i.e. the French government and not the airports. Our responsibility as airport operators includes managing the soundproofing assistance scheme in the vicinity of our airports in Ile-de-France.

✓ A specific unit within our organisation, consisting of 15 people, runs and coordinates this scheme. Our [laboratory](#) provides the authorities with acoustic measurements and analyses and publishes the acoustic assessments of aircraft noise online, for local residents to see.

Minimising noise pollution

At Paris-Orly, a curfew applies between 23:30 and 06:00. This has been in place since 1968. In 1994, regulations also limited the number of time slots that can be allocated at this airport to 250,000 per year. At Paris-Charles de Gaulle a limit on night-time traffic and an overall gauge of weighted noise measurements (IGMP) were introduced in 2003.

SOCIAL

Noise and soundproofing

✓ Adjustments to the landing tax according to the aircraft's acoustic category and to the tax on air transport noise pollution (TNSA) are providing additional encouragement to use quieter aircraft, as well as penalising night flights.

✓ Since 1 February 2017, Paris-Le Bourget airport has had a Noise Exposure Plan (PEB), as have Paris-Charles de Gaulle (April 2007) and Paris-Orly (December 2012).

Assistance with soundproofing work

FINANCING

[Assistance with soundproofing work](#) is granted, to homes and tertiary-sector buildings located within the noise pollution maps (PGS) of the three main Paris airports, upon a favourable report from the Advisory Committee for Assistance to Local Residents (CCAR). The tax on air transport noise pollution, which is collected by the French Civil Aviation Authority (DGAC) and partially repaid to Groupe ADP, finances soundproofing measures that benefit local residents.

Financial Report 2018

- Tax on air transport noise pollution: **38.5 million euros**.
- Acoustic reports and soundproofing work: **32.1 million euros**.

Amount paid to local residents (towards reporting and work): **35.5 million euros**.

QUALITY

We offer a project management assistance service to guarantee residents good quality work at the best cost. Upon completion of the project the quality of the work is checked. We also collect residents' feedback on service quality.

PROCESSING TIMES

We are striving to improve processing times for requests for assistance with soundproofing work. For Paris-Orly, in 2018, fluidity is achieved with an average processing time of 12 months. For Paris-Charles de Gaulle and Paris-Le Bourget, if the situation improves, the processing time can nevertheless reach four years. The shared objective of Groupe ADP and the DGAC (French Civil Aviation Authority) is to ensure fluidity in processing times by 2021.

Informing and discussing

At our Environmental and Sustainable Development Resource Centres, local residents can obtain information using the Vitrail software package that we have developed. Directly accessible online since December 2018, it provides a more or less in real time representation of air traffic in the Île-de-France region and the associated noise measurements and delivers information concerning flyovers by departing or arriving aircraft.

We look into [information requests](#) and complaints from local residents that are not within the remit of the State-dependent air traffic control service provider (DSNA). Since 2017, a request form has been available on the website www.entrevoisins.org. A reply is provided within 3 hours.

✓ In 2018, we organised liaison campaigns with local residents' associations: Advocnar, (the Association for combating aircraft nuisance) and Cirena, (the Collective against aircraft nuisance).

✓ We became part of the Bruitparif board of directors.

Consultation: the CCEs

The [Environmental Advisory Committees](#) (CCEs) are the preferred tools for consulting people living in the vicinity of the airports. They are convened and chaired by the local prefect and consist of three equal contingents of representatives from the aeronautical occupations, local community organisations, and local residents' or environmental protection associations. They must be consulted on matters related to the impacts of the airport's operation on areas affected by noise pollution. They ensure the monitoring and implementation of environmental quality charters. They can refer matters to the [Acnusa](#) in the event of breaches of these charters or to request studies and expert advice.

✓ **Within the Paris-Charles de Gaulle CCE**, a working group (on which we are represented) was set up in 2014 to research ways of reducing noise pollution. The outcomes of this work included the introduction of technical solutions:

- continuous descent of aircraft at Paris-Charles de Gaulle between midnight and 5:30 a.m. (since September 2016);
- modification of an aerodynamic mechanism on A320s, the most common aircraft at Paris-Charles de Gaulle. This has noticeably reduced the noise produced.

Environmental Advisory Committees in 2018

Paris-Charles de Gaulle: **2**

Paris-Orly: **1**

Paris-Le Bourget: **1**

CHARITABLE INITIATIVES

MATERIALITY MATRIX*

ISSUES 20 AND 22
RANKED "IMPORTANT"

* See page 7 onwards.

Our charitable initiatives fall within the scope of Brand Pledge 14 made by Groupe ADP in 2016: "Encouraging training, employment, and social integration".

The Civil Engagement Division

In November 2018, we created the Civil Engagement Division, to give greater visibility to our charitable involvement, be it in the form of sponsorship, partnership, financial support or mentoring. These actions contribute greatly to Groupe ADP's CSR effort.

A UNIFYING MISSION

The aim of the Civil Engagement Division is to federate all of the solidarity actions carried out for over 20 years by the various departments of our group, and more specifically in the domain of employability.

- ✓ There are three aspects to our strategy:
- developing the group's local involvement among the regional associations it supports;
- working to mobilise actors within our sphere of influence (passengers and partner companies of the airports) to increase support for projects in the general interest;
- encouraging and supporting our employees' involvement.

OUR TOOLS

The Civil Engagement Division has a budget of three million euros and two main tools for action.

✓ **Our Corporate Foundation**, created in 2015, works to serve areas affected by our Paris airports as well as other areas outside France, in countries where Groupe ADP has economic interests. The [Groupe ADP Foundation](#) has had its five-year plan renewed for 2020-2024.

✓ **The Paris Airport Community Endowment Fund (FDCAP)**, created on our initiative in February 2018, brings together 18 member companies (in December 2018) who are active at our airports for a budget of 100,000 euros.

Combating illiteracy

The Groupe ADP Foundation and the FDCAP endowment fund share a key field of intervention: that of education, by tackling school dropout rates and illiteracy. The Foundation focuses on children, while the endowment fund covers employees. In 2018, we launched two major actions: A tutoring system to support the acquisition of reading and writing skills in the workplace, and the contribution to creating the Foundation for Writing.

COMBATING TABOOS

For the fifth edition of France's national action against illiteracy days, the Groupe ADP foundation organised the "Illiteracy in the workplace: from taboo to action" conference in September 2018. Our partners were the French national agency for combating

illiteracy (ANLICI) and the [#Stopillettrisme](#) association.

This conference, which brought together 200 people and 20 contributors, helped to raise awareness and inform actors in the working world about a difficult and taboo subject. At the end of the day, the #Stopillettrisme (Stop Illiteracy) commitment charter was signed by the companies and organisations present, who want to act now.

It was in this spirit that our foundation set up a tutoring system with #Stopillettrisme. Several of the group's employees support the learning of reading and writing organised by employees of our subcontractors. The pilot of this project started in early 2019.

THE FOUNDATION FOR WRITING

Our foundation is a founder member of the Foundation for Writing, alongside the corporate foundations of M6, SNCF, Sycomore and the Académie des sciences morales et politiques (Academy of Moral and Political Sciences). Established for three years, the Foundation for Writing aims to cultivate the pleasure of writing, a tool of freedom and understanding for citizens.

Its creation is part of the national mobilisation in favour of artistic and cultural action, which was launched in July 2018, by the Ministries for Culture and National Education. It is run by the Labo des Histoires, an association for the promotion of writing among young people.

SOCIAL

Charitable initiatives

LIRE ET FAIRE LIRE

Our foundation has renewed its partnership with "[Lire et faire lire](#)". This association works to transmit the love of reading between generations: every week, volunteers aged 50 and over work with small groups of pupils in or out of school hours, to share reading time with them.

Since 2017, this action has been part of the "Together for a country of readers" programme from the Ministries for National Education and Culture. This programme works to attract and train more volunteers, in order to help up to a million children in the space of three years, from nursery age. For four years, we have been providing "Lire et faire lire" with 20,000 euros of financial support, with an additional specific donation in 2018 and 2019 to support the "Together for a country of readers" programme.

INTERNATIONAL

Schools of the World

After funding the building in 2017, in 2018 the Groupe ADP Foundation contributed to the construction of a canteen at the school of Bésely in Madagascar. Thanks to these facilities, children living far from the establishment will no longer need to go a long way to eat at home. The financial partnership was established for a sum of 25,000 euros.

Our flagship projects in 2018

- Seniors' skills patronage, launched in July 2018, was integrated into Groupe ADP's SWP Agreement in January 2019. This patronage allows employees in the three years prior to retirement to invest 50 to 75% of their work time in an association.
- Salary rounding, which was launched in September 2018 with the Human Resources Department, gives our employees the opportunity to help fund an association of our choice.

Employee involvement

We support the involvement of our employees, who can apply their skills to help the associations we support. Established in 2016-2017, six programmes assist them in their commitment: mentoring; tutoring and *coaching* for young people from high-priority districts in the city; skills patronage; solidarity action day; solidarity leave; collections for associations supported by the Foundation.

✓ Alongside our programmes, our employees participate on a voluntary basis in the Plato networks that provide advice and help to SMEs. They are often members of an NGO in a personal capacity.

✓ Since 2012 we have been providing sponsorship in kind, by collecting things belonging to Groupe ADP and distributing them for the benefit of workforce-integration associations.

Key figures for 2018

- In 2018, 206 employees got involved with associations:
- 48 as mentors;
 - 73 as part of tutoring programmes for the region's young people, *via* the Alliance pour l'Éducation, the Institut Télémaque and the Elles Bougent association;
 - 53 as part of the work of #Stopillettrisme against illiteracy;
 - 26 as volunteers to supervise the Paris Aéroport Cup junior football tournaments.
 - Since 2017, six employees have done international charitable assignments *via* Congé Solidaire® (Solidarity Leave).

B2B AND B2C CUSTOMERS

Our continuous improvement process covers service quality, our ambition for excellence and our identity as an airport services integrator. With this in mind, we strengthen our links year on year with airlines, who are closely involved with the steps we are taking. We have already embraced the digital revolution to boost passenger wellbeing and airline competitiveness, and will finish the full transformation of our airports into “smart airports” by 2020.

1

OUR PLEDGES
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2

PASSENGERS
P. 79

3

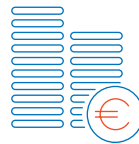
AIRLINES
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4

AIRPORT-BASED BUSINESSES
P. 86



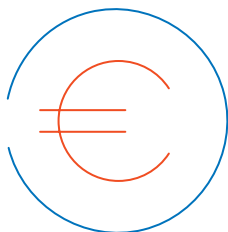
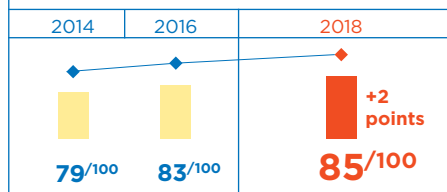
TOP 100 WORLDWIDE
SKYTRAX HAS RANKED
PARIS-CHARLES DE GAULLE AIRPORT
AS ONE OF THE TOP 100 AIRPORTS
IN THE WORLD (NO. 30).



30
OVER 30 **MILLION EUROS**
EARMARKED
FOR INNOVATION.

CUSTOMERS AND PROCUREMENT
VOLUNTARY EXTRA-FINANCIAL
RATING 2018

(scope: Aéroports de Paris SA)



3
BILLION EUROS
invested in increasing
the capacity of our terminals
over the 2016-2020 period.

281

MILLION
PASSENGERS IN 2018
(SCOPE: GROUPE ADP).



1,000

Over 1,000 members in
our *Paris Airport and You*
customer community, which
was created in 2018.

B2B AND B2C CUSTOMERS

Customer roadmap 2016-2020 and achievements in 2018

OBJECTIVES FOR IMPROVEMENT 2016-2020	STATUS	OUR 2018 ACHIEVEMENTS
COMMITMENTS FOR 2016-2020		
Applying the Connect 2020 Strategic Plan.	✓✓✓✓	<ul style="list-style-type: none"> • <i>Connecting Customers</i> Programme ratified in 2016.
Making service commitments to passengers and airlines.	✓✓✓✓	<ul style="list-style-type: none"> • Commitments made by the Paris Aéroport brand – <i>Paris vous aime</i> – relating to passengers (five promises) and airlines (five promises).
PASSENGERS		
More destination and departure locations, from and to Paris.	✓✓✓✓	<ul style="list-style-type: none"> • 113 intercontinental stopovers for passengers departing from Paris. • 66 new routes opened
A very high level of service made possible by the propagation of a culture of operational excellence, shared by the entire airport community.	✓✓✓✓	<ul style="list-style-type: none"> • Propagation of the customer culture, both internally and with our partners, since 2008. The “Customer Attitude” programme in 2018: Training provided to 170 operational managers from across Groupe ADP (80 %) and 150 partner managers. • A redesigned “<i>Bienvenue à Paris</i>” customer service programme. • Continuation of programmes run jointly with our partners. • Operational quality committees. • Airline satisfaction survey.
Optimise transfers.	✓✓✓	<ul style="list-style-type: none"> • Easier passage through the hub (currently being trialled); a new guidance system (yellow archways). • Constant improvement of digital information tools (real-time updates).
Treat passengers as individuals.	✓✓✓	<ul style="list-style-type: none"> • <i>Airport Helpers</i>®. • <i>Welcome Chinese Program</i> label since 2015. • Disabled and reduced-mobility persons: new support package and new services.
Passengers at the airport can experience Paris.	✓✓✓	<ul style="list-style-type: none"> • New and varied shops and services. • 41 new shops and restaurants opened. • 8 Michelin-starred chefs. • Deployment of cultural spaces. • <i>Instant Paris</i> lounge and new hotel offer (since 2017). • <i>Paris Worldwide</i> (magazine and smartphone app) (since 2016).
A personalised relationship with passengers, brought about by digital communication tools.	✓✓✓✓	<ul style="list-style-type: none"> • My Paris Aéroport app. • E-commerce platform. • Loyalty programme. • Creation of a Customer community.

✓ Starting

✓✓ In progress

✓✓✓ Advanced

✓✓✓✓ Achieved

B2B AND B2C CUSTOMERS

Customer roadmap 2016-2020 and achievements in 2018

OBJECTIVES FOR IMPROVEMENT 2016-2020	STATUS	OUR 2018 ACHIEVEMENTS
AIRLINES		
Improve punctuality of flights.	✓✓✓	<ul style="list-style-type: none"> • <i>Airport Collaborative Decision Making</i> – certification obtained in 2010 at Paris-Charles de Gaulle and retained ever since, and obtained at Paris-Orly in 2016. • Countdown for airlines.
Enable customers to move quickly and easily through the airport.	✓✓✓	<ul style="list-style-type: none"> • Automated check-in, baggage drop-off and boarding. • Automated controls: 94 PARAFE e-gates by the end of 2018, 90 of which have facial recognition. • 103 new information terminals. • Transport information: 12 multi-panel screens in the baggage reclaim halls; 11 transport information boards; 5 “Info Spaces” installed in 2018. • Display of waiting times. • Improved baggage procedures. • New security screening technology.
Support the development of the airlines.	✓✓✓	<ul style="list-style-type: none"> • Three billion euros of investment over five years for renovating our terminals and increasing their capacity. • Second study by the <i>Observatoire de la Connectivité</i> (Connectivity Observatory) carried out in 2016. • Attendance at the <i>World Routes, Routes Asia, Routes Europe and Routes Americas</i> conventions, and over 20 visits to airline head offices. • Support programme for Cargo operations.
AIRPORT-BASED BUSINESSES		
Improved satisfaction levels among airport-based businesses.	✓✓✓	<ul style="list-style-type: none"> • Annual satisfaction survey carried out on business customers since 2015. • Section of the parisaeroport.fr site reserved for businesses since 2015.
Quality standards.	✓✓✓	<ul style="list-style-type: none"> • Continuation of programmes already under way. • Renovation and construction programme that meets the highest environmental standards. • Better quality of life and safety.

✓ Starting

✓✓ In progress

✓✓✓ Advanced

✓✓✓✓ Achieved

B2B AND B2C CUSTOMERS

Our pledges

1

OUR PLEDGES

MATERIALITY MATRIX*

ISSUES 2, 3, 4, 5, 7, 8, 9, 10, 21
RANKED:
3, 7, 9 "VERY IMPORTANT"
2, 4, 8 "IMPORTANT"
5, 10, 21 "LESS IMPORTANT"

* See pages 7 and onwards.

Strategy and policy

We have been rolling out our Connect 2020 strategic plan since 2016, which is partly based on our third Economic Regulation Agreement with the State for 2016-2020. This plan reasserts our will to improve the quality of service provided to our customers, our ambition for excellence and our role as integrators of services and solutions within the aviation industry. Our roadmap for 2016-2020 maintains our focus on improving passenger flows through terminals, punctuality, hospitality, assistance for disabled and reduced-mobility persons (PRM) and baggage reclaim.

Our Customer Division brings together all the expertise and skills we deploy on behalf of passengers, the airlines and the businesses that use our airports.

THREE PERFORMANCE LEVERS

To achieve the ambitious Connect 2020 objectives, we are making use of three performance levers with the power to appreciably improve the satisfaction of passengers, airlines, our service providers and the State-run services.

- 1 - Infrastructure and services, including renovation of the oldest terminals.
- 2 - Efficient communication and well-controlled waiting times, which are high-priority issues from the perspective of passengers and airlines.
- 3 - Customer relations and

customer care, for which we are developing tools for propagating the customer culture.

Lever 2 and 3 require the involvement of the entire airport community.

20 BRAND PLEDGES

When we created our "Paris Aéroport" passenger brand and its slogan, "*Paris vous aime*" (*Paris loves you*) in 2016, we made 20 pledges to our stakeholders linking our corporate strategy to exercising our corporate social responsibility. Ten of these pledges concern our passengers and airlines.

DIALOGUE WITH OUR STAKEHOLDERS

Achieving our objective implies extensive and sustained dialogue with our B2B customers, which are the airlines, and our B2C customers, which are our passengers. With this in mind we have developed various communication and consultation tools for taking account of our stakeholders' expectations. (See pages 10 and 11)

Creation of the customer community

"*Paris Aéroport and You*" is the name of the customer community created by our Customer Division in 2018. This community is made up of 800 French-speaking and 300 English-speaking volunteer passengers, who are all members of our My Paris Aéroport app, users of our e-services or WiFi services, and participants in our *Play Your Airport* competition and ASQ-ACI satisfaction surveys. This community has access to an extensive menu of options via a dedicated internet portal, where they can provide us with feedback or learn more about our projects: quick surveys, online study launches, forums, suggestion box, and an independent study module for the community.

Our strategic plan

Our *Connecting Clients* strategic plan is part of the Group's wider Connect 2020 strategic plan, and sets out the basics for which we hold ourselves accountable: punctuality, communication, reduced waiting times, ease of navigation, easy-access amenities and a courteous manner. It has three primary objectives:

- to increase service quality to the same level as the top airports in Europe by 2020;
- to use digital tools to simplify and personalise the service provided;
- to offer the best of the Paris experience through a range of shops and services that sets us apart.

A high-quality roadmap

OUR PERFORMANCE INDICATORS

✓ International ranking

Paris-Charles de Gaulle Airport has been awarded 30th place in the Skytrax global ranking of the World's Top 100 Airports for 2019, moving up seven places since 2018. It has also been named as one of the top ten airports for shopping, services and leisure facilities.

✓ Fifteen quality indicators

As part of our Economic Regulation Agreement, 15 quality indicators are used to measure the quality of our service to passengers and airlines. Of these 15 indicators, 10 have a financial impact on Groupe ADP under the 2016-2020 Economic Regulation Agreement. We reached our targets for 14 indicators in 2018, and surpassed them in the majority of cases.

B2B AND B2C CUSTOMERS

Our pledges

✓ ASQ-ACI classification system

We have chosen to use the worldwide *Airport Service Quality (ASQ)* survey by the *Airports Council International (ACI)* to measure the quality of our services. The *ASQ-ACI survey* is used in 340 airports around the world, and gives us a highly accurate *benchmark*. It measures the satisfaction of departing passengers who are passing through *ACI* member airports, and uses a scoring scale from 1 to 5. We are aiming for a score of 4 out of 5 when measurements are taken in 2020, and to this end are rolling out a service quality enhancement programme to complement our three chosen performance levers (renovation, information, and customer care).

- A difficult climate (more traffic, strikes, increased security measures, ongoing work) has prevented us from achieving the desired increase in customer satisfaction in 2018. There is the possibility that this unfavourable environment will continue into 2019, but we will continue to ramp up our efforts to provide high-quality services.

OUR 20 MAJOR PROJECTS

Our customer service enhancement programme comprises **20** major projects.

These 20 projects break down into:

- **seven** priority projects per terminal, which target areas

with high volumes of passenger traffic where we want to improve levels of satisfaction;

- **eight** cross-reaching projects looking at simplifying routes (transfers, signposting, baggage reclaim, airport-city links) and key services (bars and restaurants, WiFi access, financial services, toilet facilities);
- **various projects** addressing “unacceptable” conditions.

Culture of operational excellence

Our plans for improvement are based on paying attention to our P'RéférenCiel customer benchmark, which is updated regularly in order to maintain our standards at the highest possible level and take account of the progress made in our sector. Its content can be accessed by all our employees *via* the intranet and, for our staff on the ground, on their tablets. It provides a baseline for every new development project, whether it be a new service offer or an infrastructure renovation.

Collective engagement

To succeed in our projects and strengthen our position as a services integrator, we are counting on the collective engagement that has thus far made us a solutions integrator. We use consultation to promote the exchange of best practices. For issues like these, on which we cannot act alone, we are leading

joint projects involving the entire airport community: airlines, ground handling, providers of security and cleaning services, customer service staff, retailers, State-run services, etc.

SHARING HOSPITALITY VALUES

Since 2017, we have been working particularly hard on punctuality and hospitality within the airport community, and have launched far-reaching action in these areas as part of our *Connecting Clients* programme.

✓ Customer care is a key part of our relationship with our customers. We have been working with the airport community to roll out our “Customer Attitude” programme since 2016. This programme identifies four attitudes to and nine common hallmarks of service. The aim of the programme is to embody our promise – that “*Paris loves you*” – in every interaction between customers and members of the airport community. In 2018, 140 managers and 190 operators from Groupe ADP undertook a training programme. It will be opened up to our partners in 2019.

✓ We have also been working closely with the airport community on the extensive customer care transformation project, “*Bienvenue à Paris*”, over the past 18 months. This was launched in 2018, with the creation of new roles and the introduction of proactive mobile staff along passenger routes throughout the airport (departure, arrival, transfer).

INCREASE IN PASSENGER SATISFACTION RATES IN 2018

		Satisfaction score or rate	
		2017	2018
Departures	ASQ/ACI survey (score out of 5)	3.74/5	3.77/5
Arrivals	BVA survey (%)	91.2 %	90.1 %
Comments:			
1 - The three key stages of the Arrivals route (border police, baggage reclaim, and onward transport) have been significantly hampered this year by external factors.			
2 - We are also carrying out satisfaction surveys with the airlines and businesses that rent from us at our airports.			

B2B AND B2C CUSTOMERS

Our pledges

460

employees and managers trained internally in good attitudes to service, as well as 150 partner managers.

WORKING WITH AIRLINES TO MANAGE QUALITY

We manage quality and operational efficiency in liaison with the airlines with the help of:

- the *Airport Collaborative Decision Making (Airport CDM)* tool currently used airside, and a new comprehensive management tool which has been used at Paris-Orly since 2018 (both airside and landside);
- the Operational Quality Committees (OQCs), attended by representative from the airlines, ground handling services and Groupe ADP;
- The *ORAT* method (*Operational Readiness and Airport Transfer*) which is used to commission infrastructure, involving future users right from the start – the anticipated commissioning of the connecting building at Paris-Orly has been entirely based on this method;
- *lean management*, with airlines and ground handling intended to optimise procedures.

TRIALLING COLLECTIVE PERFORMANCE ON THE GROUND

We have developed joint methods for working on the ground that unite our own staff and those of the airlines, their ground handlers, our service providers and State-run services. Participants carry out on-site analyses of malfunctions and test solutions that will become standard procedure for all. We focus in particular on the flow of passenger traffic, punctuality, hospitality, assistance for disabled and reduced-mobility

persons and baggage reclaim. We have therefore been working together at Paris-Charles de Gaulle since 2014 to roll out the *Focus Flight* initiative, where every stage of a flight (check-in, boarding, arrival and transfer) is assessed from a customer's point of view so that we can make improvements fast.

ENSURING PARTNERS' COMMITMENT

Our contracts with our partners and the contractors operating at our airports include service quality and environmental criteria, and we make regular checks to ensure their compliance. We conduct awareness-raising campaigns about service quality with businesses in contact with passengers, such as retailers and taxi firms.

Innovation

In 2017 we launched the Innovation Hub: a 500 sq. m technology site at Paris-Charles de Gaulle with a holistic approach to innovation and the funds (40 million euros) to invest in young, innovative companies. This programme draws on a rich ecosystem of incubators, *start-ups*, academia, major groups, investment funds, competitiveness clusters and even *think tanks*. We support eight companies, and offer to test and roll out their technology across our airports. We will be setting up another Innovation Hub at Paris-Orly in early 2020.

Our key areas of innovation are artificial intelligence, robotics, and new modes of transport. With regard to CSR, we have worked with Destygo to develop a chatbot which answers passengers' questions with personalised information. With Innov ATM, we have devised a system to optimise air traffic management which is both improving operational

performance and helping to reduce fuel consumption during landing and taxiing. We have also created a digital terminal in partnership with Common Sense and the Groupe ADP Foundation where travellers can donate foreign currency that they have been unable to exchange to a cause of their choice.

A shared vision of the airport city of tomorrow

In June 2017 we launched an international competition entitled "*Play Your Airport*" and invited four categories of contestant – students, businesses, travellers and Groupe ADP staff – to invent the airport of the future. The aim of this challenge, which is based on collective intelligence, is to give rise to projects which can be used to dramatically change the current airport model, and identify new talent in the process of doing so. Some projects are currently under development or in their trial phase, such as the "*EarthPort*" bioclimatic terminal project led by Groupe ADP employees, which should be in place by 2021 at Paris-Orly.

Following the success of the first event, we ran a second "*Play your Airport*" innovation competition in 2018 with "*Reinventing Roissy*" as the theme. There were three different entry categories: passengers, students, and innovative *start-ups* and SMEs. The results will be announced in April 2019.

2

PASSENGERS

MATERIALITY MATRIX*

ISSUES 2, 3, 7, 8, 9
RANKED:
1, 3, 7, 9 "VERY IMPORTANT"
2, 8 "IMPORTANT"

* See pages 7 and onwards.

Five brand pledges

In order to provide passengers with an ever more positive experience, we are constantly improving the quality of each stage of their visit to our airports: on departure, on arrival and during transfer. In 2016 we formalised five brand pledges which address their key expectations.

1 - We will make you feel secure: safety is a high priority.

2 - We will let you manage your own time: the passenger's journey through the terminal is becoming more efficient, simpler and more autonomous.

3 - We will recognise you: passengers are received in a way that makes them feel both expected and welcome.

4 - We will spoil you: we guarantee a varied and high-quality selection of shops, restaurants and bars.

5 - We will amaze you: with surprising and enjoyable events designed for passengers.

FIVE PRIORITY TARGETS

In order to create services tailored to our passengers' specific expectations we have identified five priority targets: families; frequent flyers; passengers travelling with *budget* airlines; foreign passengers who make a significant financial contribution; and transfer passengers.

The Smart Airport

We are counting on the deployment of digital technology to enhance the

passenger experience within a new airport model: the *Smart Airport*, designed with three travel phases in mind (before, during and after). We are modernising our infrastructure by making it interconnected, with the aim of giving passengers more and more independence and making their journey through the airport easier and faster.

✓ Smartphones are used to deliver both practical and leisure-related services and information about journeys and airports in real time. The Paris Aéroport smartphone app has new functions added to it every year. Available in 11 languages and updated in real time, its purpose is to guide passengers through our airports by GPS and to keep them informed about their flights and all the services on offer. In 2018 we added a personalised conversational assistant and a special section for retailers, bars and restaurants.

✓ Since May 2017 an e-commerce platform has been available for passengers to book parking spaces, plane tickets, overnight hotel stays, rental cars, tickets for cultural attractions or even an entire trip from end to end.

My Paris Aéroport loyalty programme

Since 2016, the My Paris Aéroport loyalty programme has given its members access to a digital loyalty card.

This programme rewards our most frequent customers by offering them services to make their journey easier, as well as commercial benefits. It also helps us become better acquainted with their expectations.

In December 2018, My Paris Aéroport had over 400,000 members.

Customer care

We have finalised and set up several additional systems for making swift improvements to the customer service received by passengers at our airports.

NEW ORGANISATION

To improve the quality of service in our airports, we have combined real-time coordination of all services within different airport areas and management of the providers involved into two new and complementary roles.

GOOD PRACTICE AND TRAINED STAFF

In 2015 we published a good practice guide for providing customer care, and sent it out to all staff and operators who come into contact with passengers or their companions. A charter asks staff at security checkpoints in particular to follow the good practice guide. We run joint campaigns with all our partners to raise the awareness of their staff.

AIRPORT HELPERS®

Since 2013, there have been *Airport Helpers*® on hand in terminals to assist passengers and the people accompanying or meeting them. In 2018, over 3,400 employees working in our airports, including members of our own staff, volunteered to become information sources. They wear a "*Happy to Help you*" badge.

NON-EUROPEAN PASSENGERS

We are developing a number of services for non-European passengers. We respect their cultures

B2B AND B2C CUSTOMERS

Passengers

and also make our staff and partners aware of the need to do so. We have held the *Welcome Chinese Program* label since 2015, which guarantees Chinese tourists service standards tailored to their culture.

MY CONCIERGERIE

Since 2017, My Conciergerie has operated a door-to-door support service available seven days a week for departures, arrivals and transfers. A baggage delivery service was also introduced in 2018, which can be used *via* the My Paris Aéroport app and the Groupe ADP commercial website.

5,000

people assigned to customer care and directing passengers in 2018.

Making the journey quicker and easier

In order to meet a major expectation of passengers, we are always working to make journeys through our airports quicker and easier.

MAJOR ONGOING WORK

Since 2016 we have had major work taking place at Paris-Orly and Paris-Charles de Gaulle. In order to mitigate any inconvenience caused to passengers or airlines, we have drawn up a transformation support plan. We share real-time updates with all airport operators. For passengers, we have set up a dedicated website (ParisAeroportChange.fr), increased staffing levels on “red” days, created more poster campaigns and improved the ambiance by installing “stylish” worksite fences.

CHECK-IN AND BOARDING

Speed depends in particular on completing the formalities. In several terminals we are continuing to roll out multi-airline self-service check-in points and automated baggage drop-off stations. We are also gradually installing more and more automated boarding gates (*self-boarding*). At the same time we are working with our partners to make our check-in areas more user-friendly.

CHECKS

We work in partnership with our security providers and Border Police (DPAF) to reduce waiting times and improve waiting conditions.

✓ Safety

We have systems in place so that security controls for 90% of passengers do not take longer than 10 minutes, and so we can communicate waiting times in real time. Security Checkpoint areas have been enlarged and are now jointly operated, speeding up passenger throughput. Customer care staff help passengers get ready to go through. New technology is making this stage a smoother experience. We are gradually rolling out priority access for Families and PRM. For several years now our single security checkpoints mean transferring Schengen Area citizens do not have to go through a second security check between flights.

Less than 10 minutes

for security controls in 2018 at Paris-Charles de Gaulle and Paris-Orly.

✓ Borders

With regard to border security formalities, we are working closely with the Border Police to implement a range of solutions that meet the objective set by the French Prime Minister in 2017 of limiting waiting times for EU citizens to 30 minutes and non-EU citizens to 45 minutes.

Thanks to the automated PARAFE e-gates with biometric (fingerprint) recognition we have been rolling out since 2016, European passengers now spend only 30 seconds undergoing identity checks. Since 2018 the average processing time has been cut to 20 seconds with the installation of new facial recognition e-gates at Paris-Charles de Gaulle and Paris-Orly. They can now be used by European citizens living in the Schengen area as well as passengers from Switzerland, Norway, Ireland and Lichtenstein.

20 seconds

The average time required for identity checks when using facial recognition PARAFE e-gates.

Other complementary solutions such as optimising checkpoint staffing are helping to limit waiting times. We have also stationed customer care staff members in these border areas to provide additional support to passengers.

BAGGAGE RECLAIM AND TRACKING

Since 2015 we have been taking measures to improve the baggage transport process and the detection of potentially dangerous contents. In 2017 we also set up a real-time tracking tool for transfer baggage at Paris-Charles de Gaulle. Every week we review performance with the airlines and their ground crews.

B2B AND B2C CUSTOMERS

Passengers

Information and guidance

In addition to the mobile services available via the My Paris Aéroport app, the information and guidance systems set up in our airports are key components of smooth, efficient throughput. We are continuously improving them by making use of the increasing capability of digital technology. Our Guidance Unit is piloting a dynamic layout policy that makes the interior space more user-friendly.

INFORMATION AND ORIENTATION KIOSKS

We set up 103 digital stand-alone kiosks in Paris-Charles de Gaulle and Paris-Orly in 2018, in both public and restricted areas. Deployment is scheduled for 2019. Passengers will be able to use the screens in these kiosks to find flight information, arrival and departure times, terminal maps and directions. In addition to information about flights themselves, interactive passenger information and guidance terminals also provide descriptions of the services and retail outlets available in the airports. There are staff members manning these kiosks who can help passengers to use them.

TRANSFER ROUTE

At Paris-Charles de Gaulle, we are trialling a signposting system of yellow archways for passengers in transit.

ARRIVALS INFORMATION

We have been rolling out comprehensive arrivals displays for two years.

✓ In the baggage reclaim hall
On three screens installed above the conveyor belts, where passengers can track the progress of baggage

delivery, find out about the modes of transport available to them and watch a tourist-orientated film. Information panels display a map for locating public transport.

✓ In the public area, the range of public transport available along with fares, timetables and directions has been displayed in the "Transport Information" space near the exit from Arrivals since 2017. Transport ticket machines are available in some terminals.

CITY-AIRPORT LINK

✓ To improve links between our airports, the SNCF railway stations and Paris city centre, we launched the *Le Bus Direct* service in partnership with Keolis. This has been available to all passengers travelling with all airlines since 2016.

✓ We regularly organise meetings with the senior management of RER Line B (SNCF and RATP) to step up the customer care provided on this line. For example, since 2015 some 10 or so multilingual customer care agents have been on hand 7 days a week to help foreign travellers at the RER B stations "Gare du Nord" and "Aéroport Charles de Gaulle 1 and 2".

Airport safety and security

LIQUID AND SOLID EXPLOSIVES

In January 2014 we implemented checks of certain categories of liquids, aerosols and gels (LAG) transported by passengers, in accordance with European regulations. We inform passengers about this throughout their progress through the airport and via our sales website.

We also enforce European regulations relating to the detection of explosives in cabin baggage

and on passengers. We have installed facilities at all security screening checkpoints at Paris-Charles de Gaulle and Paris-Orly that are certified by the Civil Aviation Technical Department.

SECURITY TESTING CENTRE

In order to prepare for and support technological and regulatory changes relating to security, we opened a dedicated testing centre in 2017.

AIRPORT SAFETY

In 2017 the national certificates held by each of our three Paris airports were converted to European standards. Paris-Charles de Gaulle, Paris-Orly and Paris-Le Bourget airports therefore now each hold a European Security Certificate in compliance with the requirements of Regulation No 139/2014, which came into force in 2018. These certificates are binding on them as regards aeronautical infrastructure, operational procedures, and continuous improvement systems relating to airport security.

PASSENGER DATA CONFIDENTIALITY

Together with the Ministry of Foreign Affairs we have created an internet portal where passengers can provide data relating to their journeys abroad easily and free of charge. Designed in collaboration with the French Data Protection Authority (CNIL), it ensures the security and confidentiality of personal data is fully guaranteed.

Cleanliness

Our good cleaning practices are based on benchmarking and quality standards together with a performance evaluation tool shared by our service providers and our

B2B AND B2C CUSTOMERS

Passengers

own staff. Since 2011 we have been modernising and enlarging our toilet facilities in the terminals.

Catering

A PLAN FOR IMPROVEMENT

Our catering services are run according to an improvement plan and a customer care charter, both published in 2013. Regular steps are taken to check compliance with these criteria and we keep catering service providers informed via quality improvement feedback loops. We regularly run awareness-raising workshops for the bars and restaurants. These workshops focus mainly on the eating habits and food preferences of foreign passengers.

AN EVER-GROWING OFFER

Our offer becomes a little more varied every year, ranging from fast-food outlets to gastronomic restaurants with table service, and including fair-trade and organic products. In 2015 we set up the joint venture Epigo with Select Service Partner, a British company specialising in catering at airports and railway stations.

Comfort and relaxation

We are making our spaces more comfortable and user-friendly, and ensuring they look fresh, have a calm ambiance, and are well-lit and maintained at a comfortable temperature. We are pressing on with renovating the seating and increasing the number of seats provided, and we offer new services with high added value year on year.

PASSENGERS IN TRANSIT

✓ Instant Paris

Since June 2016, the *Instant Paris lounge* in the international area

of Terminal E in Paris-Charles de Gaulle offers passengers with long layovers an airside hotel with 80 rooms and 4,500 sq. m of space which includes a refreshment area, dining room, library, corner lounges, and a games room. We have invested a total of 17 million euros.

✓ A joint effort with the airlines

At the same time, in the context of our projects to improve transfer journeys, we set up a joint three-year action plan for passengers with Air France-KLM in 2017 at the Paris-Charles de Gaulle hub.

✓ The hotel offer

As creators of sustainable airport cities, we are developing the hotel offer inside our airports. By the end of 2018, the hotel capacity of Paris-Charles de Gaulle was 3,181 rooms across 10 hotels, and 899 rooms across four hotels at Paris-Orly.

FAMILIES

We are opening nurseries so we can accommodate families with children under three. Their format includes individual rest alcoves and a kitchenette. We also installed "Family Cubicles" in our toilet facilities in 2018. There are children's play areas inspired by the design of Parisian squares. Pushchairs are also available along some routes.

Business or pleasure

From multimedia lounges to gaming areas and consoles, not to mention sport and music *corners*, our boarding areas offer a wide range of services so that passengers can make the most of their free time. Our boarding lounges are equipped with sockets for charging computers and smartphones, as well as unlimited free WiFi access. The WiFi speed was increased from 2 to 5 Mbps in 2018. We have opened

several *business* areas equipped with communication facilities.

EVENTS

We seize every opportunity to promote visual and musical arts and big sporting events. Since 2016 we have been using all the walls of our terminals for mounting photo and art exhibitions. Our "Espace Musées" museum area, which is open to passengers at Paris-Charles de Gaulle, celebrated its sixth anniversary in 2018. Paris-Orly puts on its Jazz Thursdays every week. We also organise concerts and exhibitions at both airports in partnership with top national museums. Our *Paris Worldwide* smartphone app encourages users to find out more about the capital's tourist and cultural attractions.

DISABLED/REDUCED-MOBILITY PASSENGERS

We ensure that disabled and reduced-mobility persons (PRM) are given assistance and made to feel welcome [from when they arrive at the airport until they are seated on the plane and vice versa](#). Facilities and spaces have been adapted for every type of disability, all the way along the passenger route.

Since 2016 we have been rolling out a support package devised in consultation with airlines and associations for disabled and reduced-mobility persons, featuring personalised assistance and specific services, user-friendly check-in desks, self-service wheelchairs, etc. We check the quality of the service provided using a set of indicators managed by a computerised monitoring tool that is shared by all our service providers and accessible for airlines. In 2017 for Paris-Charles de Gaulle and 2018 for Paris-Orly, we renewed our

B2B AND B2C CUSTOMERS

Airlines

assistance procurement contracts for disabled and reduced-mobility persons and set up contractual clauses to incentivise performance for our service providers and airlines.

✓ A new

PRM 2018 action plan

In 2018 we rolled out a new action plan including:

- the creation of a PRM Coordinator role responsible for optimising disembarkation time for disabled and reduced-mobility passengers;
- a flight crew information system which tells them about disabled and reduced-mobility passenger needs prior to landing;
- a system of financial incentives for airlines with the aim of improving reporting rates for disabled and reduced-mobility passengers;
- a new tool that airlines can use to monitor where care is being provided to disabled and reduced-mobility passengers;
- the circulation of a *Welcome Guide* for airline use;
- the publication of an information booklet on independent boarding for disabled and reduced-mobility passengers.

With regard to regulations, our schedules for programmed accessibility (Ad'ap), signed off in December 2015 by the Préfecture de Police de Paris, set out the timetable for our commitment to improve the accessibility of our public facilities for disabled and reduced-mobility persons.

Passenger rights

So that we can provide our customers with fast, personalised responses, a single centralised team has been overseeing all customer relations channels and handled all complaints (from passengers as well as those meeting or accompanying them) since February 2018.

We have a [specific page](#) on our sales website that informs passengers about their rights. We had 7,449 complaints in 2018 (compared to 4,838 in 2013, 5,485 in 2014, 5,766 in 2015, 6,749 in 2016, and 6,240 in 2017).

We subscribe to the "Mediation, Tourism and Travel" scheme and are members of the Complaint Management Association (AMARC).

3 AIRLINES

MATERIALITY MATRIX*

ISSUES 2, 3, 4, 5, 7, 8, 9, 21
RANKED:
3, 7, 9 "VERY IMPORTANT"
2, 4, 8 "IMPORTANT"
5, 21 "LESS IMPORTANT"

* See pages 7 and onwards.

Airline expectations

HIGH-LEVEL SERVICES

We owe the airlines [high-level airport services](#) and high-quality services for the passengers who are our shared customers. Against a background of growing competition between the world's great capital cities, victory can only be achieved together. Our performance thus depends on paying close attention to their needs, which is facilitated by the consultation and ongoing two-way communication we keep strengthening every year. High-quality measurement indicators and collegial monitoring structures support this approach of continuous improvement.

FAIR TREATMENT

Groupe ADP is subject to stringent legal obligations in terms of fair treatment of airlines and use of resources. We follow a code of conduct that complies with

the national directives of the DGAC (French Civil Aviation Authority). We also comply with the international guidelines of the International Air Transport Association (IATA) relating to the dissemination of traffic information.

Our pledges

Because the competitiveness of the airlines depends partly on our robustness, we have made [five brand pledges](#) to them.

- 1 - To improve punctuality.
- 2 - To streamline customers' passage.
- 3 - To optimise transfers.
- 4 - To provide personalised customer service.
- 5 - To support their development.

These commitments are confirmed in the form of the ambitious objectives of our third Economic Regulation Agreement for 2016-2020, which is the basis for improving the quality of our service to airlines. These objectives are linked to the commitments made regarding passengers: punctuality, a smooth and swift journey through the airport, optimised transfers and customer service, all of which save passengers time while optimising airline operations.

Operational quality and robustness

Improving quality and ensuring operational robustness in our terminals both depend on improving ground processes and infrastructure performance. We are investing in renovating our terminals and infrastructure, increasing our capacity and automating ground processes, notably for passengers. These operations increase airlines' safety and operational efficiency whilst also making an appreciable contribution to passengers' positive perception of our terminals.

B2B AND B2C CUSTOMERS

Airlines

With all this in mind we plan to invest three billion euros over a period of five years. This programme establishes four priorities:

- 1 – Maintaining our existing property.
- 2 – Optimising capacity using a “one roof” approach, which includes three major connecting building projects at Paris-Orly and Paris-Charles de Gaulle.
- 3 – Ensuring operational efficiency and competitiveness for connecting traffic.
- 4 – Improving road and rail access, particularly with the [CDG Express](#).

✓ Since late 2016, Terminal 2A at Paris-Charles de Gaulle has been refurbishing its aircraft stands to increase its capacity for receiving jumbo jets. This work will continue until spring 2019.

✓ The Paris-Charles de Gaulle Hub was completely reorganised in 2016 as part of Air France-KLM’s Perf Hub project. The Hub’s new time-slot structure is improving operational performance and the quality of the commercial offer, as well as economic and financial performance. Departures/arrivals connectivity has improved and as a result more aircraft seats are being filled.

✓ Since late 2015, all the aircraft stands of Halls L and M at Paris-Charles de Gaulle have been equipped with countdown devices, developed with Air France-KLM and Delta Airlines, which improve punctuality. The airline is kept constantly informed of the time it has left for carrying out ground operations when the aircraft is in contact.

The Connectivity Observatory

In 2016 we set up the Air Connectivity Observatory with tourist development agency Atout France, under the aegis of the Ministry of Foreign Affairs. The Observatory’s mission is to monitor changes in the market for the benefit of players in the transport and tourism sectors and local communities, in order to help them measure France’s competitiveness and work together to set the right direction for their development strategies.

✓ It published its first study, which focused on the ten leading long-haul departure markets, in May 2017. A second study was carried out in 2018 on the 12 leading long-haul departure markets and one medium-haul market.

Supporting airlines’ competitiveness

A DESIGNATED TEAM

Increasing the number of destinations provided, both from and to Paris, is one of the four key aspects of boosting our performance in the context of our *Connecting Customers* programme. A designated B2B team within the Customer Division is dedicated to diversifying the network by encouraging both existing and prospective airline customers to open new routes (*Aviation Marketing*). Its goal is to increase the capacity of existing routes and offer a range of marketing solutions to support each new route at start-up.

This team has developed leading-edge skills in the analysis and identification of key markets and its recommendations now carry a great deal of weight with airlines.

✓ We regularly take part in key airline route development and tourism forums such as *World Routes*, *IATA* exhibitions and Top

Résa, and we have appreciably increased the number of direct visits to airline head offices.

PARTNERSHIPS

Whenever new routes from our airports are opened, we can mount communication and promotional campaigns together with organisations such as Atout France, the Île-de-France Regional Tourism Committee and the Paris Tourist Information Centres. This type of partnership was put into operation for the first time in 2017 when the route from Paris to Chennai in India was opened, and was repeated in 2018, when we organised a similar event in Fuzhou (China) for the launch of a Paris-Fuzhou route.

Paris-Charles de Gaulle has the best connections to China of any European airport in terms of the number of destinations served, according to the Diio database – IATA 2018.

In 2018 we:

- approached over fifty airlines at trade fairs and forums;
- made more than 20 visits to airline head offices all over the world.

B2B AND B2C CUSTOMERS

Airlines

New airline customers and new routes in 2018

- ✓ 66 new lines have been opened (36 to European destinations and 30 intercontinental), 49 of which are at Paris-Charles de Gaulle and 17 at Paris-Orly;
- ✓ 4 new destinations in China, with flights departing from Paris-Charles de Gaulle.

Development of our Cargo business

A KEY STRATEGIC PART OF OUR BUSINESS

Paris-Charles de Gaulle Airport is one of the top 10 cargo airports in the world, ranked first in Europe and tenth worldwide (*ACI* ranking 2017). In 2017, our Cargo business accounted for approximately 40,000 jobs at Paris-Charles de Gaulle. Cargo City at Paris-Charles de Gaulle occupies 600,000 sq. m of single-room buildings, which is unique in Europe.

The Cargo sector has for many years now been of key strategic importance for our business. With this in mind we are developing attractive real-estate solutions with immense operational potential, with the aim of doubling tonnage capacity. For the period 2016-2020 we have scheduled the creation of an additional 100,000 sq. m of cargo facilities and the creation of intermodal services. We are also tightening up security.

UNIFYING PROJECTS

We are conducting several unifying projects, notably within our Cargo Operations Quality Committees and the Air Committees of the *Association des Utilisateurs de Transport et de Fret* (the Association of Transport and Cargo Users, or AUTF). We have been supporting the transition to *e-freight* (the process of digitising customs checks) for over three years now, as well

as the electronic communication platform *Cargo Information Network (CIN)*, which we helped set up. *CIN* is now used by 80% of the Cargo community at Paris-Charles de Gaulle and Paris-Orly.

CEIV PHARMA CERTIFICATION

Together with the Cargo community at Paris-Charles de Gaulle Airport we are taking steps to obtain the pharmaceutical certification CEIV Pharma, granted by the International Air Transport Association, IATA. This certification guarantees compliance with good practice in the distribution of pharmaceutical products, where handling is concerned. In 2018, eight big names in Transport and Logistics held this certification at Paris-Charles de Gaulle.

Cargo operations statistics

- Paris-Charles de Gaulle and Paris-Orly handled 2.2 million tonnes of cargo in 2018, 2.15 million of which was at Paris-Charles de Gaulle, which holds first place in Europe where cargo is concerned.
- 95,402 tonnes of cargo and mail handled at Paris-Orly.
- Handling capacity: 3.6 million tonnes of cargo.
- 3 major hubs: Air France-KLM, FedEx, and La Poste (the French postal service).
- 12 of the 14 biggest names in global cargo including DB-Schenker, DHL, Kuehne+Nagel, UPS and WFS based here.
- 90 % of national cargo.
- 18 all-cargo airline customers.
- 1 internationally-respected animal-handling station.
- 317 hectares of landholdings.
- 78 cargo aircraft parking stands at Paris-Charles de Gaulle.

Our consultation tools

We are implementing a tool for daily consultation with airlines and the Air Traffic Control Division at Paris-Charles de Gaulle and Paris-Orly. *Airport Collaborative Decision Making (Airport-CDM)* is used for making joint operational decisions. It helps with managing infrastructure availability and contributes to strengthening our safety culture. A *CDM* website keeps all partners informed in real time. Paris-Charles de Gaulle has been *Airport-CDM* certified since 2010 and Paris-Orly since 2016. This tool is supplemented by a range of communication measures for joint management of contingencies and special situations, and for keeping passengers informed. So far *Airport-CDM* has only been applied airside, but it is currently being developed for processes within the terminals.

✓ In 2018 at Paris-Orly, the resources centre, crisis centre and *CDM* consultation tool were combined into a single facility: the *AirPort Operations Centre (APOC)* for managing both the airside and terminal areas of the airport. A similar merger should happen at Paris-Charles de Gaulle in 2019.

B2B AND B2C CUSTOMERS

Airport-based businesses

4

AIRPORT-BASED BUSINESSES

MATERIALITY MATRIX*

ISSUES 2, 3, 9, 10
RANKED:
3, 9 "VERY IMPORTANT"
2 "IMPORTANT"
10 "LESS IMPORTANT"

* See pages 7 and onwards.

What our tenant businesses expect from us

As lessors of business premises on our land within the Paris region to over 700 companies, we endeavour to provide them with a high-quality service that meets their expectations as closely as possible.

How we meet those expectations

GOOD CUSTOMER CARE

Our sales and technical teams provide a customer care service especially for business customers. Part of our website (parisaeroport.fr) is reserved for them (excluding businesses occupying premises within the terminals). We use this space to provide them with welcome booklets and other specific tools. We hold awareness-raising meetings for our customers on subjects relevant to their premises-related problems.

NEW BUILDINGS

We build energy-efficient, high-environmental-quality buildings that comply with NF-HQE and *BREEAM* regulations (see Environment section, pages 48 and 49). Around ten projects were delivered in 2018 and 2019, including the Baïkal office block and the Melia Hotel in Paris-Charles de Gaulle and the Roméo business park at Paris-Orly. An artwork conservation centre at Paris-Le Bourget, the SC4 Cargo station at Paris-Charles de Gaulle, and the Belaïa office block at Paris-Orly are scheduled for delivery in 2020.

RENOVATED BUILDINGS

We follow a multi-year programme for renovating the buildings we own. We are in particular improving the energy efficiency, temperature control and urban integration of our real estate holdings (offices, business parks, cargo-handling facilities, warehouses, etc.). This renovation work will result in buildings that better meet our tenants' requirements and significantly reduce their rental costs. Our renovation programme includes the installation of energy-efficient equipment, notably in communal areas and toilet facilities. We are continuing work on setting up a central technical management facility for controlling lighting and temperature, so as to minimise running costs.

223 million euros

invested in renovation for the period 2016-2020.

QUALITY OF LIFE AND SAFETY

We are improving the areas that provide access to buildings, by creating good-quality green spaces and installing street furniture appropriate to each district. We have renewed access signage and pavements, in order to make pedestrian routes safer and to make it easier for disabled and reduced-mobility persons to get about. We are continuing to roll out programmes to improve the safety of our real estate holdings within our districts such as Roissy-pole and Cargo City.

Dialogue

To enable businesses to keep themselves informed and to communicate with us, an operational extranet can be accessed from our Group internet site. Site visits and regular meetings with tenants (once a year per district) help encourage ongoing, local dialogue with the businesses occupying our airports. We check the quality of services

provided to tenants on our behalf by means of mystery visits from a third-party organisation. We conduct an annual satisfaction survey that enables us to determine the necessary corrective measures.

Raising awareness of sustainable development

The Real Estate Division is also charged with raising awareness among the various people it liaises with (employees, internal and external tenants) concerning sustainable development practices. This awareness-raising is particularly concerned with day-to-day living conditions (for example, waste management) and quality of life at work (opening a concierge service, fast-food services, etc.).

For the sheltered employment sector

In addition to the social inclusion clauses in its contracts and the allocation of specific sites to businesses with a sheltered workshop sector, our Real Estate Division has introduced a specific lease agreement with advantageous conditions for setting up an ESAT (a centre that helps disabled people find employment) at Paris-Orly Airport.

SUBSIDIARIES' PLEDGES

1

PROVISIONS COMMON TO SUBSIDIARIES

P. 88

2

HUB ONE

Voluntary non-financial rating for 2018
78/100

+8 points higher than 2016
Level: excellent

P. 88

3

ADP INTERNATIONAL

Voluntary non-financial rating for 2018
69/100

+6 points higher than 2016
Level: Advanced

P. 90

4

ADP INGÉNIERIE

Voluntary non-financial rating for 2018
69/100

+3 points higher than 2016
Level: Advanced

P. 95

SUBSIDIARIES' PLEDGES

Provisions common to subsidiaries

1

PROVISIONS COMMON TO SUBSIDIARIES

Charters and codes of practice

The three main wholly-owned subsidiaries of Aéroports de Paris SA – ADP International, ADP Ingénierie and Hub One – are signatories of:

- the Group CSR Charter (January 2015)
- the Diversity Charter (January 2015)
- the Responsible Lobbying Charter (2015-2016)
- the Responsible Supplier Relations Charter

These commitments are proof of joined-up thinking concerning the priority actions to be taken in these domains.

All of the subsidiaries have a code of practice and mechanisms to combat fraud and corruption, which are regularly revised and updated.

✓ In 2018, the subsidiaries also implemented the new alert mechanism and the ethical climate barometer launched by Groupe ADP.



See also the "Ethics and compliance" policy of Groupe ADP, page 18.

Internal control and IT security

In 2016 the subsidiaries incorporated the IT Security Code of Conduct (COBOSI) into their internal regulations. A charter setting out Groupe ADP's principles for risk management and internal control, signed by the Chairman & Chief Executive Officer in February 2016, has been disseminated within the parent company and subsidiaries.

Since 2016, a steering committee reporting to the Security and Risk Management Division has been leading the project to disseminate

internal control throughout Groupe ADP. This approach was officially launched by the Chief Executive Officer in January 2016 and was presented in detail to each of the group's entities during meetings of their management committees. An inventory has been compiled of the Group's processes and activities. This was accompanied by an analysis of the maturity of each entity with regard to internal control.



See also the internal control and risk management approach of Groupe ADP, page 16.

Human resources

The Human Resources Division of the parent company Aéroports de Paris SA holds meetings with its counterparts from ADP International, ADP Ingénierie and Hub One. They work together on legal compliance monitoring and career mobility between Aéroports de Paris and its subsidiaries.

Environment

The subsidiaries are involved with the Group committees for these subjects and with environmental policy.

Transparency

ADP International, ADP Ingénierie and Hub One voluntarily undergo the non-financial rating process that has been carried out since 2014 by the rating agency Ethifinance. The 2018 non-financial rating results of the subsidiaries forms part of the overall non-financial rating of Groupe ADP (see pages 11 to 23).

2

HUB ONE

2018 revenue: €155 million.

2018 staff headcount: 500.

Hub One is a group of services related to information and communication

technologies in professional environments. It designs and realises the digitalisation of occupations, premises and functions in order to provide customised solutions for both large organisations and SMEs. Its solutions and expertise combine the activities of a telecoms operator (fixed-line, radio and mobile), mobility and traceability integrator (*via* its wholly-owned subsidiary Hub One Mobility) and cybersecurity (*via* its wholly-owned subsidiary Sysdream acquired in 2018).

CSR system

Hub One is committed to a CSR strategy for

2016-2020 that applies to all units of its group. This approach covers all of its activities and rests on three pillars:

- Being close to its ecosystem (customers, suppliers, partners, etc.)
- Reducing its environmental impact
- Acting as a responsible employer by encouraging and supporting diversity and solidarity

✓ The CSR approach is overseen by a social responsibility charter, a sustainable procurement charter and targeted policies (environment, human resources, community engagement, sponsorship). Hub One has developed an annual action plan that includes over 100 monitoring indicators. The Human Resources Division manages and coordinates the system.

✓ Every two years since 2011, Hub One has organised the *Sustainable Development Awards*. The projects presented are recognised with a Sustainable Development award and a Corporate Citizenship award.

MATERIALITY MATRIX

In 2017, Hub One enlisted the Utopies consultancy to conduct a materiality study. This study, which was completed at the start of 2018, highlighted [20 CSR challenges](#) on which the group

SUBSIDIARIES' PLEDGES

Hub One

has made 16 commitments that appear in its five-year roadmap.

GOVERNANCE, ETHICS AND RISK

The Hub One group is a company with a Board of Directors. It has an executive committee with seven members and bodies monitoring its three *business units* (telecoms, mobility, cybersecurity) and its commercial or cross-functional activities. Its operational plan relies on the cohesion between its short- and long-term strategy, reviewed in 2018, and its risk control policy associated with its other long-term commitments more specifically linked to quality, ethics and CSR. The risk control approach forms part of Groupe ADP's approach. The secretary general of the Hub One group, also a member of the management committee, is the Ethics and Professional Conduct Officer.

The Hub One SA parent company is ISO 9001 certified (quality – 2015 version), with the certification being maintained in 2018. In 2018, it undertook an initiative to comply with the ISO 27001 standard on information security management.

Training on these subjects is provided on a regular basis.

Non-financial rating

Although it is not under legal or regulatory constraints to do so, the Hub One group produces a sustainable development report and voluntarily takes part in the non-financial rating produced by the Ethifinance agency.

OVERALL RATING

78/100.

+8 points (70/100 in 2016).

Level: excellent.

In 2018, the group achieved the level "excellent" in Ethifinance's ratings. The subsidiary Hub One Mobility, which is fully integrated into the group strategies, has achieved

a significant improvement in its non-financial performance. The non-financial rating agency believes that the CSR approach is fully interlinked with the new 2017-2020 strategy and the transformation challenges of the Hub One group. The agency points in particular to the creation of a materiality matrix, the enhanced management of ethical risk and cyber risks, and the growing integration of CSR challenges into the company's activity.

GOVERNANCE RATING

84/100 in 2018.

+9 points (75/100 in 2016).

Level: excellent.

Main positive points

- Strengthening of governance bodies.
- Integration of CSR into the conduct of business.
- Development of actions related to business ethics and risk management.

ENVIRONMENT RATING

76/100.

+9 points (67/100 in 2016).

Level: excellent.

Main positive points

- Continuation of the work on the environmental impacts of offerings.
- Enhancement of mechanisms to promote environmental protection.

HUMAN CAPITAL RATING

83/100.

+9 points (74/100 in 2016).

Level: excellent.

Main positive points

- Enhancement of employee training.
- Significant efforts on quality of life at work.
- Education on psychosocial risks (PSR).

CUSTOMERS-PROCUREMENT RATING

77/100.

+4 points (73/100 in 2016).

Level: excellent.

Main positive points

- Growing integration of CSR challenges into procurement.
- Actions to promote the sheltered sector.
- New tools in the "Procurement Excellence" programme.

COMMUNITY ENGAGEMENT RATING

71/100.

+11 points (67/100 in 2016).

Level: advanced.

Main positive points

- Refocusing of the corporate responsibility and sponsorship policy on relevant challenges with regard to the group's activities.
- Enhanced internal communication on the subject.

Environment

Hub One has drawn up an Environment Policy.

GREEN IT

As part of the "Green IT" programme, Hub One adheres to the European code of conduct on the energy efficiency of *data centres* and the "Initiative *Data Centers*" programme of the Ademe (French environment and energy conservation agency). Staff in some occupations are trained in eco-design.

✓ In 2018, Hub One had two of its offerings – Hub One Delivery (mobility) and Hub One Smart Call (telephony) – subjected to a life-cycle analysis conducted together with Bureau Veritas. The assessment of these solutions' environmental footprint found that, from their design through to their decommissioning, Hub One implements the best possible compromise to reduce the impact of new technologies. The results, announced in 2018, were showcased to its customers and stakeholders.

ENERGY, CLIMATE AND AIR QUALITY

Hub One has adopted performance indicators to help it drive forward improvements in its carbon footprint and energy efficiency.

SUBSIDIARIES' PLEDGES

ADP International

✓ Energy: the company practises repackaging and energy recovery for its equipment to reduce the energy and climate impact of its activities.

✓ Mobility: Hub One signed up in 2016 to the intercompany transport plan R'Pro'Mobilitéé for organisations occupying Paris-Charles de Gaulle Airport. In 2017, it contributed to the launch of a joint car-sharing platform by the member organisations of R'Pro'Mobilitéé. It is developing a fleet of electric service vehicles and company cars and is installing charging stations for the parent company and its subsidiary, as well as bike stands. In 2018, its Hub One Mobility subsidiary signed up to the Greater Lyon intercompany transport plan.

Human resources

SWP AND MANAGEMENT DEVELOPMENT

The company has set itself the target of improving its strategic workforce planning (SWP) by 2020. Staff can follow online talks about innovations achieved within the Group. In 2017, Hub One opened managerial development workshops to develop collective intelligence and open-mindedness. A management career path has been put in place.

QUALITY OF WORKING LIFE

Since 2012, a teleworking agreement has been in place at the Hub One group. In 2017, the group signed an agreement on the right to disconnect and on quality of working life, and an agreement on gifting days off. It set up relaxation workshops on all sites, trained its managers in psychosocial risks and opened a listening and support platform for preventive purposes. Since 2015, Hub One has been taking account of this problem in its social barometer.

DIVERSITY AND EQUAL OPPORTUNITIES

Hub One maintains a strong focus on diversity and non-discriminatory

practices. A joint agreement relating to the generational contract was signed in 2015, along with an agreement on gender equality in the workplace in December 2014 for the parent company. Managers receive specific training on these subjects and are made aware of religious issues within the company.

✓ In 2018, the group became a partner of the "Elles Bougent" association, which promotes technical and engineering occupations to female students at secondary schools and further and higher education establishments.

INDUSTRIAL RELATIONS AND EMPLOYMENT CONDITIONS

In 2017, Hub One signed an agreement on the mandatory annual negotiation and several amendments to the profit-sharing agreement, membership of the group savings scheme (PEG) and group staff pension scheme (Percog), and the 2016-2019 employer contributions.

✓ In 2018, Hub One launched an innovative employee attentiveness barometer, which issues mini-questionnaires at frequent intervals along with frequent debriefings. Through this powerful tool, the company is hoping to bring its managers closer to the frontline.

SAFETY, HEALTH

Hub One keeps its stakeholders informed about communication technology in general and protection from electromagnetic radiation in particular. In addition to engineering rules, the company has produced support documentation for its pre-sales engineers and its project directors, and has set up specific training. In 2016, an audit by Bureau Veritas in Terminal 2C of Paris-Charles de Gaulle gave a favourable report on the Hub One facilities.

Customers and responsible procurement

Hub One applies a Responsible Procurement Policy combined with qualitative and quantitative objectives, a register of strategic information about its suppliers and a CSR evaluation grid in its consultation documents. The group favours local procurement as much as possible and tracks the proportion of purchases from micro-enterprises and SMEs. Hub One is ISO 9001 certified. Its quality system includes its CSR challenges (notably stakeholder expectations). Since 2017, a Risk, Quality and Legal and CSR Compliance Committee, which is a collegiate body, has been acting as Procurement Mediator, and communication concerning responsible procurement has been strengthened.

In 2018, in addition to the 77/100 rating issued by the non-financial rating agency Ethifinance, which ranks it on the level "excellent", Hub One obtained the supplier Gold Score in the assessment by Ecovadis, a CSR rating platform, with a score of 74/100.

Community engagement

Hub One invites its employees to make micro-donations by rounding down their pay and giving the balance to a charitable organisation of their choice: Le Rire Médecin (health), Vagdespoir (disability) or the Fondation d'Auteuil (youth in difficulty). Hub One contributes €1 for every €1 paid. The Group has been a partner of *Nos Quartiers ont des Talents* ("Our District's Got Talent") since 2014 and Planète Urgence since 2012.



**ADP
INTERNATIONAL**

**2018 corporate revenue: €11.5 million (excluding ADP Ingénierie and excluding participating interests in TAV Airports and AIG).
2018 staff headcount: 67.**

SUBSIDIARIES' PLEDGES

ADP International

Profile

[ADP International](#) covers all business lines in the airport value chain, from initial financing to designing and operating an airport. This wholly-owned subsidiary of Aéroports Paris SA operates in 11 countries outside France and 22 airports managed directly or indirectly, covering a total of over 281.4 million passengers. ADP International is also tasked with monitoring the participating interest in TAV Airports, a Turkish manager of 14 airports covering a total of 155.8 million passengers.

CSR system

Starting in 2017, the CSR system has been restructured. A CSR advisor was appointed to lead the group's strategy. He set up a CSR committee and a network of CSR advisors in ADP International's various participating interests. He also reorganised the CSR strategy around four core areas.

- 1 – Ethics (business transparency, enhanced among its contractors).
- 2 – Human resources (protection of expatriates, prevention of stress and workplace accidents).
- 3 – Environment (environmental management).
- 4 – Community engagement (project to create a corporate foundation together with the contractor company at Amman airport in Jordan, of which ADP International is a majority shareholder).

Ethics and compliance

ADP International takes an approach to Ethics and Compliance that is consistent with the approach of Groupe ADP. In 2018, it prepared and rolled out a comprehensive compliance programme under the guidance of its Audit, Risks, Ethics and Compliance Director. This programme, which is structured around 13 guidelines, establishes common rules on assessing compliance risks, policies and

procedures, communication, training, steering and reporting. It is applied and rolled out at all entities in the international scope and in particular the subsidiaries and controlled companies: ADP International, ADP Ingénierie, AIG and TAV Airports. It is aligned with the requirements of French and international standards and regulations on compliance (Sapin II act, US FCPA).

2018 non-financial rating

ADP International voluntarily takes part in the non-financial rating produced by the Ethifinance agency.

OVERALL RATING

69/100.

+6 points (63/100 in 2016).

Level: advanced.

Ethifinance highlights in particular the ambitious international rollout of the CSR policy.

GOVERNANCE RATING

71/100.

+4 points (67/100 in 2016).

Level: advanced.

Main positive points

- New CSR governance, strategic repositioning, commitments made.
- Progress in the areas of ethics and compliance.

ENVIRONMENT RATING

71/100.

+8 points (63/100 in 2016).

Level: advanced.

Main positive points

- Progress in management of the approach and performances.
- Progress regarding contractors.

HUMAN CAPITAL RATING

68/100.

+7 points (61/100 in 2016).

Level: advanced.

Main positive points

- Improved employment management.
- Improved labour relations.
- Internal communication and training.

CUSTOMERS-PROCUREMENT RATING

71/100.

+6 points (65/100 in 2016).

Level: advanced.

Main positive points

- Significant work on structuring quality management.
- Systems concerning partners and suppliers enhanced in terms of ethics.

COMMUNITY ENGAGEMENT RATING

62/100.

+2 points (60/100 in 2016).

Level: advanced.

Main positive points

- Rollout of the AIG Foundation in Jordan, with the support of the Groupe ADP Foundation.

Human resources

In 2018, ADP International set itself three priorities.

- Define collective objectives and a strategic plan.
- Define each person's mission and remit in serving the objectives.
- Implement actions pertaining to talents: retain, attract, train, commitments, working conditions.

Concerning the first point, it strengthened communication with head office teams and expatriates (regular strategic presentations, experience-sharing system). Regarding the second point, it amended its organisation chart and implemented a quality management system aimed in particular at defining responsibilities.

OCCUPATIONAL SAFETY

ADP International has launched an ambitious e-learning trial in apron safety at three airports in its portfolio: Amman, Zagreb and Madagascar. The process could be expanded to other airports in 2019.

INDUSTRIAL RELATIONS

A new social and economic council was elected in 2018.

SUBSIDIARIES' PLEDGES

ADP International

Environment and climate

ADP International is continuing to routinely implement ISO 14001 certified environmental management systems and processes to reduce greenhouse gas emissions. Airports with over 1 million passengers that it participates in managing obtained level 1 of the ACI's Airport Carbon Accreditation (ACA). Amman airport obtained level 3+ in 2018, which certifies its carbon neutrality.



To learn more about the Airport Carbon Accreditation, see page 50.

In the case of TAV Airports and certain concessions, the environmental indicators are still in alignment with those of Aéroports de Paris SA.

Quality of service

The airports managed by ADP International through its subsidiaries and participating interests or its management contracts are regularly inspected for quality of service, including the ASQ inspection by Airports Council International (ACI).

Classification of the ASQ-ACI 2018 survey published in 2019

- ✓ Skopje International Airport in Macedonia, managed directly by TAV Airports, was named best European airport in the category of European airports handling fewer than 2 million passengers per year.
- ✓ Franjo-Tudman International Airport in Zagreb, Croatia, managed by TAV Airports in association with ADP International, was named best European airport in the category of European airports handling between 2 and 5 million passengers per year. During the previous edition, the airport received the accolade of Most Improved Airport.
- ✓ Queen Alia d'Amman International Airport in Jordan, managed by AIG, was named best Middle Eastern airport in the category of

airports handling 5 to 15 million passengers per year. Twice in the past, in 2015 and 2016, the airport was named the best Middle Eastern airport in this category. ✓ ATOL airport (Republic of Mauritius) was named the Best Airport of Africa Region between 2014 and 2017. It was also named Best Airport of the Indian Ocean by Skytrax.

TIACA 2018 classification

Liège airport in Belgium was named "International cargo airport of the year" in 2018 by The International Air Cargo Association (TIACA).

TAV Airports

2018 revenue: 1,166

Headcount: 18,097

Passengers (in millions): 155.8

PROFILE

TAV Airports, a Turkish airport manager and the leader in its sector in Turkey, operates 14 airports in Turkey, Georgia, Tunisia, Macedonia, Saudi Arabia and an airport in Croatia in association with ADP International. Its socioeconomic footprint spans 76 airports across 21 countries, through the activity of its services subsidiaries.

CSR SYSTEM

TAV Airports is committed to fostering environmental protection and social development, notably through long-term partnerships with its local stakeholders. Its CSR performance is steered and consolidated at the level of the holding company of the TAV Airports group. The indicators are prepared and shared with local partners.

The CSR system complies with Groupe ADP's policy. As such, the Turkish group restructured its organisation and its internal audit process in 2018, and created a Risks and Ethics Management Division. TAV Airports has been a signatory of the UN Global Compact since 2015.

Rating

TAV Airports is one of the three leading Turkish companies in terms of governance, according to the Turkish rating agency [Saha](#). Based on an independent rating produced by the Vigeo Eiris agency, TAV Airports is included in the Best Sustainability Index of the Borsa Istanbul. In 2017, Transparency International handed it the award for Turkey's most effective company on anti-corruption, transparency and reporting.

ENVIRONMENT & CLIMATE

Each major airport managed by the TAV Airports group has an ISO 14001 certified environmental management system and an ISO 9001 certified quality management system. Istanbul Ataturk and Ankara Esenboga also have an ISO 50001 certified energy management system.

Airport Carbon Accreditation (ACA)

- The Izmir Adnan Menderes and Ankara Esenboga airports have achieved level 3+ (carbon neutrality). The former has also received the Eco-Innovation award from the ACI.
- Istanbul Ataturk Airport has achieved level 3.
- Enfidah Airport in Tunisia has achieved level 2.

Transparency

TAV Airports has published its greenhouse gas emissions level and its energy performance on the Carbon Disclosure Platform (CDP) since 2011. In 2014, it was the first Turkish company to publish its water management indicators through the CDP Water Program.

Sustainable construction

The passenger terminal at Medina Airport was certified "LEED Gold" in 2015 and the domestic terminal at Izmir Adnan Menderes Airport was certified "LEED Silver" in 2016. LEED is a US certification for sustainable construction.

SUBSIDIARIES' PLEDGES

ADP International

HUMAN RESOURCES

Diversity

Since 2016, TAV Airports has adhered to the [Women's Empowerment Principles \(WEPs\)](#). In 2017, the HR processes were certified by the Equal Opportunities Model of the Women Entrepreneurs Association of Turkey (Kadiger). The proportion of female members of the board of directors at TAV Airports is 25% in 2018, in line with its commitments.

Occupational health and safety

A specific committee manages and monitors this area for the parent company and all of its subsidiaries. A group-wide online dialogue and communication tool has been implemented.

COMMUNITY ENGAGEMENT

In 2018, TAV Airports implemented a safety training and emergency situation management programme aimed at schoolchildren. Entitled "Safe Tomorrows with Small Hands", this programme was devised in collaboration with the Turkish Ministry of Education. 1,858 schoolchildren from five cities where TAV operates an airport were involved.

Contractors

AIG IN AMMAN - JORDAN

Integrated management

Since its new terminal opened in 2013, AIG has had an integrated management system, of which the certificates were the subject of a monitoring (M) or renewal (R) audit by Bureau Veritas, in accordance with current international standards:

- ISO 9001 - 2015 for quality management (R)
- ISO 14001 - 2015 for environmental management (R)
- ISO 10002 - 2014 for quality management - customer satisfaction (S)
- ISO 18001 - OHSAS - 2007 for health and safety management (S)

Climate

In 2018, AIG achieved level 3+ (neutrality) in the ACI's Airport Carbon Accreditation. Amman is the first airport in the region to obtain this label.

Community engagement

AIG submits a Corporate Social Responsibility report annually to the World Bank. The report mentions the humanitarian aid given to the airport's neighbouring communities (€24,000 in 2018), as well as environmental initiatives. Efforts continued in 2018 on three major themes:

- Health, in association with the King Hussein Cancer Center
- Food aid and support for populations
- The environment, including the planting of 200 trees and the launch of an awareness campaign in schools on waste reduction and sorting

MZLZ IN ZAGREB - CROATIA

Together with TAV Airports, ADP International assists the contractor company MZLZ in the operation and maintenance of Zagreb International Airport. A new terminal with a capacity of 5 million passengers per year, a major project for the local economy, became operational on 28 March 2017.

CSR system

With the help of ADP International, MZLZ has set up governance for the Group's companies, appointed an Environment and Quality Manager and set up trade union and industrial relations bodies. MZLZ submits an annual Environmental and Social Performance Report to the International Finance Corporation (World Bank), as well as quarterly reports to project finance lenders.

Integrated management

In 2018, MZLZ had the certification of its management systems renewed: ISO 9001 - 2015 version (quality), ISO 14001 - 2015 version (environment)

and ISO 10002 - 2014 version (quality - customer satisfaction).

Environment and climate

• Noise, air, waste

The Environmental Committee set up in 2016 manages noise reduction, waste management and air quality measurement. In 2017, MZLZ started operating an air quality measurement station and set up noise management working groups with the airport's neighbouring communities. It posted the results online on the website of the Croatian Agency for the Environment and Nature. In 2018, in accordance with national and international standards, a noise exposure plan was finalised.

• Climate, sustainable construction

In 2018, MZLZ obtained level 2 of the ACI's Airport Carbon Accreditation. In 2017, in recognition of its new terminal compliant with HQE rules opened the same year, MZLZ received the LEED Silver Award and the award from the Croatian Green Building Council - of which it has been a member since 2018 - in the "private sector" category.

ATOL - REPUBLIC OF MAURITIUS

HQE

The SSRIA terminal of ATOL (Airport Terminal Operations Ltd), opened in 2013 in Mauritius, was devised and built in accordance with *haute qualité environnementale* (high environmental quality) principles.

-13% energy consumption since 2013.
-1,900 tonnes CO₂/eq emitted per year since 2013.

✓ In 2018, under the guidance of the French and Mauritian governments, AML signed an eco-construction memorandum of understanding. This agreement concerns the construction of a building at the airport and a new runway for the airport on Rodrigues Island, neighbouring Mauritius.

Climate/energy

In association with the parent company Airport of Mauritius (AML),

SUBSIDIARIES' PLEDGES

ADP International

the airport was ACI-ACA level 1 accredited in 2017. The company is preparing for level 2 and 3 accreditation. In accordance with the objectives of COP 21, ATOL has been involved in a *Plan National d'Efficacité Énergétique* (National Energy Efficiency Plan, or PNEE), in association with the Mauritius Chamber of Commerce and Industry.

Community engagement

ATOL welcomes local residents in the terminal as well as visits from schools, universities and centres for disabled children. The company holds blood donation campaigns at the terminal and helps to organise and fund nationwide events. Since 2017, ATOL, which is a participant in AML's social and charity initiatives, has funded its own sponsoring and development aid charity initiatives.

NUEVO PUDAHUEL - SANTIAGO IN CHILE

ADP International, as part of the Nuevo Pudahuel consortium with Vinci Airports and Astaldi, was awarded the concession for Chile's Santiago Airport in October 2015. In this framework, Nuevo Pudahuel has begun structuring a new international terminal with a capacity of 15 million passengers. Opening is scheduled for the start of 2021. A CSR system was put in place right at the start of the concession contract.

Environment/climate

• Airport Carbon Accreditation

In September 2017, Santiago Airport in Chile obtained level 1 Airport Carbon Accreditation from the ACI, as well as equivalent certification issued by the Chilean Environment Ministry, the *Programa Huella Chile*.

• **Carbon footprint reduction:** 450 trees purchased by passengers as part of the carbon footprint reduction programme were given to the commune of Pudahuel, where the airport is established.

• **Energy:** together with its energy provider, the consortium signed a "green" electricity supply contract that will cover all electricity

requirements from January 2019 to November 2035. In certain areas of the airport, the consortium is also conducting campaigns to replace standard lighting with LED systems.

• **Waste:** 150 tonnes of cardboard and glass recycled.

Community engagement

Several initiatives have been in place since 2017: educational support provided by the airport's employees to local children, including a programme to learn about hospitality professionals at the airport, launched in 2018; a labour exchange for local residents; and a free book download service for passengers.

2018 award of the CSR programme

An orientation service aimed at people with a non-visible disability is available on demand at the Santiago terminal. It received the 2018 CSR programme award handed out in December of the same year by the Chilean Concessionaires Association (Cops).

RAVINALA AIRPORTS - MADAGASCAR

As part of a consortium with Meridiam, Bouygues Bâtiments International and Colas, ADP International was selected by the Madagascan government for the design, financing, operation, maintenance and development of the Ivato (Antananarivo) and Fascène (Nosy Be) airports. The concession was granted for 28 years with effect from 23 December 2016. It includes the construction and initial operation of a terminal with a capacity of 1.5 million passengers at Ivato.

Quality management

Ravinala Airports began implementing a quality system with the aim of obtaining ISO 9001 certification (2015 version) two years after the deployment of the new terminal, currently being constructed.

Environment

• Air, noise, water, soil

In 2018, Ravinala Airports introduced the monitoring of environmental parameters (air, noise, soil, water) to measure the impact of activity at the Ivato and Nosy Be airports on the environment and local residents' quality of life.

• Biodiversity

A ten-year biodiversity protection programme very specific to Nosy Be was adopted in 2018. This follows the monitoring of the Madagascan fish eagle, a critically endangered species and a key indicator of the local environment.

Community engagement

Since 2018, Ravinala Airports has participated in a local four-year programme in partnership with the Ny Hoaviko association, the Groupe ADP Foundation and the Bouygues Foundation. This programme aims to keep disadvantaged children in education. The partnership agreement was also signed in 2018 with the International Organisation for Migration to conduct, at the level of the international airport, a campaign to raise passenger awareness of at-risk migration.

LIÈGE AIRPORT - BELGIUM

Groupe ADP has been a strategic partner of Liège Airport since 1999.

Environment & climate

• Environmental management

Liège Airport has an environmental management system certified in accordance with the ISO 14001 international standard. The airport has a policy to cut its energy consumption and combat climate change. As such, Liège Airport is continuing its Collaborative Environmental Management (CEM) system bringing together Skeyes – the Belgian national air traffic control agency –, Liège Airport and airlines. The intended outcome is the joint management of the effects of airport operations on the environment.

SUBSIDIARIES' PLEDGES

ADP Ingénierie

• Climate

Labelled "Lean & Green" in 2014 for its logistics practices, in 2018 it obtained the first star of this label, which certifies that the target to cut its CO₂ emissions by 20% in five years has been achieved.

• Energy

In 2017, the airport supplemented its natural gas cogeneration unit, launched in 2015, with a trigeneration module (cogeneration in which part of the thermal energy produce is used for cooling).

In 2018, the site's freight and office buildings were fitted with photovoltaic solar panels. This renewable electricity production is expected to cover 40% of its needs.

• Mobility

Liège Airport has also formed a partnership with a Belgian company to promote the use of hydrogen as a substitute fuel for airport and ground handling vehicles.



ADP INGÉNIERIE

2017 revenue: €58 million.

2017 staff headcount: 421.

ADP Ingénierie became a wholly-owned subsidiary of ADP International in 2017.

Profile

ADP Ingénierie designs and supervises the development of new facilities for major international airports or expansion or renovation projects. It provides long-term operational solutions that facilitate the maintenance and use of facilities. These solutions form part of a continuous innovation and excellence initiative.

In 2017, ADP Ingénierie reorganised itself to more effectively adapt its international services offering to the market realities and changes in its customers' needs, particularly those of mature airports, which are faced with ageing infrastructures in the midst of growth in air traffic.

Its key architectural projects include the airports of Djeddah (Saudi Arabia), Dubai, (United Arab Emirates), Moscow (Russia), Bogota (Colombia), Chengdu and Daxing (China). The company has also managed to handle major technical challenges, including the conduct of works under operation at Manam (Bahrain), Katmandou (Nepal) and Santiago de Chile (Chile).

CSR system

ADP Ingénierie's CSR system is steered by its Transformation and Risk Division, in line with the Group policy. The organisation has a Risk Committee and a CSR Steering Committee. It has introduced a CSR criterion into managers' pay. Anti-corruption clauses feature in its contracts. The risks associated with sub-contracting are taken into account in its risk map. ADP Ingénierie is ISO 9001:2015 certified for all of its operations.

Ethics

ADP Ingénierie's corporate culture is based on transparency and stringent ethical requirements.

ADP Ingénierie's compliance programme forms part of the compliance programme developed for the international scope of Groupe ADP, which applies to the group's international subsidiaries and is aligned with its standards.

✓ In 2017, ADP Ingénierie disseminated its code of practice, which is based on three principles of behaviour at work: responsibility, integrity and respect for others. These rules must be embraced and applied by all employees, regardless of post or level, and by anyone acting on behalf of or in the name of the company. Employees must ensure that all those reporting to them embrace and apply our principles.

✓ In 2018, ADP Ingénierie supplemented its code of practice with the code of practice applicable

to all subsidiaries of Groupe ADP operating internationally. This code has been the subject of an uptake campaign aimed at all employees.

✓ The prevention and monitoring system is steered by the Transformation and Risks Division of ADP Ingénierie, in close collaboration with the Compliance Division of the international scope and together with the Ethics and Compliance Division of Groupe ADP. The Transformation and Risks Division has advisors in each geographical region in which ADP Ingénierie is present.

2018 non-financial rating

ADP Ingénierie submits its CSR performance to a voluntary non-financial rating every two years. This process has been conducted by the non-financial rating agency Ethifinance since 2014.

OVERALL RATING

69/100.

+3 points (66/100 in 2016).

Level: advanced.

EthiFinance highlighted the company's strong progress in the areas of governance and human capital - which have achieved the excellent level - and in the area of environment, which is just one point away.

GOVERNANCE RATING

77/100.

+4 points (73/100 in 2016).

Level: excellent

Main positive points

- Significant progress on ethics and compliance.
- Reorganisation of managerial bodies.

ENVIRONMENT RATING

74/100.

+5 points (69/100 in 2016).

Level: advanced.

Main positive point

- Consolidation of an indicator to monitor the integration of the environmental approach into projects.

SUBSIDIARIES' PLEDGES

ADP Ingénierie

HUMAN CAPITAL RATING

77/100.

+6 points (71/100 in 2016).

Level: excellent.

Main positive points

- Significant efforts on skills management and the improvement of working conditions.
- Improved social climate.

CUSTOMERS- PROCUREMENT RATING

71/100.

+1 point (70/100 in 2016).

Level: advanced

Main positive points

- Formalisation of the supplier CSR charter.
- Mobilisation on the ethics and compliance issues.

COMMUNITY ENGAGEMENT RATING

47/100.

(47/100 in 2016).

Level: progress.

- With an identical rating to 2016, ADP Ingénierie is still conducting its sponsorship actions under the guidance of the Groupe ADP Foundation.

Human resources

ADP Ingénierie has a human resources policy based in particular on skills development, career advancement, motivation, performance recognition and pay transparency. An employee satisfaction survey has been put in place. Several collective agreements were signed in 2018: mandatory annual negotiation, amendment to the group savings scheme (PEG) and membership of the group's staff pension scheme (Percog). As part of applying the Groupe ADP policy within its Diversity Committee, the organisation is raising staff awareness of this issue.

Environment

ADP Ingénierie's Environment Policy has been formalised and communicated to its suppliers. The company is developing a "Green Airport" offering. From the planning stage onwards, projects aim for local or international environmental certification. A sustainable development reference system is

applied and energy challenges are studied through our achievements.

Community engagement

For contextual reasons, ADP Ingénierie focuses on skills-based sponsorship. In order to take more effective action, the organisation maintains close links with the Groupe ADP Foundation.

APPENDICES

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APPENDIX 1

Compliance with UN and ILO international conventions

Our pledge to uphold the principles of the ILO and the Global Compact is given practical application through the actions undertaken in these contexts and described in the table below.

PRINCIPLES OF THE GLOBAL COMPACT AND THE ILO	ACTIONS UNDERTAKEN
HUMAN RIGHTS	
1. Promote and respect the protection of internationally proclaimed human rights in the Group's sphere of influence.	<ul style="list-style-type: none"> Code of Conduct of Groupe ADP, Group CSR charter, supplier CSR charter incorporated into the procurement processes (sent for signature by candidates for procurement processes initiated by Aéroports de Paris).
2. Ensure that companies within the Group do not become complicit in human rights violations.	<ul style="list-style-type: none"> Code of Conduct of Groupe ADP and vigilance plan currently being formalised in collaboration with our international subsidiaries.
	<ul style="list-style-type: none"> Aéroports de Paris ensures supplier compliance with provisions regarding illegal work by obtaining for itself the legal documents attesting to their compliance with fiscal and social law and any legal obligation to declare foreign workers. During procurement processes, candidate CSR policies and practices declared in respect of human rights are taken into account. Social rights audits (compliance with labour law regulations) are carried out in certain procurement sectors. The Procurement Division is an integral part of the process of applying the law regarding the duty of vigilance where suppliers and sub-contractors are concerned.
LABOUR STANDARDS AND THE PRINCIPLES OF THE ILO	
3. Ensure freedom of association and the effective recognition of the right to collective negotiation.	<ul style="list-style-type: none"> Individual entitlement to union training, and signature of union rights agreements.
4. Eliminate all forms of forced or compulsory work.	<ul style="list-style-type: none"> Inclusion of CSR criteria in the selection of suppliers/subcontractors. Contractual procurement documents include the Suppliers CSR Charter and the Aéroports de Paris standard general administrative clauses requiring suppliers and service providers to apply national workforce protection regulations and to comply with ILO conventions.
5. Ensure the effective abolition of child labour.	<ul style="list-style-type: none"> By agreeing to respond to an invitation to tender candidates undertake to apply the Supplier CSR Charter, particularly its requirements relating to the abolition of child labour.
6. Eliminate discrimination in the workplace and within occupations.	<ul style="list-style-type: none"> ADP commitment to the fight against discrimination with four agreements signed: the employment of disabled people (2016-2018), professional gender equality (2017-2019), diversity (2017-2019) and 'youth' and 'senior' provisions in the forward planning of employment and skills (2016-2018).
PROTECTING THE ENVIRONMENT	
7. Maintain a preventive approach to environmental issues.	<ul style="list-style-type: none"> Environmental Policy of Aéroports de Paris.
8. Take initiatives to promote greater environmental responsibility.	<ul style="list-style-type: none"> Roll-out of an environmental training and awareness-raising programme for all staff of Aéroports de Paris.
9. Encourage the development and widespread use of environmentally-friendly technology	<ul style="list-style-type: none"> Technology and innovation watch (renewable energy) by Aéroports de Paris.
ANTI-CORRUPTION	
10. Combat corruption in all its forms, including extortion and bribery.	<ul style="list-style-type: none"> Signing of the Responsible Lobbying Declaration of Transparency International France.
	<ul style="list-style-type: none"> Audit in 2018 of fraud prevention 2015-2017 for Aéroports de Paris. Creation of an Ethics and <i>Compliance</i> Division reporting directly to the Chairman & Chief Executive Officer and tasked with the company-wide management of ethics and <i>compliance</i> with the Legal Affairs & Insurance Division for Aéroports de Paris and its subsidiaries. Set-up of an Ethics and <i>Compliance</i> action plan approved by the Executive Committee and presented to the Board of Directors and its Audit and Risks Committee. A commitment letter from members of the Executive Committee and General Managers of TAV Airports and AIG. Set-up of a warning platform accessible to all Groupe ADP employees and supplier employees. Review of the code of ethics appended to the Aéroports de Paris internal regulations.

APPENDIX 2

Declaration of support for the Global Compact



Chairman & Chief Executive Officer

PDG/2018/1134

31 July 2018

Annual declaration of support for the United Nations Global Compact

Groupe ADP sets the gold standard in Europe for corporate social responsibility among large airport management companies and has ethical compliance as a governance principle.

As a signatory to the United Nations Global Compact since 2003, Groupe ADP renews its commitment to following the 10 principles relating to human rights, international labour standards, protecting the environment and the fight against corruption.

Our activities are developed in accordance with the principles of the Global Compact and the UN's Sustainable Development Goals (SDGs).

Our commitment is set out in detail in our Progress Update.

On behalf of Groupe ADP, I am pleased to confirm that "We support the Global Compact".

Augustin de Romanet

APPENDIX 3

Socially responsible investment indexes and classifications

We appear on a range of Socially Responsible Investing (SRI) indexes.



Dow Jones Sustainability Index (DJSI)

Since September 2015 we have been listed on the *DJSI* index, the world's foremost SRI index. This index ranks us as one of the best European companies in three spheres: economic, environmental and social. Our performance has been analysed since 2013 and has increased from 65 points to a score of 70 points for 2018.



Sustainalytics

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



Ethibel Sustainability Index (ESI) Europe

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



Euronext Vigeo

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



MSCI World ESG and MSCI World SRI

We received a score of AA in 2017. We have been listed in the *MSCI World ESG indexes* and *MSCI World SRI indexes* since 2012.



Oekom Prime Global Challenge Index

We have had *Prime* classification with a score of C+ since 2014. We feature among our industry's leaders and satisfy the minimal requirements in our sector. The extra-financial rating agency Oekom manages the classifications for the *Prime Global Challenge Index*.



Stoxx® Global ESC Leaders

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



FTSE4Good

FTSE4Good

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

APPENDIX 4

Indicators 2018

Reporting methodology

We publish our Corporate Social Responsibility (CSR) information on a yearly basis. This document relates to Groupe ADP's activities from 1 January to 31 December 2018. It was based on the fourth generation of management and reporting guidelines of the *Global Reporting Initiative (GRI)*. This international, multi-party initiative aims to develop globally applicable indicators factoring in economic, social and environmental performance in companies. The guidelines offer organisations balanced and reasonable performance reporting principles.

CONTROL AND CONSOLIDATION

Groupe ADP's Environment, CSR and Regions Division consolidates sustainable development indicators using data provided by the Divisions responsible. Depending on the collection methods and operating systems used by each of our airports, the scope of reporting may vary for certain indicators.

HR indicators

For indicators of the number of people employed at our airports, headcount was based on a study carried out in 2017 by the Utopies consultancy. HR indicators are subject to a reporting protocol that defines the relevant scope and methods. The workforce scope covers Aéroports de Paris and the group's (controlled) companies and fully consolidated subsidiaries of which 50% or more is owned: ADP Ingénierie, ADP International, Hub One, TAV Airports and AIG except Média Aéroports de Paris (less than 1% of the Group workforce). The social indicators are transferred to the Environment, CSR and Regions Division by the Human Resources Division.

ENVIRONMENTAL INDICATORS

For the environmental indicators, Groupe ADP uses a reporting

protocol specifying indicator definitions, scope and calculation methodology. The frequency of environmental indicators is adjusted year on year, from October 2017 to September 2018. Indicators calculated using a different periodicity are identified by the note (2).

For 'air quality' and 'emissions' indicators, the data was provided by the Aéroports de Paris laboratory, accredited by COFRAC and ISO 9001 certified, based on methodology guides including all the instructions used. They were then passed on to the Environment, CSR and Regions Division.

For aircraft emissions, two calculations were made on the basis of the methodology established by the International Civil Aviation Organisation (ICAO) for calculating emissions from the *LTO (Landing and Take-Off)*:

- an initial calculation using the ICAO's theoretical taxiing time;
 - a second calculation with the real taxiing time for Paris-Charles de Gaulle and Paris-Orly and an average taxiing time for Paris-Le Bourget that is closer to reality.
- For Paris-Charles de Gaulle, real taxiing times were close to the theoretical times, with only a slight difference between the two calculations.

For Paris-Orly, the real taxiing times are lower than the theoretical times, which accounts for the difference observed between the two calculations. At Paris-Le Bourget, the reason for the gap between the two calculations is that much more realistic average taxiing times were used and a much more realistic fleet of aircraft engines recorded in terms of Paris-Le Bourget traffic. For Paris-Charles de Gaulle and Paris-Orly, the figures presented in the indicator table correspond to the commercial aircraft movements (passengers and cargo).

The emissions from non-commercial movements account for around 17,977 metric tons of CO₂ (i.e. 1.5 %

of commercial aircraft emissions) and 84 metric tons of NO_x in 2018 (i.e. 1.4 % of commercial aircraft emissions), with the second method (real data).

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

SOCIAL INDICATORS

Social data relating to 'employment aid beneficiaries' (training, support, help with transport) is provided by the Partnerships Unit within the Environment, CSR and Regions Division.

The data for the soundproofing aid indicators originates from a summary produced in December 2018.

Table of indicators

The economic, social and environmental data, together with an explanation of the general items of information about the organisation, are set out on pages 102 to 105.

The materiality matrices, the correlation table containing the *GRI G4* summary and the declaration of extra-financial performance components are published in this document and on the Groupe ADP [website](#).

Core criteria

The report was drawn up in accordance with the core criteria defined by *GRI G4*. When a theme or indicator has not been explored in the required amount of detail, please refer to the 'Groupe' tab on our website (www.parisaeroport.fr) or the reference document. This applies in particular to financial information, governance and risks.

TABLE OF INDICATORS 2018

◆ Groupe ADP statistics

	Unit	2016	2017	2018	REF.GRI
Turnover	€M				
Groupe ADP	€M	2,947	3,617	4,478	EC1
Aéroports de Paris SA	€M	2,744	2,820	2,957	EC1
EBITDA	€M				
Groupe ADP	€M	1,195	1,567	1,961	EC1
Aéroports de Paris SA	€M	N/A	N/A	N/A	EC1
Net results	€M				
Groupe ADP	€M	435	571	610	EC1
Aéroports de Paris SA	€M	399	506	564	EC1
Investments	€M				
Groupe ADP	€M	792	879	1,078	EC1
Aéroports de Paris SA	€M	774	801	936	EC1

◆ Economic data

	Unit	2016	2017	2018	REF.GRI
Companies present at the airports	number	na	na	na	EC9
Jobs at the airports (exc. temporary)	number	na	122,040 (*)	122,040 (**)	EC9
Compensation fund for airport-related disturbance	€M	4.57	4.57	4.57	EC8
Groupe ADP Foundation (amount granted by the foundation)	€k	965	1,000	1,000	EC8
Paris airport passenger air traffic	million	97.2	101.5	105.3	AO1
Paris-Charles de Gaulle	million	65.9	69.5	72.2	AO1
Paris-Orly	million	31.3	32	33.1	AO1
Paris-Le Bourget	million	N/A	N/A	N/A	AO1
Number of aircraft movements at Paris Aéroport	thousand	707.4	704.7	709.9	AO2
Paris-Charles de Gaulle	thousand	472.9	475.6	480.9	AO2
Paris-Orly	thousand	234.4	229	229	AO2
Paris-Le Bourget	thousand	52.9	54.1	56.6	AO2

*(source: BPE study) - **(source: Utopies study)

TABLE OF INDICATORS 2018

◆ HIR data

	P	Unit	2016	2017	2018	REF.GRI
Average staff numbers						
*Aéroports de Paris	(b)	number	6,478	6,435	6,349	G4-9
Subsidiaries		number	2,409	17,743	19,568	G4-9
Group total	(a)	number	8,887	24,178	25,917	G4-9
Employment and integration of disabled workers						
Number of disabled workers	(b)	number	397	441	451	LA12
Average age	(b)	an	47.4	47.4	47.6	LA12
Percentage of women	(b)	%	37.9	37.9	37.6	LA12
New recruits/leavers						
On a permanent basis	(a)	number	247	285	364	LA1
New employees under 25	(b)	number	30	63	53	LA1
Leavers (any reason)	(a)	number	913	349	497	LA1
Promotion rate	(b)	%	4.0	3.7	4.5	LA1
Replacement rate for permanent job roles	(b)	%	2.60	2.1	00	LA1
Training						
Percentage of payroll dedicated to continuing education and training	(b)	%	5.3	4.2	4.38	LA9
Absenteeism						
Absenteeism rate (any reason)	(b)	%	7.0	6.9	6.9	LA6
Absenteeism	(b)	hour	717,771	708,937	696,425	LA6
Health and safety conditions						
Workplace accidents	(b)	number	238	216	220	LA6
Fatal accidents	(a)	number	0	0	0	LA6
Frequency rate of workplace accidents	(b)	%	16.6	13.64	14.62	LA6
Seriousness rating of workplace accidents	(b)	%	1.08	0.95	0.99	LA6

◆ Social data

	P	Unit	2016	2017	2018	REF. GRI
Attendees at 'airport occupations' seminars		number	323	472	190	SO1
Employment aid beneficiaries (training, support, help with transport)		number	4,961	5,686	2,902	SO1

TABLE OF INDICATORS 2018

◆ Environmental data

P	Unit	2016			2017			2018			REF.GRI			
		CDG	ORLY	LBG	TOTAL	CDG	ORLY	LBG	TOTAL	CDG		ORLY	LBG	TOTAL
Noise														
Cases handled	number	645	981	215	1,841	1,150	801	183	2,134	1,199	296	242	1,737	SO1
Dwellings or premises not soundproofed	number	1,735	1,749	298	3,782	1,893	1,069	247	3,209	2,137	833	272	3,242	SO1
Aid granted	€M	16.66	16.59	3.92	37.17	21.98	12.70	3.54	38.22	21.53	6.31	3.47	31.31	SO1
Airport air quality														
Annual concentration of particles (PM10)	µg/m3	18	17	na	N/A	14	24	na	N/A	26	26	na	N/A	EN21
Annual concentration of nitrogen (NO ₂)	µg/m3	26	29	na	N/A	31	28	na	N/A	17	20	na	N/A	EN21
Annual concentration of particles (PM 2.5)	µg/m3	11	11	na	N/A	10	14	na	N/A	11	12	na	N/A	EN21
Annual concentration of ozone (O ₃)	µg/m3	39	40	na	N/A	39	40	na	N/A	52	47	na	N/A	EN21
Aircraft emissions (ICAO theoretical data method) ^(a)														
Emissions of CO ₂	metric ton	890,570	316,270	29,870	1,236,710	891,034	314,176	33,179	1,238,389	907,270	319,600	24,230	1,251,100	EN17
Emissions of NO _x	metric ton	4,428	1,280	50	5,758	4,444	1,294	55	5,793	4,563	1,317	66	5,946	EN21
Aircraft emissions (real data method) ^(a)														
Emissions of CO ₂	metric ton	911,928	274,180	na	N/A	904,104	274,959	17,573	1,196,636	928,780	280,115	170,300	1,225,925	EN17
Emissions of NO _x	metric ton	4,446	1,210	na	N/A	4,470	1,238	60	5,768	4,601	1,261	58	5,920	EN21
Power plant emissions														
Emissions of CO ₂ ^(b)	metric ton	41,769	5,960	2,585	50,314	36,769	5,545	2,286	44,600	36,530	6,322	2,159	45,011	EN16
Emissions of NO _x ^(b)	metric ton	69.5	3.5	1.6	74.6	33	3.5	1.4	37.9	27.9	4.0	1.4	33.3	EN21
Vehicle emissions														
Emissions of CO ₂	metric ton	1,482	855	163	2,500	1,408	888	125	2,421	1,436	928	217	2,581	EN15/17
Energy														
Percentage of renewable energy in our final internal energy consumption	%	N/A	N/A	N/A	14.5	15.7	20.4	6.8	15.8	15.7	19.8	7.7	15.8	EN3
Heat production	MWh	226,925	81,583	11,844	319,692	258,329	83,421	8,777	350,527	232,718	81,421	9,621	323,700	EN3/4
Cold production	MWh	118,713	21,277	971	140,961	125,294	22,292	789	148,375	126,113	27,629	684	154,426	EN3/4
Total electricity purchase (internal and external)	GWh	332.9	116.0	25.1	474.1	336.2	115.3	24.7	476.2	333.1	118.4	23.8	475.3	EN3/4
Internal electricity consumption	MWh	279,250	78,048	1,940	359,239	290,959	73,647	6,380	370,986	286,543	77,184	5,666	369,393	EN3
Energy intensity	KWh/person	4.2	2.4	N/A	3.7	4.2	2.3	N/A	3.7	4.0	2.3	N/A	3.5	EN5
Percentage of green electricity in total electricity purchases	%	60	60	100	60	60	60	100	60	65	65	100	65	EN3

TABLE OF INDICATORS 2018

◆ Environmental data (continued)

P	Unit	2016			2017			2018			REF.GRI			
		CDG	ORLY	LBG	TOTAL	CDG	ORLY	LBG	TOTAL	CDG		ORLY	LBG	TOTAL
Water														
	Consumption of drinking water		608	74	2,950	2,347	526	107	2,980	2,499.8	636.2	73.6	3,209.6	EN8
	Internal consumption of drinking water		315.9	14.7	1,361.9	1,035.7	316.6	45.5	1,397.8	1,060.4	434.8	19	1,514.2	EN8
	Total volume of water recycled and reused		54.4	na	56.5	0	88.4	0	88.4	0	79.4	0	79.4	EN10
	Percentage of water recycled and reused		17.2	na	4.1	0	27.9	0	6.3	0.0	18.3	0.0	5.2	EN10
Waste														
	Volume of non-hazardous waste collected		6,383	1,294	40,483	31,770	6,715	1,299	39,784	37,558	6,617	1,390	45,565	EN23
	Aéroports de Paris SA internal volume of non-hazardous waste		9,963	291	15,796	10,305	5,574	380	16,259	11,088	5,665	294	17,047	EN23
	Buried		0	0.8	0.5	1.4	1.8	0.9	1.5	2.1	1.6	0	1.9	EN23
	Recycled		28.1	29.3	29.5	31.3	32.9	83.5	33.1	32.7	42.5	80.8	36.8	EN23
	Incinerated		71.9	69.9	70.1	67.3	65.3	15.6	65.4	65.2	55.9	19.2	61.3	EN23
	Volume of internal hazardous industrial waste collected		2,355	125	2,556	2,601	233	30	2,864	2,454	201	74	2,729	EN23
Transports														
	Percentage of public transport for passenger access to the airports		43	36	40	43	33	N/A	39	44	32	N/A	40	EN30
Biodiversity														
	Total number of species at risk (IUCN Red List)		1	1	1 ^(a)	1	1	N/A	1 ^(a)	16	18	6	N/A	EN14
	Annual total number of animal strikes per 10,000 aircraft movements		0.96	2.37	N/A	1.04	3.78	na	N/A	1.43	4.41	0.52	N/A	AO9

P = perimeter

(a) Groupe ADP.

(b) Aéroports de Paris SA only.

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

(d) Aircraft emission information in appendix 4 on the reporting methodology.

Data

(1) Volume verified by a third controller.

(2) 2016, 2017 and 2018 data over a calendar year.

(3) The same species is under threat at both CDG and Orly.

N/A: not applicable

na: not available

◆ Explanation of general items of information about the organisation

REF.GRI-G4	Title	Page numbers in the main document (Groupe ADP - Social Responsibility 2018) and Appendix numbers
G4-1	Strategy and analysis	1; 5; reference document 2018; Groupe ADP website
GA-3 to GA-16	Organisation profile	2-3; 6-11; 14-15; 22; 24; 27-29; 42-44; 57-59; 73-75; 87; appendix 1; Groupe ADP website; Groupe ADP CSR Experts' Space
GA-17 to GA-23	Relevant aspects and perimeters identified	2-3; 6-13 8-11; 12-13; 16; 17; 24; 26; 29-31; 44-46; 59-61; 75-77
GA-24 to GA-27	Stakeholder involvement	6-11; 14-15; 22; 24; 27-29; 42-44; 57-59; 73-75; 87
GA-28 to GA-33	Outline of report	Appendix 4
GA-34	Governance	19-20; reference document 2018
GA-56	Ethics and integrity	6; 12-13; 15-19; appendices: 1; 2
	The description of the Disclosures of Management Approach (DMA) is provided in the Profile and CSR Approach chapters (pages 4 to 25), in the above-mentioned reporting methodology (appendix 4) and on the Groupe ADP website.	
	The relevant G4-DMA for the airport operators sector supplement have been explored on pages 4, 30-31, 85-87 and in appendix 4.	

TABLE OF INDICATORS 2018

Social information

HR5: sites and suppliers identified as presenting a substantial risk of incidents related to child labour and measures taken to help effectively abolish this type of work.

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

HR6: sites and suppliers identified as presenting a substantial risk of incidents related to forced or compulsory labour and measures taken to help effectively abolish all such forms of work.

The main activities of Aéroports de Paris SA and Hub One are carried out in France where child labour is forbidden. Like Aéroport de Paris, TAV Airports is a signatory of the Global Compact. An overview of the Potier Law was drawn up to identify the local laws and existing actions and identify standards at Group level.

LA7: employees directly and frequently exposed to diseases linked to their work activity.

In compliance with French regulations, Aéroports de Paris SA carries out medical examinations, the frequency of which is determined according to the activities undertaken by employees.

LA16: number of employment grievances lodged, investigated and settled via the official grievance settlement mechanisms.

Requests communicated via staff representatives are dealt with at a monthly meeting between the management of Aéroports de Paris SA and staff representatives.

Environmental information

EN12: description of instances of substantial impact of activities, products and services on the biodiversity of protected areas and areas outside those protected areas with considerable biodiversity.

Aéroports de Paris SA activities, products and services do not give rise to any substantial impact on the biodiversity of protected areas or areas outside those protected areas with considerable biodiversity.

EN29: amount of substantial fines and total number of non-financial penalties for non-compliance with laws and regulations relating to the environment.

In 2018, no penalty of any nature whatsoever was imposed on Aéroports de Paris SA for non-compliance with laws and regulations relating to the environment.

Customer information

PR8: total number of complaints regarding invasion of privacy and loss of customer data.

In 2018 no complaint was submitted regarding invasion of privacy or loss of customer data.

Community information

EC6: proportion of senior managers recruited locally at the main operational sites.

No Aéroports de Paris SA senior manager has a local contract. All our contracts are based in France.

HR2: total number of hours of training for employees on human rights policies and procedures applicable to their work, including the percentage of employees trained.

Human rights training is included in general training at Aéroports de Paris SA. The number of

hours devoted to human rights subjects is not monitored.

HR7: percentage of security agents trained in organisational human rights policies and procedures applicable to their work.

Contracts with security service providers acting on behalf of Aéroports de Paris SA require the service providers to comply with European legislation and good practice guides relating to the rights of individuals undergoing security checks. The service providers sign a CSR charter which includes a section on human rights. This charter is in the process of replication in some subsidiaries abroad.

HR9: total number and percentage of sites that have been subject to an investigation relating to human rights or an impact evaluation.

To date, no site has been subject to external verification relating to human rights. An overview of the Potier Law was drawn up to identify the local laws and existing actions.

Information not available at the time the report was published.

Information pertaining to EN34, HR12, SO5, SO7, and SO8 is currently being processed and analysed. Should it emerge that any of this information needs to be made publicly available, this will be done online, with the utmost transparency, as soon as it becomes available.

Contact

Edward Arkwright
Deputy CEO



This airport is participating in Airport Carbon Accreditation

APPENDIX 5

Glossary, abbreviations and acronyms

A

ACA: Airport Carbon Accreditation.

ACI: Airports Council International.

Adapt: association for the social and workforce integration of people with disabilities.

ADOR: association for the economic development of the Orly-Rungis area.

AFNOR: the French national organisation for standardisation.

APU: Auxiliary Power Unit .

ASQ/ACI: Airport Service Quality/ Airports Council International.

ATM: Air Traffic Management.

C

CCI: chamber of commerce and industry.

CCIP: Paris chamber of commerce and industry.

CDD: permanent employment contract.

CDI: temporary employment contract.

CDM: Collaborative Decision Making.

CHSCT: health, safety and working conditions committee. See end of Glossary for details about the CHSCT's role and functions.

CIES: inter-union employee savings committee.

Cluster: a group, especially a group of practitioners and/or researchers in the fields of science, technology or the economy, the purpose of which is to explore, support and promote common interests.

CNIL: French National Data Protection Commission.

CO₂: carbon dioxide. A greenhouse gas, often referred to in English, for ease of reference, simply as "carbon" (as in "carbon emissions").

COFRAC: French

Accreditation Committee.

D

Défenseur des Droits: the French Citizens Rights Protector is a State institution that combines the roles of State Ombudsman, Protector of Children's Rights, Supreme Authority in matters of discrimination and equality (HALDE), and the National Commission for Professional Ethics in the Security Sector (CNDS).

DGAC: the French Civil Aviation Authority.

DJSI: Dow Jones Sustainability Index.

Directte(s): regional directorate of business, competition, consumption, labour and employment.

Single document: see explanation at end of glossary.

E

Ecodistrict: environmentally-friendly urban district.

Esat: centre providing support via employment.

ESG: Environmental, Social and Corporate Governance.

ESUS: solidarity enterprise of social utility.

FCPE: company investment fund for employees.

G

GIP: Public Interest Group.

GPEC: forward planning of employment and skills.

GPU: Ground Power Unit - vehicle for supplying power to aircraft on the ground.

Graduate Programme: developed by the company to attract young graduates.

H

Halde: the French supreme authority in matters of discrimination and equality.

Hub: an airport that serves as a passenger transfer point.

I

IFC: International Finance Corporation (member of the World Bank Group).

ISO: International Organisation for Standardisation.

SRI: socially responsible investing.

K

kWh: kilowatt hour.

M

Materiality: in the sense of 'relevance'.

MWh: megawatt hour

O

OHSAS: Occupational Health and Safety Assessment Series (an internationally applied British Standard for occupational health and safety management systems).

P

PaQte: pact with the districts for all businesses - initiative from the Ministry of Territorial Cohesion and Relations with Regional Authorities (2018)

Parafe: automated fast-track crossing at external borders.

Paris Region Entreprises: the name of the Paris Île-de-France Regional Development Agency.

PME/SME: company mobility scheme or small and medium-sized enterprises.

PMIE: inter-company mobility scheme.

PHMR: disabled and reduced mobility persons.

S

SBF 120: stock market index.

SRI: see ISR.

SO₂: sulphur dioxide

STPA: protected and adapted work sector.

T

TEP: equivalent of a metric ton of oil.

TOEIC®: Test of English for International Communication

U

SEU: Significant Energy Uses.

APPENDIX 5

Glossary, abbreviations and acronyms

What is the CHSCT?

A CHSCT (Health, Safety and Working Conditions Committee) has to be set up in every private-sector (and in some cases public-sector) organisation with a workforce of 50 or more employees. Its purpose is to contribute to protecting employees' health and safety and help improve working conditions. CHSCT members are mostly employee representatives. The committee has various resources

at its disposal to help it fulfil its purpose (information, access to expert advice, etc.). Additional resources are provided within high-risk industrial organisations.

Single Document

The single document or single document for assessing workplace risks is drawn up and updated annually by each head of department, school or college

principal or regional authority. It lists all the occupational risks (including psychosocial risks) to which personnel are exposed, in order to facilitate their prevention.



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Siren 552 016 628 - RCS Paris • Design and production: Energograd, Anne Lombard with Groupe ADP • Graphic design and layout: Pascale Michon.
Photos: © Groupe ADP/ Sébastien Aubry. * €0.34 per minute (inclusive of tax) from a landline in mainland France, not including any additional costs from your service provider.